

# Municipality of Lakeshore

## Regular Council Meeting Agenda



Tuesday, March 23, 2021, 6:00 PM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order
2. Moment of Reflection
3. Disclosures of Pecuniary Interest
4. Recognitions
5. Public Meeting under the Municipal Act, 2001
  1. Tax Adjustments under the Municipal Act, 2001, s.357 5

**Recommendation:**  
Authorize the reduction of taxes under section 357 of the *Municipal Act, 2001* totalling \$21,634.14 for adjustments affecting the 2018, 2019 and 2020 taxation year, as outlined in the report from the Supervisor of Revenue presented at the March 23, 2021 Council meeting.
6. Public Meetings under the Planning Act
7. Public Presentations
8. Delegations
  1. Organizational Review 8

**Recommendation:**  
Approve the recommendations arising from the Organizational Review in principle; and  
  
Direct Administration to develop an implementation plan for the recommendations, as described in the report presented at the March 23, 2021 Council meeting.
1. Andrea Spencer and Spencer Relph, Optimus SBR - Organizational Review Presentation 15

|     |   |     |
|-----|---|-----|
| 9.  | Completion of Unfinished Business   |     |
| 10. | Consent Agenda  |     |
| 1.  | March 9, 2021 Regular Council Meeting Minutes   | 115 |
| 2.  | City of Sarnia - Colour Coded Capacity Limits   | 126 |
| 3.  | Town of The Blue Mountains - COVID-19 Recovery Funding  | 128 |
| 4.  | Township of South Glengarry - Provincial Vaccine Rollout  | 132 |
|     | <b>Recommendation:</b>  |     |
|     | Approve minutes of the previous meeting and receive correspondence as listed on the Consent Agenda.   |     |
| 11. | Reports for Information   |     |
| 1.  | Flood Prevention Task Force Draft Minutes February 23, 2021   | 133 |
| 2.  | Drainage Board meeting March 1st, 2021  | 138 |
| 3.  | Police Services Board Meeting Minutes – February 22, 2021   | 144 |
| 4.  | 2020 Council and Appointee Remuneration and Expenses  | 150 |
| 5.  | Viability of OPP Complaint Tracking System  | 153 |
| 6.  | Council Assignments Monthly Tracking Report - March 2021  | 156 |
|     | <b>Recommendation:</b>  |     |
|     | Receive the Reports for Information as listed on the agenda.  |     |
| 12. | Reports for Direction   |     |
| 1.  | Tender Award – Purchase of one 2021 4x2 Tandem Axle Cab & Chassis with a One-way Plow and Wing  | 159 |
|     | <b>Recommendation:</b>  |     |
|     | Award the tender for the purchase of one 2021 4x2 tandem axle cab & chassis with one-way plow and wing to Team Truck Centres in the amount of \$313,216.50 (plus HST); and,                                     |     |
|     | Approve the disposal of the Public Works Service Truck (Unit #317) in accordance with the Sale of Corporate Vehicles Policy AD-209, as described in the report presented at the March 23, 2021 Council meeting. |     |

2. **Amendments to the Yard Maintenance By-law** 161
- Recommendation:**  
Direct the Clerk to present By-law 28-2021, a By-law to amend 54-2018, being a By-law to Provide for the Maintenance of Land in a Clean and Clear Condition, for reading at the April 6, 2021 Council meeting; and,  
  
Direct Administration to submit set fines for the new offences in the amended by-law in the amount of \$250.00, as described in the report presented at the March 23, 2021 Council meeting.
3. **Municipal Accommodations Tax (MAT) Report** 170
- Recommendation:**  
Approve in principle, the imposition of Municipal Accommodations Tax (MAT) on appropriate properties;  
  
Direct Administration to bring back a report recommending administrative procedures and prepare a draft by-law;  
  
Direct Administration to include the concept of a Municipal Accommodations Tax in the public consultation for Short Term Rentals; and,  
  
Direct Administration to send a letter to the Premier of Ontario in support of the proposal by Airbnb for the implementation of a common Municipal Accommodation Tax across all areas of the Province of Ontario, as presented in the March 23, 2021 report to Council.
13. **Announcements by Mayor**
14. **Reports from County Council Representatives**
15. **Report from Closed Session**
16. **Notices of Motion**
17. **Question Period**
18. **Non-Agenda Business**
19. **Consideration of By-laws**
1. **By-law 23-2021, Being a Tile Drainage Rating By-law** 180

- |    |   |     |
|----|---|-----|
| 2. | By-law 30-2021, Being a By-law to Waive Fees relating to Temporary Outdoor Patios during the COVID-19 Emergency | 184 |
|    |   |     |
| 3. | By-law 31-2021, Being a By-law to Confirm proceedings of Council for March 9th, 2021 Meeting                    | 186 |

**Recommendation:**

By-laws 23-2021, 30-2021 and 31-2021 be read and passed in open session on March 23, 2021.

**20. Closed Session**

**Recommendation:**

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

- a. Paragraph 239(2)(d), (f) and (k) of the *Municipal Act, 2001* for the purpose of discussing labour relations or employee negotiations, advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and positions and plans to be applied to negotiations to be carried on by the Municipality relating to collective bargaining; and
- b. Paragraph 239(2)(c), (e) and (f) of the *Municipal Act, 2001* for the purpose of discussing a proposed disposition of land by the municipality, litigation or potential litigation, including matters before administrative tribunals, affecting the municipality, and to discuss advice that is subject to solicitor-client privilege, including communications necessary for that purpose relating to Tecumseh Road.

**21. Return to Open Session**

**22. Adjournment**

**Recommendation:**

Council adjourn its meeting at \_\_\_\_ PM.



# Municipality of Lakeshore - Report to Council

## Finance Services

## Revenue Services



**To:** Mayor & Members of Council

**From:** Michelle Heslop, Supervisor of Revenue

**Date:** February 23, 2021

**Subject:** Tax Adjustments under the Municipal Act, 2001, s.357

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### Recommendation

Authorize the reduction of taxes under section 357 of the *Municipal Act, 2001* totalling \$21,634.14 for adjustments affecting the 2018, 2019 and 2020 taxation year, as outlined in the report from the Supervisor of Revenue presented at the March 23, 2021 Council meeting.

### Background

Under section 357 of the *Municipal Act, 2001*, ratepayers may make application to the municipality for adjustments to property taxes as a result of changes to the property affecting assessment. Such changes may include demolition of structures, assessment office clerical errors, reduced space used for business, properties becoming exempt, etc.

### Comments

Administration has reviewed all applications received and the properties meeting the requirements under s.357 of the *Municipal Act, 2001* to receive property tax adjustments are listed in the attached Schedule "A".

Administration is supportive of the Municipal Property Assessment Corporation's revised assessment amounts and Administration recommends approving the adjustment to taxes.

### Others Consulted

The Municipal Property Assessment Corporation provided assessment information to assist in adjustment calculations.

## Financial Impacts

The tax reduction breakdowns are as follows:

Municipal portion: \$ 6,632.86  
County portion: \$ 5,329.34  
Education portion: \$ 9,671.94

The municipal portion of the cost is charged to the Corporate Accounts budget centre, Property Tax Write-offs Expense account.

**Attachment(s):** Schedule A – s.357 Applications – Properties Eligible for Tax Adjustments

## Report Approval Details

|                      |   |
|----------------------|---|
| Document Title:      | Tax Adjustments S.357.docx                |
| Attachments:         | - Attachment - March 23, 2021 - s.357.pdf |
| Final Approval Date: | Mar 3, 2021                               |

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

Rosanna Pellerito

Kristen Newman

Truper McBride

| Roll #        | Year | Class | Assessment<br>Amount<br>From | Assessment<br>Amount To | Reduction | Beginning<br>Date | End Date   | # Days | Municipal<br>Adjustment | County<br>Adjustment | Education<br>Adjustment | Total Tax<br>Writeoff | Reason                |
|---------------|------|-------|------------------------------|-------------------------|-----------|-------------------|------------|--------|-------------------------|----------------------|-------------------------|-----------------------|-----------------------|
| 180 000 27300 | 2018 | RT    | 518506                       | 126500                  | 392006    | 2018-05-25        | 2018-12-31 | 221    | \$ 1,396.77             | \$ 1,130.89          | \$ 403.50               | \$ 2,931.16           | Occupancy Date Error  |
| 050 000 01550 | 2019 | RT    | 279500                       | 271682                  | 7818      | 2019-01-01        | 2019-12-31 | 365    | \$ 46.70                | \$ 37.76             | \$ 12.59                | \$ 97.05              | Demolition            |
| 180 000 04900 | 2019 | CT    | 299200                       | 0                       | 299200    | 2019-01-01        | 2019-12-31 | 365    | \$ 1,933.85             | \$ 1,563.65          | \$ 3,859.68             | \$ 7,357.18           | Classification Change |
| 180 000 04900 | 2019 | RT    | 223800                       | 377000                  | -153200   | 2019-01-01        | 2019-12-31 | 365    | \$ (915.11)             | \$ (739.94)          | \$ (246.65)             | \$ (1,901.70)         | Classification Change |
| 180 000 27300 | 2019 | RT    | 532753                       | 137750                  | 395003    | 2019-01-01        | 2019-08-19 | 231    | \$ 1,493.25             | \$ 1,207.42          | \$ 402.48               | \$ 3,103.15           | Occupancy Date Error  |
| 210 000 29600 | 2020 | RT    | 318000                       | 263000                  | 55000     | 2020-06-19        | 2020-12-31 | 196    | \$ 180.35               | \$ 143.47            | \$ 45.06                | \$ 368.88             | Renovations           |
| 180 000 15600 | 2020 | RT    | 394000                       | 280000                  | 114000    | 2020-02-25        | 2020-12-31 | 311    | \$ 593.16               | \$ 471.85            | \$ 148.21               | \$ 1,213.22           | Demolition            |
| 050 000 01550 | 2020 | RT    | 286000                       | 278000                  | 8000      | 2020-01-01        | 2020-12-31 | 366    | \$ 48.99                | \$ 38.97             | \$ 12.24                | \$ 100.20             | Demolition            |
| 180 000 04900 | 2020 | CT    | 299200                       | 0                       | 299200    | 2020-01-01        | 2020-12-31 | 366    | \$ 1,982.41             | \$ 1,576.78          | \$ 3,740.00             | \$ 7,299.19           | Classification Change |
| 180 000 04900 | 2020 | RT    | 223800                       | 377000                  | -153200   | 2020-01-01        | 2020-12-31 | 366    | \$ (938.09)             | \$ (746.24)          | \$ (234.40)             | \$ (1,918.73)         | Classification Change |
| 180 000 32700 | 2020 | CT    | 332000                       | 139000                  | 193000    | 2020-05-14        | 2020-12-31 | 232    | \$ 810.58               | \$ 644.73            | \$ 1,529.23             | \$ 2,984.54           | Fire                  |
|               |      |       |                              |                         |           |                   |            |        | <b>\$ 6,632.86</b>      | <b>\$ 5,329.34</b>   | <b>\$ 9,671.94</b>      | <b>\$ 21,634.14</b>   |                       |

## **Municipality of Lakeshore - Report to Council**

### **Chief Administrative Officer**



**To:** Mayor & Members of Council  
**From:** Truper McBride, Chief Administrative Officer  
**Date:** March 16, 2021  
**Subject:** Organizational Review

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### **Recommendation**

Approve the recommendations arising from the Organizational Review in principle; and  
Direct Administration to develop an implementation plan for the recommendations, as described in the report presented at the March 23, 2021 Council meeting.

### **Background**

The Province has provided the Municipal Modernization Program (MMP) funding to municipalities to find ways to deliver services more efficiently and effectively. Warning has been provided that provincial grants in the future may be decreased and that municipalities are to use this funding as an advance opportunity to find opportunities for cost savings. The Organizational Review was an approved project by the Province to assist Lakeshore in becoming more efficient and effective at service delivery. This funding opportunity coincided neatly with the 5 year review that was planned following the 2015 organizational review.

In addition, Council identified Organizational Excellence as a Strategic Priority Area for the 2018 – 2022 term of office. Within the Organizational Excellence Strategic Priority Area, Council further identified an Organizational Review as a project for Administration to undertake.

The Organizational Review provides Council a report on current state of the Municipal Corporation as well as recommendations for the future to modernize operations.

### **Comments**

The current state assessment report set out to accomplish the following:

- To present the key themes derived from the analysis of data, documentation, survey responses, IT assessment, HR Review and stakeholder inputs from consultations i.e. focus groups.
- To summarize the key strengths Lakeshore can build on and opportunity areas it can focus on to improve the organization's capacity to meet the growing needs of the community.
- To identify key findings from the jurisdictional scan of comparable municipalities that inform Lakeshore on potential leading practices that it can consider for the future state.

The following strengths were highlighted for Lakeshore:

- Collegial, hardworking staff that are dedicated to the community and willing to do what it takes to get the job done with what they have;
- Senior management demonstrates a strong commitment to move the organization forward;
- Blend of long-standing staff that are knowledge resources along with newer staff that bring new perspectives and ideas;
- Starting to make investments in improving capacity and capabilities.

The following gaps and opportunities have been identified based on the current state findings of the municipal corporation:

#### **Unclear accountabilities, roles, and responsibilities**

- Roles and responsibilities are not always clearly defined or tailored for job functions;
- Customer service focus is not consistently embedded in the organization;
- Organization does not consistently nor effectively embody a performance driven culture that enforces accountability;
- Council members are committed and passionate about their positions, leading to unclear roles around governance and operational leadership activities.

## **Operations focused support functions**

- Managers are heavily involved in service delivery which takes time away from leadership, managing people, and managing the business line;
- HR is utilized to provide a high-degree of operational support for the organization, limiting strategic HR planning for the municipality;
- IT is focused on operational maintenance of current systems versus pre-emptively determining how IT can be leveraged to optimize the functions of the organization.

## **Corporate Service Functional Gaps**

- Lack of strategic oversight and proactive planning functions that take a holistic, long-term view of the municipality's path;
- Limited strategic communications disseminated by the municipality to create awareness, understanding and buy-in of organizational priorities and directions;
- Limited protocols on policy and by-law development that challenge capabilities to set, monitor and enforce compliance to organizational standards;
- Lack of project management functions in the organization to execute on plans that provide integrated, cross-functional oversight;
- Limited staff resource planning to align workloads with strategic objectives and expectations.

## **Misaligned Functions**

- Many functions are operating in silos, limiting service integration management;
- Functional and support needs of the divisions are not always gathered and assessed to inform investments;
- Fire Services is not functionally aligned to its current division, creating confusion on reporting and accountability;
- Legal counsel and corporate support areas are not fully optimized to support the organization;
- Infrastructure maintenance and inspections sometimes lack coordination, challenging planning in the community.

## Limited Trust

- Divided perspectives on role of Council for decision making and direction setting;
- Management and technical staff do not always feel empowered and/or trusted by senior leadership;
- Some field service areas operate separately from the broader organization;
- Cultural issues and dysfunctions in certain areas are creating segregation between management and staff, without a sense of trust between groups.

The findings above provide insights into the current state of Lakeshore Administration and the many challenges currently before the organization. The report goes into further detail on the many implications on performance, staff morale, competencies/skill sets, and the lack of capacity to be proactive on issue management.

Limited trust exists throughout the organization. Trust is a function of corporate culture which is set at the top of the organization. Council has directed Administration to undertake a culture strategy with the goal of becoming an employer of choice which will be advanced over the course of 2021.

## Jurisdictional Scan

The Organizational Review undertook a jurisdictional scan to compare Lakeshore to similar municipalities to identify trends. As discussed in the context of the Service Delivery Review, Lakeshore is a rather unique municipality with a large urban population and large rural land mass. As a result, direct comparisons are difficult. That said, the following observations trends have been identified from other municipalities which are applicable to Lakeshore:

- Senior management roles oversee a portfolio of interrelated functions and provide strategic leadership for the organization;
- Trusting relationships with the Council have been established through relationship management with leadership and providing reliable and objective information for decision making;
- Setting an example to promote innovation in the municipality by modernizing the organization's technology infrastructure and encouraging team empowerment for idea generation;
- Creating a working environment conducive to attracting and retaining good talent such as technology, performance-based culture, learning and growth, and openness to change;

- Working with their peers to increase IM/IT capabilities and safeguards on technology infrastructure (e.g. sharing resources, preventing cyber attacks, etc.);
- High engagement with staff for major change initiatives to gather their input and establish buy-in that will inform the change management plan and support implementation success.

## **Future State Recommendations**

To be able to build on the existing strengths of the Municipality, and address opportunities for improvement, the following recommendations have been made. Note that many of the recommendations are interdependent with each other, meaning that success in one area will likely contribute to success in others.

### **1. Build a performance driven and customer service culture**

- Strengthen accountability throughout the organization;
- Enhance analytical capabilities to derive and apply organizational insights;
- Establish processes to effectively respond to community that instill customer service.

### **2. Clearly define and embed strategic priorities**

- Implement processes to clearly define, communicate and coordinate strategic priorities;
- Build capacity to prioritize and manage risks.

### **3. Create empowering working relationships**

- Elevate strategic focus of senior leadership team and Council to encourage operational autonomy;
- Establish well-defined, evidence-based reporting and decision-making processes for Council.

### **4. Organize portfolios with aligned functions**

- Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities.

The Organizational Review report provides further detailed recommendations on how to advance all of the future state recommendations. Executing these recommendations will



require significant amounts of staff time which are presently strained attempting to manage a series of competing and changing priorities of Council. Administration endorses these recommendations and believes them to be critical in order to improve how services are delivered internally and externally at Lakeshore.

### **Next Steps**

Administration will be putting together an Implementation and Change Management Plan to action the recommendations in the Organization Review. A new organizational structure is being finalized to create an environment for more effective and efficient service delivery which will be before Council to receive in Q2. The Organizational Structure will have a ten year high level staffing plan that identifies where new positions will need to be added and an introduction of the first phase of implementation to enhance service delivery later this year.

The implementation of the first phase of the organizational structure will not include a request for additional staffing resources. Future staffing requests will remain part of the annual budgeting processes and be brought forward as needs are identified, at which time a case will be developed in support of the resourcing.

Council has tasked the Chief Administrative Officer with turning around Lakeshore's culture. Changing a long standing and embedded corporate culture takes time and requires the culture to be reflected at the very top of the organization in order for it to be effective and begin to change. At present, Council has a number of competing and evolving priorities which have resulted in much slower progress and a lack of time to focus on culture improvement.

### **Financial Impacts**

The organizational review was funded from the Province's Municipal Modernization Fund. Any financial implications associated with the implementation review will be brought forward through the annual budget process.

## Report Approval Details

|                      |                            |
|----------------------|----------------------------|
| Document Title:      | Organizational Review.docx |
| Attachments:         |                            |
| Final Approval Date: | Mar 18, 2021               |

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

Rosanna Pellerito

Kristen Newman



# Organizational Review of the Municipality of Lakeshore

Final Report

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## Organizational Review of the Municipality of Lakeshore

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⇒ Final Report

## ⇒ Contents

1. Introduction
2. Methodology
3. Overview of Lakeshore
4. Current State Assessment
  1. Strengths, Gaps and Opportunities
  2. IM/IT Assessment
  3. HR Assessment
  4. Jurisdictional Scan
5. Future State Recommendations
  1. Organization-wide
  2. Human Resources
  3. IM/IT
6. Implementation Plan & Considerations
7. Appendix



## Organizational Review of the Municipality of Lakeshore

# Introduction

# Project Mission & Success

## → Project Mission

- To collaborate with the Municipality of Lakeshore (the Municipality) to conduct a comprehensive corporate service and organizational review to ensure the Municipality's current and future success

## → Project Success

- A successful project will deliver the following through the engagement:
  - A strong understanding of service delivery strengths and gaps and the impact those have on clients and staff, with a particular focus on IT and staffing
  - Insight into the effectiveness of the current organizational structure and how it supports performance, quality and cost management
  - Clear and evidence-informed direction on the actions needed to improve the organizational structure to support people to do their best work
  - Strategic advice on how to leverage and organize assets to maximize efficiency and value
  - Buy-in and engagement of key stakeholders, including Leadership and Council

# Project Scope

## → In Scope

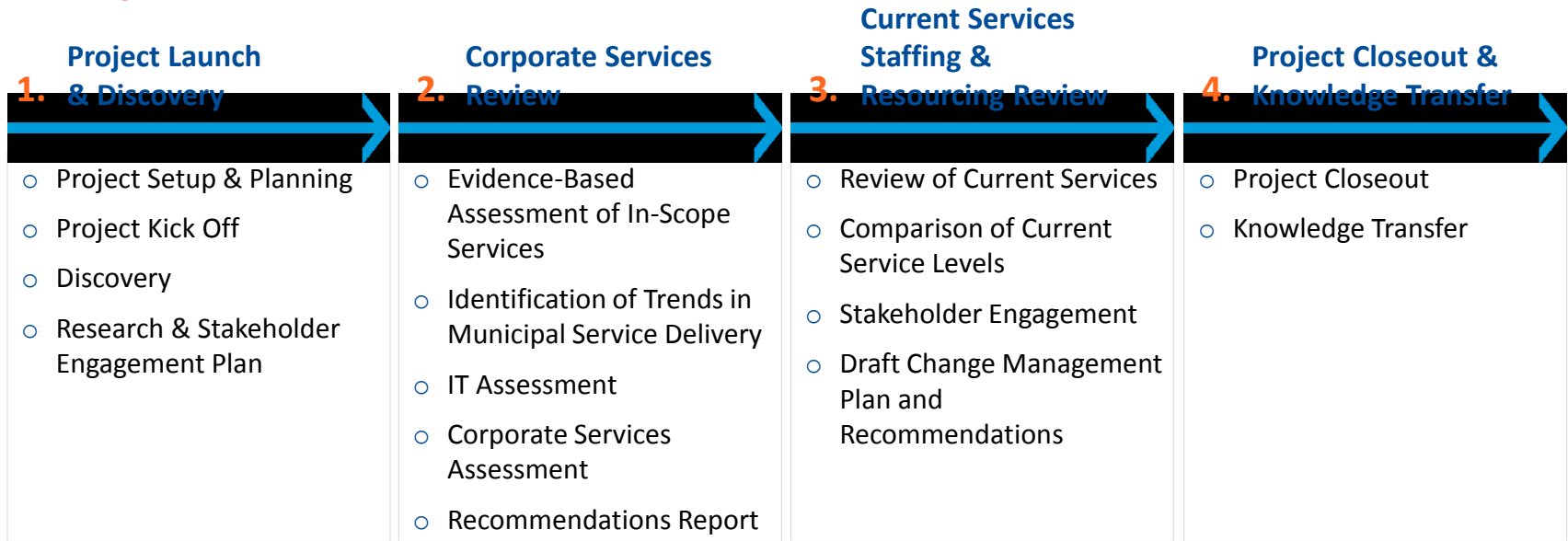
- Project management (project plan, scheduling interviews, reporting, touchpoints etc.)
- Virtual discovery interviews to further understand operating environment
- Corporate Services Review
  - Data and document review
  - Interviews with key staff
  - Individual interviews with Council members
  - Jurisdictional scanning
- IT Assessment
- Current Services Staffing and Resourcing Review
- Change management plan

## → Out of Scope

- Implementation of recommendations
- Broader change management
- Detailed data analysis
- Detailed process reviews
- Culture Assessment



## Project Activities



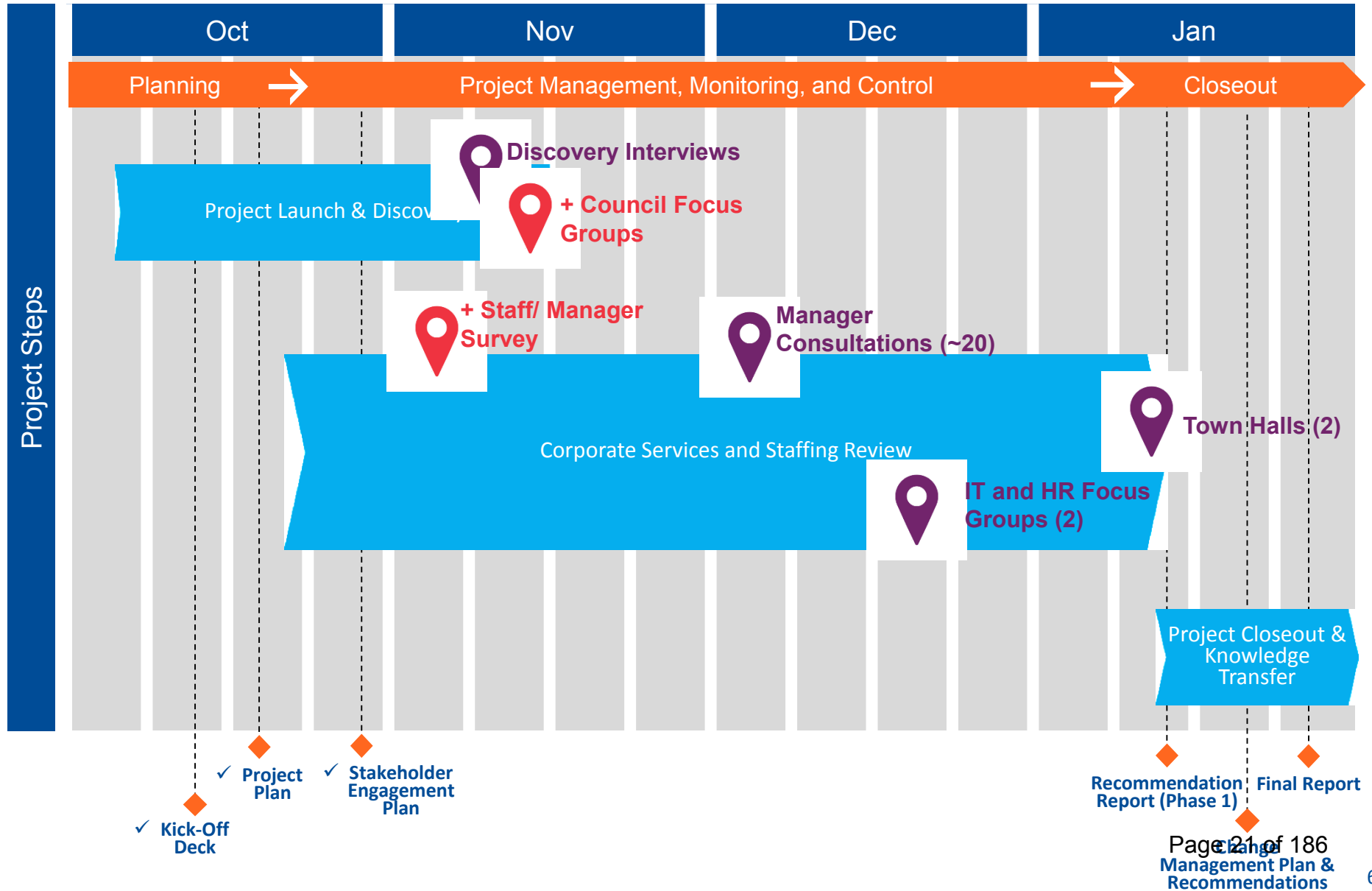
### Milestones







# Project Timelines





## Organizational Review of the Municipality of Lakeshore

# Current State Findings

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# Purpose of this Document

The purpose of the ***Current State Findings Report*** is:

1

To present the key themes derived from the analysis of data, documentation, survey responses, IT assessment, HR Review and stakeholder inputs from consultations i.e. focus groups.

2

To summarize the key strengths Lakeshore can build on and opportunity areas it can focus on to improve the organization's capacity to meet the growing needs of the community.

3

To identify key findings from the jurisdictional scan of comparable municipalities that inform Lakeshore on potential leading practices that it can consider for the future state.



Organizational Review of the  
Municipality of Lakeshore

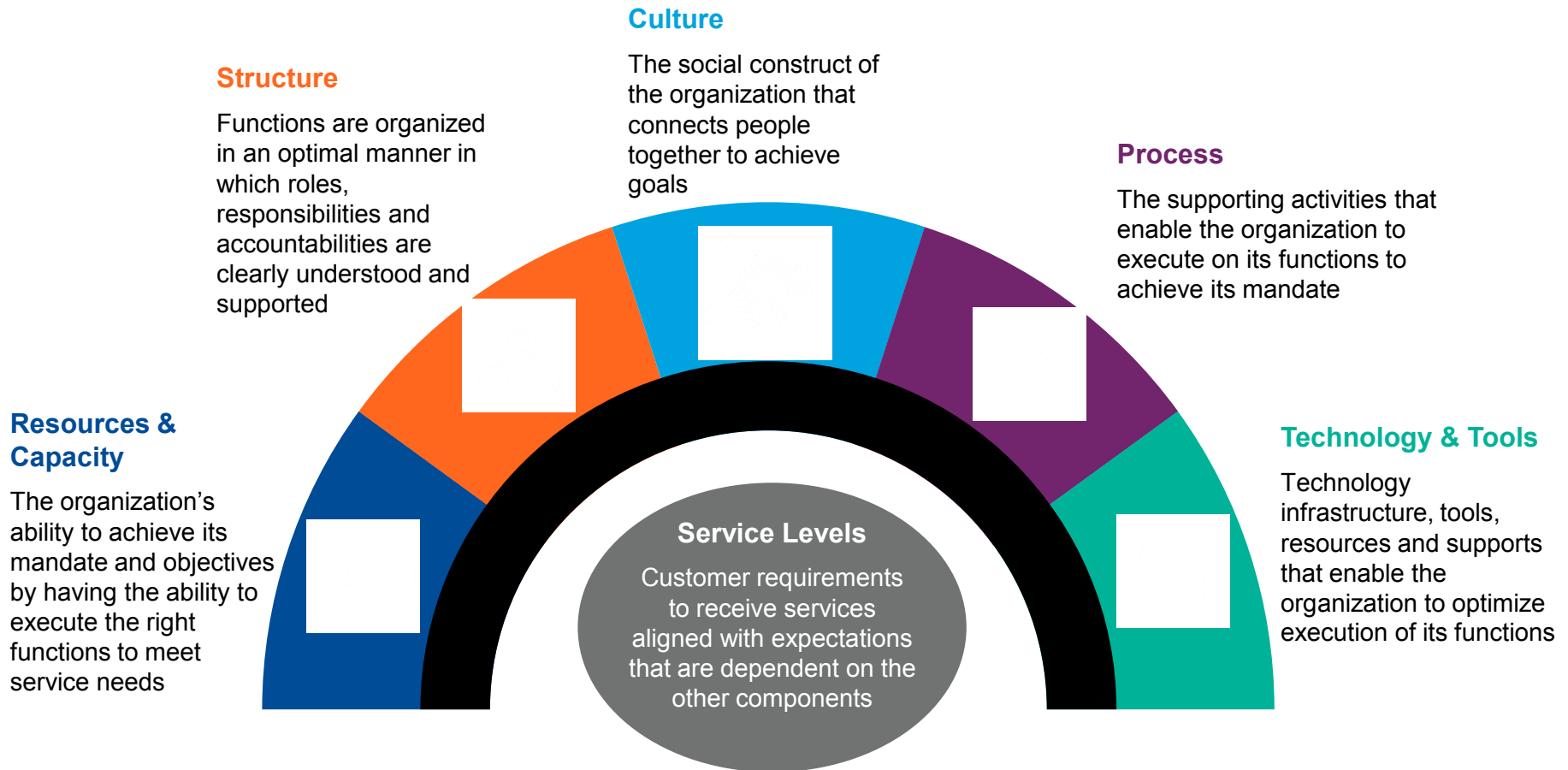


## Methodology



# Organizational Review Framework

Focus of the review entailed a review into these aspects of the organization through broad and deep engagement and analysis of documents and data.



# Information Inputs

Optimus SBR reviewed data and documents, engaged stakeholders and conducted a best practice scan to gather inputs for the current state assessment, which then supported a discussion with Lakeshore regarding the future state organizational structure of the Municipality

## Data and Document Review

Optimus SBR reviewed data and documents to develop a clear understanding of Lakeshore's current organizational structure, as well as its strategic directions and priorities. Please refer to the Appendix for a list of data and documents reviewed.



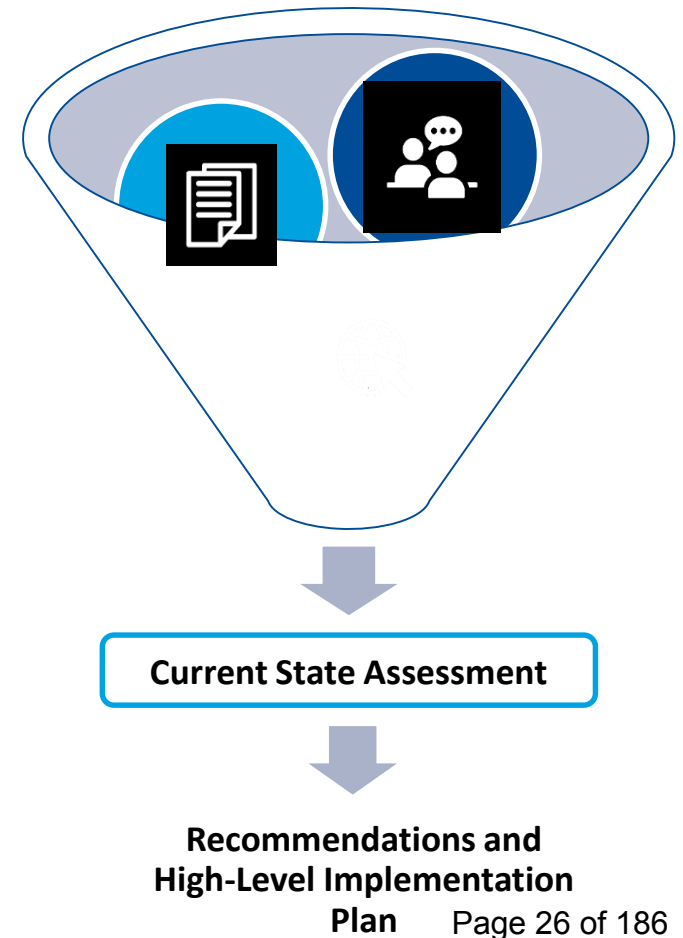
## Stakeholder Engagement

Optimus SBR engaged over 100 internal stakeholders to gain a holistic view of Lakeshore's efficiency and effectiveness, including what is working well, what pain points exist, and where there are opportunities for improvement. Please refer to the Appendix for a list of internal stakeholders engaged.



## Jurisdictional Scan

Optimus SBR conducted a scan to understand practices adopted by comparable municipal jurisdictions regarding their organizational structure and resource allocation. The selected comparable jurisdictions were Woodstock (Ontario), Caledon (Ontario), and Innisfil (Ontario).



# Current State Findings: Overview of Lakeshore



# Municipal Profile

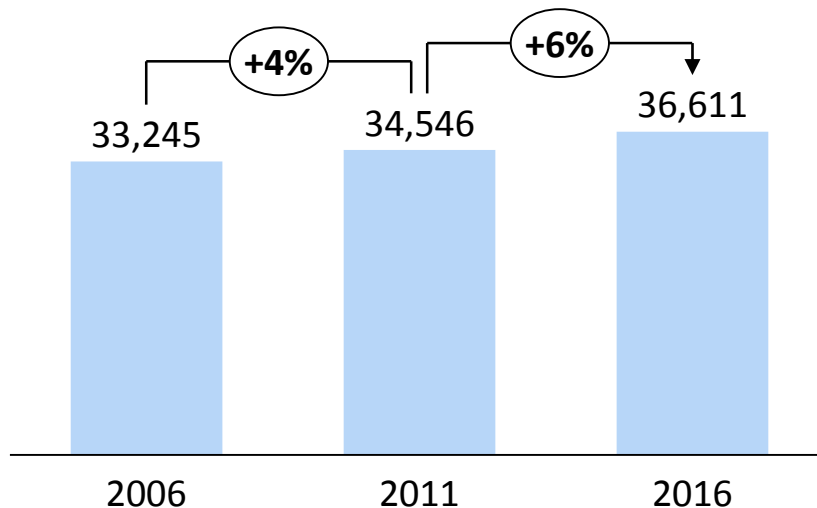
### Vision

A progressive Town of healthy, integrated communities.

### Mission

To nurture a unified Town that sees possibility, inspires innovation and realizes potential.

### Population Growth



### Key Organization Statistics

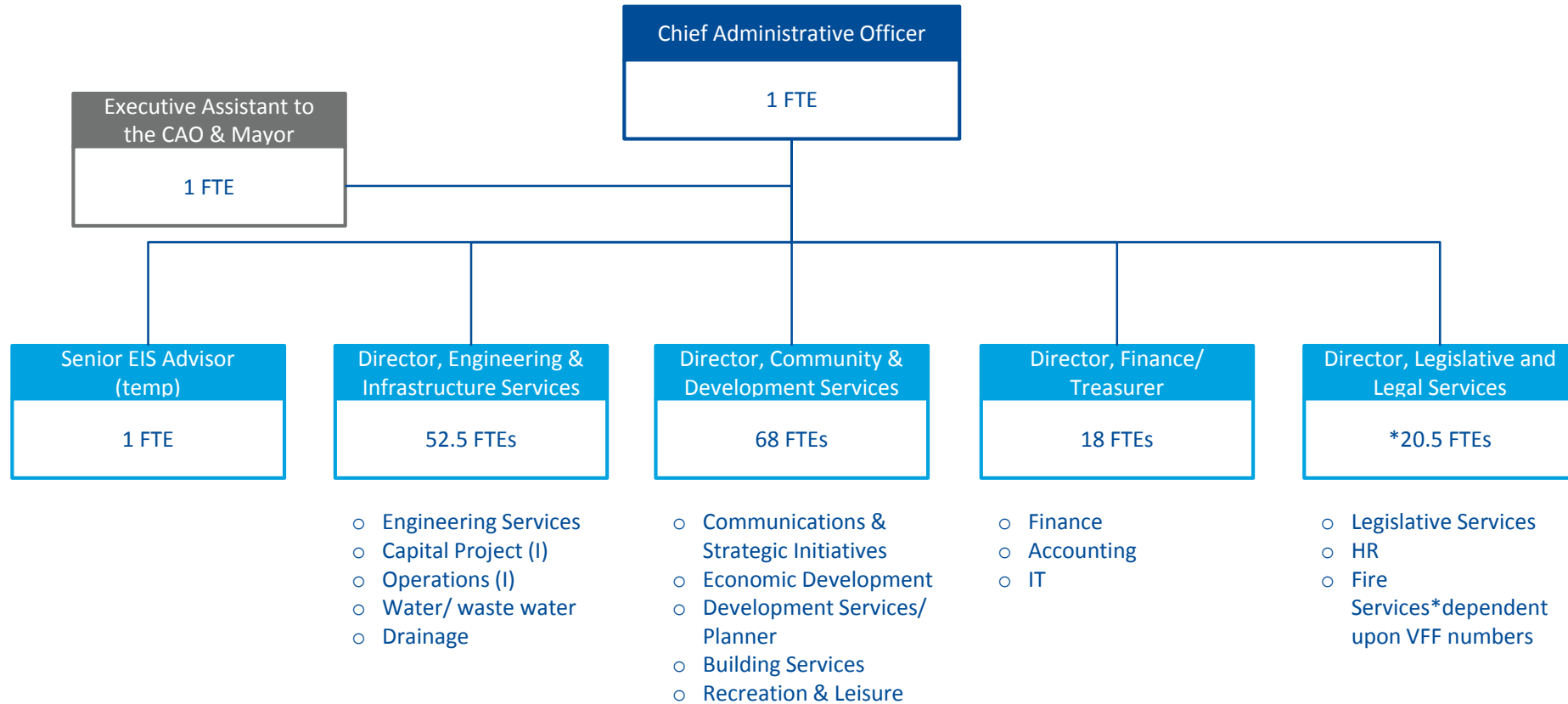
- Land area in sq. kilometres: 530
- Population density per sq. kilometer: 69
- Employees<sup>1</sup>:
  - 120 full-time employees;
  - 230 – 250 part time (including VFFs); and,
  - ~40 student positions

Lakeshore, as a lower-tier municipality, is in the top 13<sup>th</sup> percentile in Canada in size, and one of the fastest-growing municipalities in the Windsor-Essex region





## Current Organizational Structure



Current State Findings:

# Strengths, Gaps and Opportunities



# Overview of Current State Findings

The assessment of Lakeshore's organization identified the following key strengths that it can build on and gaps to identify opportunities for the organization to improve:

- In addition to data and documentation reviewed, much of the findings are based on the input gathered from consultations, focus groups and survey responses; thus, many of the themes presented are based on the perceptions gathered from various stakeholders and may not exemplify fact. In any case, perceptions gathered as part of an organization assessment are an indication of effectiveness and/or the effective deployment/ use of structures, roles, processes and tools by the organization.
- In some areas, the maturity level of functions is assessed on a scale (developing, managed, leading). It is expected that an organization of this size, would not have instilled leading practices; however, it should strive to deploy managed practices across its functions. The maturity levels assessments provide indication of the areas in which there is opportunity to improve functions to more effectively support the organization.
- The current state findings are based on a point in time review. It is understood and should be considered that Lakeshore is ever-evolving given environmental changes in the municipal sector as well as the implementation of multiple ongoing initiatives.



# Key Strengths of the Organization

The assessment of Lakeshore's organization identified the following key strengths that it can build on:

Collegial, hard working staff that are dedicated to the community and willing to do what it takes to get the job done with what they have

Senior management demonstrates a strong commitment to move the organization forward

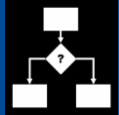
Blend of long-standing staff that are knowledge resources along with newer staff that bring new perspectives and ideas

Starting to make investments in improving capacity and capabilities



# Overview of Gaps and Opportunities

The organizational assessment identified perceptions on the organization's following gaps to identify opportunities for the organization to improve:



Unclear  
accountabilities,  
roles and  
responsibilities

- Roles and responsibilities are not always clearly defined or tailored for job functions
- Customer service focus is not consistently embedded in the organization to serve residents and internal departments
- Organization does not consistently nor effectively embody a performance driven culture that enforces accountability
- Council members are committed and passionate about their positions, sometimes leading to unclear roles around governance and operational leadership activities



Operations-  
focused support  
functions

- In some areas, managers are heavily involved in service delivery that takes time away from managing people
- HR is utilized to provide a high-degree of operational support for the organization, limiting strategic HR planning for the municipality
- IT is focused on operational maintenance of current systems versus pre-emptively determining how IT can be leveraged to optimize the functions of the organization



Corporate service  
functional gaps

- Lack of strategic oversight and proactive planning functions that take a holistic, long-term view of the municipality's path
- Limited strategic communications disseminated by the municipality to create awareness, understanding and buy-in of organizational priorities and directions
- Limited protocols on policy and by-law development that challenge capabilities to set, monitor and enforce compliance to organizational standards
- Lack of project management functions in the organization to execute on plans that provide integrated, cross-functional oversight
- Limited staff resource planning to align workloads with strategic objectives



# Overview of Gaps and Opportunities

The organizational assessment identified perceptions on the organization's following gaps to identify opportunities for the organization to improve:



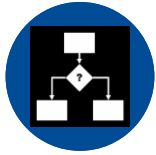
### Misaligned functions

- Many functions are operating in silos, limiting service integration management
- Functional and support needs of the divisions are not always gathered and assessed to inform investments
- Fire Services is not functionally aligned to its current division, creating confusion on reporting and accountability
- Legal counsel and corporate support areas are not fully optimized to support the organization
- Infrastructure maintenance and inspections sometimes lack coordination, challenging planning in the community



### Limited trust

- Divided perspectives on role of Council for decision making and direction setting
- Management and technical staff do not always feel empowered and/or trusted by senior leadership
- Some field service areas operate separately from the broader organization
- Cultural issues and dysfunctions in certain areas are creating segregation between management and staff, without a sense of trust between groups



# Unclear accountabilities, roles and responsibilities

## Key Findings and Observations

### **Roles and responsibilities are not always clearly defined or tailored for job functions**

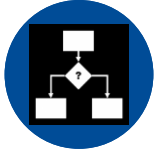
- Rationale for promotion is not well understood, and was stated as being not clearly defined. It is perceived that individuals are often promoted into roles based on tenure and not necessarily due to their skills, aptitude, and fit for the role.
- Administrative assistants in the organization have the same job description despite carrying out different functions and utilizing different skillsets.
- Accounting clerks also have identical job descriptions but they each perform different roles in servicing their respective areas.

### **Customer service is not consistently embedded in the organization to serve residents and internal departments**

- Standards to triage and respond to inquiries do not exist in the organization. This applies to inquiries received from the public, citizens, partners and broader stakeholders. As a result, there are no performance measures or targets to assess customer service for the Municipality.
- No defined accountability for customer service. There is no role within the organization that provides oversight on instilling customer service throughout the organization. Customer service expectations are not integrated into job descriptions.
- No systems or tools are supporting the execution, management, monitoring and evaluation of customer services practices in the organization.

## Implications

- Performance management is hindered by not having clear roles and responsibilities articulated to assess performance against expectations
- Positions may not be filled by individuals that possess the appropriate knowledge and skills
- Staff morale negatively impacted due to perceived inappropriate promotions
- Reactive mode to respond to and manage requests from the community
- Inconsistency in responding to customer requests creating varying expectations in the community



# Unclear accountabilities, roles and responsibilities

## Key Findings and Observations

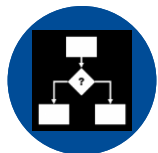
### **Organization does not consistently nor effectively embody a performance driven culture that enforces accountability**

- Performance measures and KPIs are not developed for the organization to assess its performance against its strategic directions and operational plans. As a result, activities and initiatives are not measured against the organization's strategy.
- Limited systems and tools that monitor performance organization-wide. Select areas have their own data collection, analysis and reporting processes that are maintained within their division (e.g. Fire Services). The purpose and application of these measures are not well understood by the broader organization. Many tracking and reporting tools are housed with one individual (e.g. spreadsheets on desktops), with no one else in the organization that can manage and interpret their inputs, analytics and outputs.
- Lack of standardized, effective performance management/feedback processes on divisional, departmental and individual performance. Managers provide ad-hoc feedback in an unstructured manner that has limited basis in plans and targets.
- HR is challenged with creating systematic tools on performance management due to a lack of organizational measures and targets. The introduction of the new ERP system can provide tools support performance management but will require inputs of the overall organizational KPIs and targets as well as a shift in culture.

## Implications

- Data quality and reliance is compromised
- Lack of insight on performance of the organization as a whole as well as by priority, division and role
- Lack of evidence-based decision making to steer the organization on optimal paths





# Unclear accountabilities, roles and responsibilities

## Key Findings and Observations

### **Council members are committed and passionate about their positions, sometimes leading to unclear roles around governance and operational leadership activities**

- Some Council members perceive that they are not provided with objective, verifiable information for their requests; often they feel it necessary to investigate for themselves to determine valid information sources
- Some Council members prioritize direct community service delivery and responsiveness above all other organizational functions, which can debilitate corporate support areas to provide support in an effective manner (e.g. limited pre-emptive investment in IT).
- Administration does not always effectively assess the priority of Council requests (ex. distinguishing between informational requests vs. urgent operational requests) which limits its understanding of purpose and goals and alignment with broader priorities. Some areas spend significant time and resources to address requests which are often informational in nature and not utilized in decision making or direction setting for the Council.
- Varying perspectives across Council members on their accountabilities, roles and responsibilities to support the organization in serving the community. There is a clear divide in perception of Council responsibilities whereby some expect the organization to respond to any/ all of their requests, while others are driven to provide strategic support and guidance to the organization. As a result, it is described that there is dysfunction and disrespect among Council members, and managing this divide often falls on the organization to manage.
- Council procedures and protocols are often not adhered to resulting in a lack of structure at meetings. There is also a lack of structured processes for Council to make requests of the organization which contributes to frequent re-prioritization of efforts as new requests come in.

## Implications

- Significant amount of time spent by Senior Leadership Team (SLT) on various Council requests, preventing ability to focus priorities and organizational management
- Limited strategic decision-making, focus and unity at the governance and SLT levels
- Potentially ineffective use of Council members' time delving into more operational issues and questioning data
- Management and staff consistently reprioritize workload to address Council requests, preventing a clear focus on strategic priorities



# Operations-focused support functions

## Key Findings and Observations

### **In some areas, managers are heavily involved in service delivery that takes time away from managing people**

- Many managers have strong technical backgrounds but require further development in soft skills and people management. This often puts pressure on Directors to manage staff within their departments. Also, sometimes, HR will get directly involved in people management needs.
- Micromanagement is often described as the style taken on by managers and directors in the organization causing employees to have less autonomy and feel unempowered.
- Managers often do not receive assessments and specific training to develop in the areas of managing people and resources in the department to meet targets.

### **HR is utilized to provide a high-degree of operational support for the organization, limiting strategic HR planning for the municipality**

- Roles and responsibilities between HR and operational functions are unclear. Perception that HR resources are stretched thin with recruitment activities (e.g. being involved with every hiring interview). HR is often overextended into people management, that should be taken on by managers if empowered to do so. Managers often do not take these responsibilities on because they are brought into technical tasks that occupy more of their time.
- HR is not utilized as a strategic function by senior management (e.g. to be incorporated in decision-making). HR has limited involvement in strategic decisions related to resourcing and human capital planning.

## Implications

- Staff morale is low because they do not feel valued and empowered
- Organization perceived to be a very authoritative culture that breeds employee dissatisfaction
- Limited ability for HR to provide strategic advice and guidance to the organization
- Lack of HR resources (e.g., labour relations support) that could be augmented by an administrative role or HR generalist role.



# Operations-focused support functions

## Key Findings and Observations

### **IT is focused on operational maintenance of current systems versus pre-emptively determining how IT can be leveraged to optimize the functions of the organization**

- Overall IT infrastructure, system, tools and applications require modernization. There is a lack of investment in this area. IT does not seamlessly integrate into the operations and is instead applied on top of existing processes.
- No long-term vision and roadmap to leverage IT to support the organization's plans. IT resources largely spend their time maintaining and providing troubleshooting support for existing systems, limiting capabilities to provide insights to strategically plan for current/ future IT needs
- IT projects seem to go on for very long periods with management supporting detailed implementation with limited project management execution to coordinate team and resources. New systems are being rolled out but scheduling and resource allocation does not consider availability in the business areas. Optimizing business process from these solutions also had not been examined.
- IT systems and resources lack back-up and redundancy. System updates may experience downtime impacting users.
- IT Manager is supported by staff who are still developing their skillsets in municipal IT and do not currently have the ability to independently execute on select tasks (e.g. IT network issues).

## Implications

- Organization is lagging in industry standards for technology use, creating risk
- Organization is not optimizing resources to realize efficiencies through technology
- Limited ability to determine the strategic IT needs for the organization



# Corporate service functional gaps

## Key Findings and Observations

### **Lack of strategic oversight and proactive planning functions that take a holistic, long-term view of the municipality's path**

- Limited resource and time allocation for strategic oversight and alignment across the organization causing leadership to operate in a misaligned manner, often in silos.
- SLT has limited processes to field and address Council matters, causing them to be more reactive to their request, which takes time from strategic management.
- Composition of leadership team is relatively new so currently in the process of establishing new norms of collaboration. No designated role to disseminate the leadership team's strategic directions and priorities and integrate them across the various functions to effectively.
- No enterprise risk management function, limited monitoring and assessment of risk and controls.

### **Limited strategic communications disseminated by the municipality to create awareness, understanding and buy-in of organizational priorities and directions**

- There is a skill gap to effectively execute on communications within the organization and for external relations.
- Internal communications to support corporate functions in disseminating information is lacking creating disconnect throughout the organization.
- There is a disconnect among staff on how their jobs align with the strategic plan. Overall, the strategic direction of the organization is described as being unknown, unclear and/or confusing by staff members.

## Implications

- Significant amount of time spent by Senior Leadership Team (SLT) on various Council requests, preventing ability to focus priorities and organizational management
- Limited strategic decision-making, focus and unity at the governance and SLT levels
- Different levels of understanding the organization's focus and processes, sometimes limiting various people from feeling connected to the organization



# Corporate service functional gaps

## Key Findings and Observations

### **Limited protocols on policy and by-law development that challenge capabilities to set, monitor and enforce compliance to organizational standards**

- No oversight, accountability and ownership for policy development across the organization with no schedules or standards for development.
- Many policies and procedures are out-of-date and some are thought to be no longer relevant. In some cases, the organization may be exposed to risk due to lack of regulatory policy compliance such as training records for the Ministry of Labour.
- There is inconsistency across divisions on the process to update policies and procedures with no centralized support to monitor and assess progress.

### **Lack of project management functions in the organization to execute on plans that provide integrated, cross-functional oversight**

- The organization does not have an embedded project management function. As a result, many projects are not planned and managed in a coordinated fashion to address implications to the Municipality as a whole.
- Capital projects has introduced an interim role with loosely defined responsibilities; nonetheless, it is providing integrated and coordinated project management support across various functions for capital project and new development/builds. Non-capital projects are managed by individual departments.
- IT lacks resource capacity to integrate project management rigor for systems design and implementation, leading to IT projects being executed in a start/stop manner without sufficient coordination and cross-functional involvement.

## Implications

- Processes may not adhere to meeting policies and/or by-laws
- Limited tracking of compliance that may expose the organization to risk
- Likelihood of project success is compromised without proper oversight and processes to manage resource, timelines and budget
- Challenges in streamlining focus and resources to align with strategic priorities



# Corporate service functional gaps

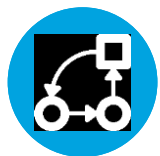
### Key Findings and Observations

#### Limited staff resource planning to align workloads with strategic objectives and expectations

- Broad perception across the Municipality is workloads are high, particularly at the operational staff level; the Municipality does not have the data to validate these claims
- Staff perceive hiring of management positions to not address the needs of the Municipality
- In the absence of data to confirm (or not) whether the perception of staff is factual, limited action is taken

### Implications

- Staff feel overworked and stressed
- Some staff perceive a Manager vs. Staff culture exists
- No insight into actual workloads of staff to discern if additional resources are needed



# Misalignment of functions

## Key Findings and Observations

### Many functions are operating in silos, limiting service integration management

- Many departments are unaware of the functions performed by others or their priorities.
- Cross-collaboration is limited on projects and issues management. Given a holistic view is not taken, implications on other areas are not considered which often creates unforeseen bottlenecks in workflows or other issues that need to be dealt with reactively.
- The physical layout and location of the staff and departments is perceived to further exacerbate the lack of coordination as well as create a perception of outdated and not reflective of a modern organization
- The divide of union and non-union is often considered a challenge to manage, with collective agreements said to be not well understood by the organization. Management has also been described as not having a good understanding of dealing with union matters.

### Functional and support needs of the divisions are not always gathered and assessed to inform investments

- The purpose and mandate of the economic development function is not clear and the need is not consistently understood across the organization.
- Technology devices purchased for Fire Services did not involve their consultation and do not meet their full set of needs (e.g. tablets were purchased with no flash; thus, they cannot be used to take pictures of sites).

## Implications

- Cultural divides persist across the organization that limits collegiality and cohesiveness
- Collaboration is hindered in the organization limiting effectiveness
- Confusion on the drivers for decision-making persists in the organization
- Investments sometimes do not meet the needs of the organization



# Misalignment of functions

## Key Findings and Observations

### **Fire Services is not functionally aligned to its current division, creating confusion on reporting and accountability**

- The rationale to move Fire Services from Community Development Services to Legal and Legislative services is not well understood and is described to be a misalignment i.e. misalignment between current Legislative Services and functional responsibility of Fire. There seems to be lack of understanding of Fire operations and reporting requirements under this division.
- Perception that volunteer firefighting services model may no longer be appropriate to adequately serve the size and anticipated growth of Lakeshore's community.

### **Legal counsel and corporate support areas are not fully optimized to support the organization**

- Despite an in-house lawyer leading the department, there is minimal capacity to provide legal support to the various divisions. Given capacity constraints, many areas still rely on external legal counsel.
- It is not clear if this department is to provide legal counsel to the organization. Some assume that since it is headed by a lawyer, in-house legal support should be available for the organization. However, given constraints mentioned, these requests often do not get fulfilled which creates confusion about what staff should expect.
- It is not clear where claims management processes need to fall in the organization; currently it is under Legal services largely due to association.

## Implications

- Fire Services not integrally involved with the broader organization
- Resourcing for legal counsel is not optimized
- Confusion on whether to consult in-house lawyer on legal matters persists





## Misalignment of functions

### Key Findings and Observations

#### **Infrastructure maintenance and inspections sometimes lack coordination, challenging planning in the community**

- Engineering & Infrastructure, Recreation, Building Services, Public Works and Fire Services all have a role in the building maintenance and inspections that can be better coordinated to facilitate resource optimization and compliance.
- Fire Services are not able to inspect code on certain building/facilities if foundational codes are not met (e.g. commercial zoning by-laws). It is perceived that some buildings in the community do not meet some foundational codes; thus, they are unable to be inspected by Fire Services which exposes risk to the community and organization.
- Oversight, coordination and cross-functional training is limited, which hinders the ability to understand the end-to-end requirements for each area involved in building maintenance.

### Implications

- Some buildings and facilities in the community may not meet codes
- Efficiency and timeliness for building maintenance may be hampered by lack of coordination



## Limited trust

### Key Findings and Observations

#### **Divided perspectives on role of Council for decision making and direction setting**

- The relationship between Council and the municipality, has a profound influence on the municipality's focus areas, decisions and mode of operations. Misalignment on the governance role of Council persist that is resulting in confusion in the organization.
- Different members of Council have varying viewpoints on their role and the role of administration. Some members perceive that SLT should be more empowered to provide guidance and demonstrate due diligence to Council. Other Council members perceive that their role is to direct priorities to SLT based on the perceived needs of the community. These differences in perspectives are creating tensions within Council, creating a divide governance structure. As a result, SLT and the organization are catering to these differing perspectives.

#### **Management and technical staff do not always feel empowered and/or trusted by senior leadership**

- Some managers feel like SLT does not trust them in their abilities and do not let them operate autonomously; staff feel they are micro-managed.
- SLT is perceived to have limited technical knowledge of operational areas which limits their ability to contribute effectively to their management.
- There is a perception that staff are not always consulted in decision making. Also, there is a sense that the rationale of decisions made by leadership and management are not communicated effectively.

### Implications

- Significant amount of time spent by the organization on various Council requests, limiting its ability to focus
- Organization perceived to be an authoritative culture that breeds employee dissatisfaction



## Limited trust

### Key Findings and Observations

#### **Some field service areas operate separately from the broader organization**

- Managers from different divisions indicated that staff operating in the field can be disjointed from Administration. Some of the most prevalent areas in which this was mentioned was for staff in Fire Services and Public Works. As a result, these areas feel a sense of segregation from the broader organization and a culture gap is perceived within the organization
- Communications, staff programs and events are described to not resonate with these staff that operate outside of Town Hall. Many feel that they are an after-thought in the organizational planning.

#### **Cultural issues and dysfunctions in certain areas are creating segregation between management and staff, without a sense of trust between groups**

- Comments from managers and review of staff feedback indicate toxicity persists in some areas of the organization. This toxicity is described as unfair practices, disrespectful communication and lack of collaboration with the union.
- The organization has experienced considerable turnover; it is difficult to effectively meet high workload demands when managers/staff feel insufficient recognition and empowerment, and inequity in pay compared to other jurisdictions. These collectively are creating challenges with recruitment and retention.
- Organizational policies (e.g. work from home) are applied inconsistently creating a perception of unfairness/ favouritism. Hiring and promotion decision are also perceived to be unfair in some areas.

### Implications

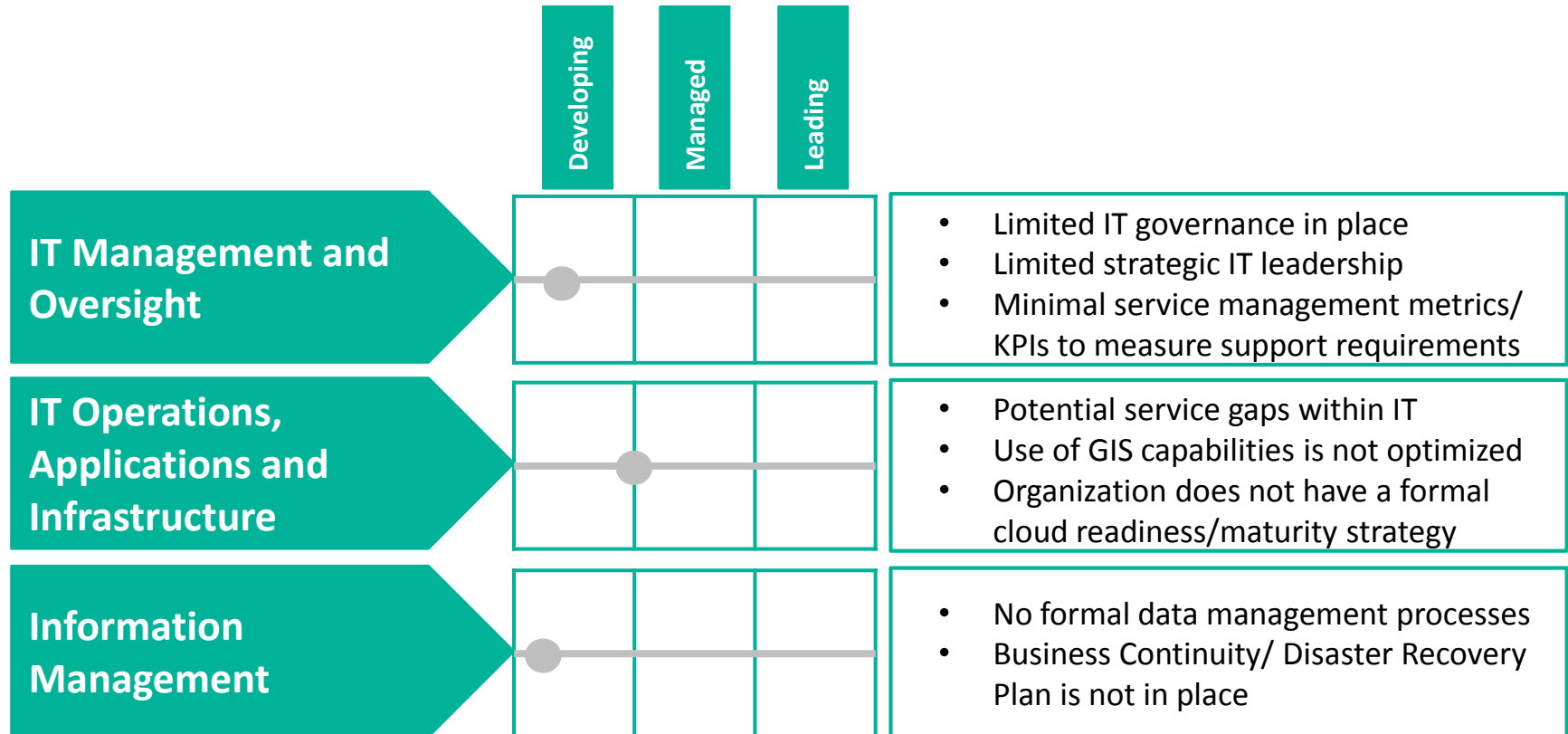
- Compromised sense of belonging to the organization, hindering unity and alignment
- Organization perceived to have a toxic and unfair culture that breeds employee dissatisfaction

# Current State Findings: IT Assessment



# Overview of IT Assessment Findings

The assessment of core IT functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance to them to meet the growing needs of the municipality (managed).





# IT Assessment - Management and Oversight

## Key Findings and Observations

### Limited IT governance in place

- There are some knowledge management practices in place (e.g. Wiki) but there is no formal documentation of processes.
- Manager is highly involved in deep technical work, limiting time allocation for strategic oversight of the department.
- There are limited IT service management practices (e.g. ITIL) such as scheduled maintenance practices, patch management practices, prioritization of tickets, change management and incident/ issues management. Work is conducted on a “best effort” basis that uses a basic ticketing system.

### Limited strategic IT leadership

- IT resources are consumed with maintaining IT operations, including the manager; delegation of work is not perceived to be optimized by the department.
- Strategy development and planning that is aligned with business needs is limited.
- Team meetings are few, limiting the department to cohesively operate as a service to support the municipality’s needs.

### Minimal service management metrics/ KPIs to measure support requirements

- It is estimated that 20% of helpdesk requests are not tracked. There is limited ticket trend analysis reporting, so no metrics are tracked and there are no historical reference points for tickets. This also constrains the department’s ability to proactively meet IT needs with no trending analysis of tickets.

## Implications

- Organization is lagging in industry standards for technology use
- Limited ability to determine the strategic IT needs for the organization; limited ability to use evidence to drive IT decision-making and investment
- Organization is not optimizing resources to realize efficiencies through technology
- Other areas of the organization have a limited understanding of leveraging IT effectively
- Many IT requests may not be served in a timely and effective manner



# IT Assessment - Operations, Applications and Infrastructure

## Key Findings and Observations

### Potential service gaps within IT

- The currently capacity of network and security skills is limited within the department and largely depends on the management capabilities in these areas. Staff do not receive training to acquire these skills to provide support. Also, knowledge of the core IT infrastructure, Citrix Zen, is also limited in the department with the manager primarily having knowledge of the system.
- IT assessments are not conducted on an ongoing basis; thus, there is limited insight into what IT requires to support the business and potential inefficiencies may persist in the organization.

### Use of GIS capabilities is not optimized

- The data capabilities and tools within the current GIS are not being fully utilized due to limited investigation of applying these functions in the organization.
- A GIS Master Plan was developed over 10 years ago but the implementation was limited. Currently, the department has 2 GIS resources that are not being fully leveraged for their area of expertise and capabilities to support planning and operations of the municipality.

### Organization does not have a formal cloud readiness/maturity strategy

- A cloud strategy would feed into the IT governance framework that underpins and defines relevant processes.
- The municipality currently has internet bandwidth to upload more applications into the cloud. This could enable the IT department to have applications be managed as a service (i.e. SaaS) and would free up internal resources to be more strategic in managing the needs of the business.

## Implications

- High reliance on limited resources to address network issues
- Other areas of the organization have a limited understanding of leveraging IT effectively
- Organization is not optimizing resources to realize efficiencies through technology
- IT strategies to increase capacity are not being utilized by the organization



# IT Assessment - Information Management

## Key Findings and Observations

### No formal data management processes

- There is no existing data classification policy that identifies sensitive data and associated protocols to manage.
- A formal document management system is not in place and there is limited visibility into unstructured data (e.g. active vs. stale).
- The organization has storage issues to manage data effectively.

### Business Continuity/ Disaster Recovery Plan is not in place

- Business impact analysis and IT risk assessments are not conducted to determine recovery time objectives. As a result, threats and vulnerabilities of IT infrastructure are not being identified and the proper IT controls and security tools are not in place.
- Budget has been allocated for the development of BCP/DR but requires a lead resource and engagement with the business to effectively execute.

## Implications

- Data quality and reliance is compromised
- Data exposed to risk of loss and privacy breaches



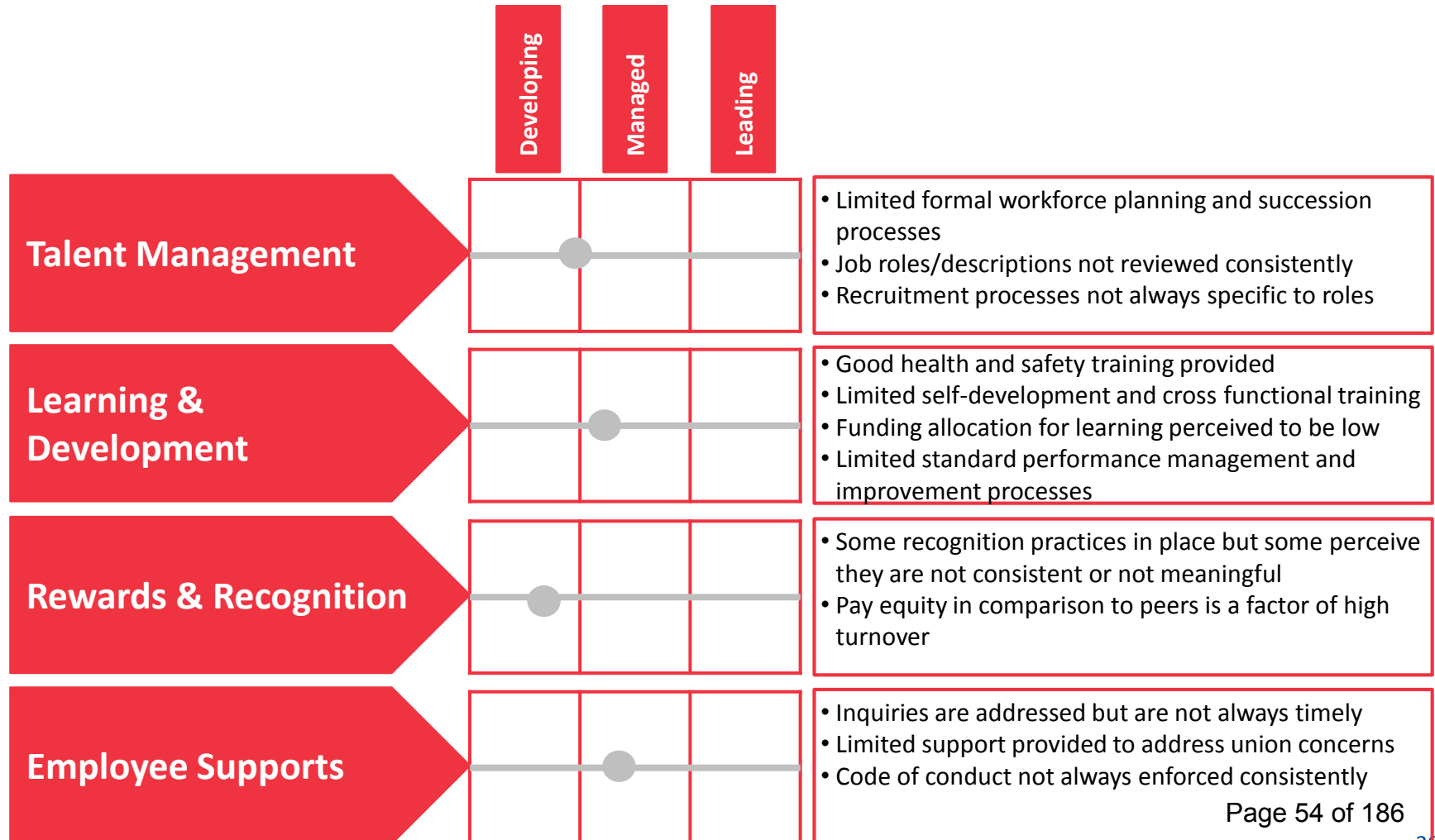
# Current State Findings:

# HR Review



# Overview of HR Function Review Findings

The assessment of core HR functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance them (managed) to meet the growing needs of the municipality.





# HR Review – Talent Management

## Key Findings and Observations

### Limited formal workforce planning and succession processes

- Staff currently perceived themselves to be spread thin and are overworked with high demands. Ongoing assessment of resourcing requirements for workforce management is not consistently conducted across the organization. The needs for resources are not always preemptively identified and addressed.
- As individuals move on from positions, often they are not able to be filled by internal resources. Sometimes the internal resources that take on the position possess skill gaps but more often they are currently being filled by external talent. As turnover trends have increased, this is being exasperated. HR has noted that it is developing the framework for a succession planning program to address these challenges.
- Limited process documents and SOPs exists; don't know the “Lakeshore” way to operate

### Job roles/descriptions not reviewed consistently

- Many job descriptions have not been reviewed and updated for years. In that time, the roles and responsibilities performed by a particular role have been augmented to adapt to changes in the organization. For many roles with the same title who work in different areas, their job descriptions are the same even though the roles and responsibilities are different, requiring different skills for their respective area.
- A number of people in organization persist to continue to do the same job and do the same tasks in the same way – without change. Often this is reflected in the lack of updates for job descriptions and more broadly a lack of a continuous improvement mindset. Some staff are not open to change which is likely attributed to limited communication of the benefits and/or rationale for change.

### Recruitment processes not always specific to roles

- Recruitment processes generally involve HR and are perceived to take a standardized approach to interview structure. Many of the general questions are said to not be relevant for most roles or the link to the role is not understood.

## Implications

- Staff may be experiencing burnout due to excessive workloads
- Development and promotion opportunities perceived to be limited by staff that hinders motivation
- Knowledge retention is compromised for some areas of the organization
- Inconsistent understanding of roles and responsibilities with actual job functions performed
- Positions may not be filled by individuals that possess the appropriate knowledge and skills



# HR Review – Learning & Development

## Key Findings and Observations

### Limited self-development and cross functional training

- Training programs offered are perceived to be standardized and not tailored to the specific developmental needs of individuals. There are limited opportunities for individuals to identify their own training opportunities.
- Roles are often confined to their specific areas with few opportunities to work in other divisions to gain knowledge and the skills to perform certain functions. This limits the ability to identify opportunities for collaboration with other areas but also limits staff coverage options across the organization.

### Funding allocation for learning perceived to be low

- The health and safety training programs are noted to be good programs, but some managers perceive that there are limited training supports that the municipality invests in for their own development as well as for their staff. A training gap consistently noted, was for soft skills development for managers.

### Limited standard performance management and improvement processes

- A performance management system is perceived to not be consistently utilized by the organization. The existing process is perceived to be completed as part of compliance with expectations rather than being structured around the learning and development of the personnel in the organization. Some staff feel the onus is on them to ensure these are completed by their managers.
- Overall, there is limited feedback provided to individuals that is constructive for them to identify their learning and development needs. The introduction of the HRIS is expected to examine the requirements for the organization and integrate processes in the system related to performance management.

## Implications

- Employees may not be getting the right developmental opportunities to perform effectively in their roles
- Development opportunities are perceived to be limited that breeds employee dissatisfaction
- Managers and staff are not able to identify appropriate learning and development opportunities



# HR Review – Rewards & Recognition

## Key Findings and Observations

### **Some recognition practices in place but some perceive they are not consistent or not meaningful**

- There have been inconsistent turnout to social and recognition events as some staff do not feel they are genuine and they do not consider the offsite, part-time, volunteer and seasonal workers in planning.
- Managers and staff have noted that rewards and recognition programs do not have to be monetary (ex. praise from immediate manager, attention from leadership, and opportunities to lead projects), recognizing that in public service there needs to be more creative ways to demonstrate appreciation that resonates with staff.
- Some managers and staff are not clear of the compensation and benefits policies, resulting in not understanding decision making in this area.

### **Pay equity in comparison to peers is a factor of high turnover**

- One of the most noted reasons for high turnover by management was higher pay in neighbouring municipalities. Many felt that people are leaving Lakeshore because there is more workload for less pay in comparison to its peers.
- A pay equity study resulted in meeting compensation levels to be at the 55-60<sup>th</sup> percentile but the rationale of this level was not explained to the staff.

## Implications

- Recognition programs are perceived to be limited that breeds employee dissatisfaction
- Confusion on decision related to compensation and benefits may persist
- Staff morale is low because they do not feel valued and empowered



# HR Review – Employee Supports

## Key Findings and Observations

### Inquiries are addressed but are not always timely

- Managers and staff state that HR is available to address inquiries, but they often take a long time to get back to them. It is perceived that their workload is too high to address all the inquiries they receive in a timely manner.
- Some union staff do not understand the role of HR in providing them with supports so they are hesitant to reach out to them.

### Limited support provided to address union concerns

- Managers do not feel well-equipped to deal with concerns that are raised by the union and often need to consult with HR.
- There is a sense of separation between management and union groups across the organization. Many union staff perceive that there is an autocratic type relationship from their managers.
- Proactive management with the union is limited so there is minimal opportunity in which the organization is collaborating with the union for solutions to introduce changes and/or address issues.

### Code of conduct not always enforced consistently

- Some management feel that a toxic environment persists in the organization because corrective action is not taken with individuals that demonstrate behaviours that are not within the code of conduct. Some of the behaviours noted include micromanagement, intimidation and inappropriate/ belligerent language. It is perceived that incidents may go unreported because staff do not feel that anything will change.

## Implications

- Confusion on HR policies persists leading to inconsistent understandings of practices
- Cultural divide between union and non-union employees that may result in friction, hindering a collegial working environment
- Unfair, inequitable practices perceived within the organization that breeds cultural divide and employee dissatisfaction

# Current State Findings: Jurisdictional Scan



# Key Takeaways of Other Municipalities

The scan of the functional structure and management practices from municipalities similar in population size, urban/rural proximity and growth trajectory included: Innisfil, Woodstock and Caledon. The scan revealed the following trends:

1

Senior management roles oversee a portfolio of interrelated functions and provide strategic leadership for the organization.

2

Trusting relationships with the Council have been established through relationship management with leadership and providing reliable and objective information for decision making.

3

Setting an example to promote innovation in the municipality by modernizing the organization's technology infrastructure and encouraging team empowerment for idea generation.

4

Creating a working environment conducive to attracting and retaining good talent such as technology, performance-based culture, learning and growth, and openness to change.

5

Working with their peers to increase IM/IT capabilities and safeguards on technology infrastructure (e.g. sharing resources, preventing cyber attacks, etc.)

6

High engagement with staff for major change initiatives to gather their input and establish buy-in that will inform the change management plan and support implementation success.





## Key Takeaways - Innisfil

The following table summarizes the key findings regarding structure and management practices for municipality administration in Innisfil.

|                           | Innisfil   |
|---------------------------|--|
| <b>Population</b>         | Approx. 40,743 (2016)  |
| <b>Growth</b>             | ~2.64% annually  |
| <b>Density</b>            | 155.1/km <sup>2</sup>  |
| <b>Key Findings</b>       | <ul style="list-style-type: none"> <li>• Innisfil underwent an organizational restructuring process to enable the municipality to advance its capabilities to respond to growth and adopt innovation.</li> <li>• The first phase of organizational redesign eliminated directorship with management reporting directly to CAO to reduce duplication across divisions; given unsustainability of this structure due to the high number of direct reports to the CAO, the director level was reintroduced but to be more focused on strategic leadership.</li> <li>• Conducted a productivity analysis to uncover all functions performed, which identified resourcing gaps and informed prioritization</li> <li>• Municipality focused on delivering value and innovation to residents and engaged with community for input</li> <li>• Council has evolved to be more progressive with community and organizational development initiatives through pilot projects; they are more open to test ideas through pilots and expand on those that demonstrate positive results</li> <li>• Innisfil introduced service-based budgets and category teams to facilitate integrated service planning</li> <li>• It provides development training and coaching to promote self-managed, high-performing teams that adopt agile practices in a bureaucratic environment; this helps Innisfil to foster empowerment and innovation</li> <li>• IT was heavily invested in by the organization since it is positioning itself as an innovative municipality and established partnerships with neighbouring municipality to modernize</li> </ul> |
| <b>Top Lessons/Advice</b> | <ul style="list-style-type: none"> <li>• Encourage empowerment within teams to promote collaboration and innovation</li> <li>• Do not underestimate change management and staff engagement for change initiatives</li> <li>• HR transformation can be long journey to get it to the appropriate level of maturity</li> </ul>   |



## Key Takeaways – Woodstock

The following table summarizes the key findings regarding structure and management practices for municipality administration in Woodstock.

|                           | Woodstock  |
|---------------------------|--|
| <b>Population</b>         | Approx. 45,052 (2016)  |
| <b>Growth</b>             | ~2.52% annually  |
| <b>Density</b>            | <ul style="list-style-type: none"> <li>• 927.9/km<sup>2</sup></li> </ul>   |
| <b>Key Findings</b>       | <ul style="list-style-type: none"> <li>• The organizational structure of Woodstock has a wide-span of control for CAO with division leads having a high-degree of autonomy; they in turn facilitate empowerment within their own divisions</li> <li>• CAO with experience in engineering department understands the operations of the municipality</li> <li>• Relationship with Council is strong and trusting; it took time to build this relationship but its was primarily established by presenting objective information with options for decision-making</li> <li>• Growing needs of the community have increased workloads, creating additional portfolios for engineering and recreation, particularly culture</li> <li>• The municipality employs a simple annual performance review process to facilitate its completion and promote developmental feedback</li> <li>• IT infrastructure was a major priority for the municipality as a result of a cybersecurity attack that also transformed the organization to respond and implement business continuity planning</li> <li>• The municipality has a strong reputation in terms or working environment and progress, which facilitates attracting talent</li> </ul> |
| <b>Top Lessons/Advice</b> | <ul style="list-style-type: none"> <li>• Invest in IT infrastructure and security to protect the municipality against cyber attacks</li> <li>• Create organization alignment through common operating principles and processes</li> <li>• Align departmental leads to strategic priorities to facilitate leadership and implementation of them</li> </ul>  |



## Key Takeaways – Caledon

The following table summarizes the key findings regarding structure and management practices for municipality administration in Caledon.

|                           | Caledon   |
|---------------------------|---|
| <b>Population</b>         | Approx. 66,502 (2016)   |
| <b>Growth</b>             | ~3.56%  |
| <b>Density</b>            | <ul style="list-style-type: none"> <li>96.6/km<sup>2</sup></li> </ul>   |
| <b>Key Findings</b>       | <ul style="list-style-type: none"> <li>Caledon recently underwent an organization review with the appointment of a new CAO</li> <li>The administration is currently working on establishing a productive relationship with Council through an Integrity Working Committee to instill trust and deploying change management processes</li> <li>The municipality is conducting interim re-organizations to work with the talent in place; it will assess the impacts to determine future changes for the organization</li> <li>It centralized its corporate support services for cohesiveness across economic development, customer service and communication, strategy and innovation; these fall under the CAO office to elevate the importance of the municipality's priorities</li> <li>The organization is embracing technology and accessed the provincial modernization fund to support changes; it also has a workforce planning group to examine the future of working at Caledon that also considers diversity and inclusion</li> <li>The organization is preparing itself for changes in resident expectations as a result of COVID</li> </ul> |
| <b>Top Lessons/Advice</b> | <ul style="list-style-type: none"> <li>Structural organizational changes is dependent on senior leadership composition in terms of strategic capabilities, people management aptitude and cultural fit</li> <li>Invest in a well-designed change management and communications plan to roll out changes to the organization; include interactive communications with leadership to more effectively engage with staff</li> </ul>  |



## Future State Recommendations

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# Overview of Recommendations

The future state recommendations have been organized based on the following four key themes that align with the findings of the current state assessment. They should be considered as a package as opposed to independent implementation.

### Build a performance-driven and customer service culture

1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service

### Clearly define and embed strategic priorities

4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks

### Create empowering working relationships

6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council

### Organize portfolio with aligned functions

8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

HR Transformation

Information Management/ Information Technology Transformation

# Future State Recommendations:

# Organization-wide



## Performance-driven and customer service culture

### 1. Strengthen accountability throughout the organization

|                  |  |
|------------------|--|
| <b>Objective</b> | Develop a clear accountability structure throughout the organization depicting scope of responsibilities, interdependencies and collaboration points between functions and roles   |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>• Successful implementation of a refined organizational structure with clarity on functional accountability</li> <li>• Measures and processes to assess fulfillment of accountabilities and effectiveness to support the organization that identifies corrective action as required</li> <li>• Coaching, training and development initiatives for Council, Senior Leadership, management and staff, including one-on-one coaching to drive a culture of accountability amongst teams and staff</li> </ul> |

| Actions |   | Success Indicators   |
|---------|---|--|
| 1.      | Ensure clear communication of accountabilities connected to respective roles with directives, legislation requirements, commitments and strategic priorities  | <ul style="list-style-type: none"> <li>• Increased understanding of roles and responsibilities</li> <li>• Better awareness of interrelationships across the organization</li> <li>• Knowledge of accountability measures and understanding of own responsibilities to fulfill targets</li> <li>• Increased staff empowerment around their span of control</li> </ul> |
| 2.      | As part of the organizational redesign (see recommendation 8), identify roles with interdependent and shared accountabilities and explicitly delineate responsibilities and points of collaboration, ensuring expectations are clearly understood and people are supported to deliver |  |
| 3.      | Design and deliver coaching and training programs to build skills where needed (technical and/or 'soft skills'), to ensure people have the ability to be accountable  |  |
| 4.      | Develop monitoring and evaluation measures and processes to track accountability fulfillment and assess effectiveness   |  |

### Change Considerations

- This will be a shift for many staff to feel "more accountable" – some will embrace it and others will resist. A balance will be needed to both define expectations for people to maintain a general standard, and to allow them to self-define what accountability means to them
- Effective coaching, training and development programs should be designed to accommodate varying needs in the organization



## Performance-driven and customer service culture

### 2. Enhance analytical capabilities to derive and apply organizational insights

|                  |  |
|------------------|--|
| <b>Objective</b> | Build analytics capacity to establish transparency on organizational performance and incorporate into regular decision-making and reporting, with the goal of making real-time improvements in areas that are not tracking to achieve goals.   |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>Scorecards that align KPIs to corporate strategic priorities and term of Council priorities and provincial directives</li> <li>Regular reporting processes of strategic and operational performance indicators that are consistently communicated to inform decisions</li> <li>Investment in analytics expertise</li> </ul> |

| Actions |   | Success Indicators   |
|---------|---|--|
| 1.      | Identify and prioritize the indicators that assess operational performance and progress on implementation and outcomes of strategic priorities, as well as their associated data collection, analysis and reporting processes   | <ul style="list-style-type: none"> <li>Increased understanding of analytics and its importance</li> <li>Collaboration across areas on measuring performance</li> <li>Increased reliability of data &amp; analysis</li> <li>Ability to do evidence-based decision making</li> <li>Utilization and reliance of scorecard report by Council and Senior Leadership for direction setting and priorities</li> </ul> |
| 2.      | Define roles and responsibilities to fulfill analytical processes across the organization, including centralized positions to ensure required analytics is embedded across teams; consider opportunities to upskill existing staff or recruit new expertise as needed |  |
| 3.      | Conduct leadership team-wide training to communicate measures, respective roles in measurement and to purposefully embed/coordinate analytical functions  |  |
| 4.      | Develop processes and tools to execute analytics and insights functions and integrate them into daily activity at all levels  |  |
| 5.      | Evaluate meaningfulness of indicators over time   |  |

### Change Considerations

- Overall Information Management strategy will enable this function to be embedded across the organization
- As information technology systems, such as the ERP, are upgraded and implemented, data collection and reporting facilitated into organizational processes





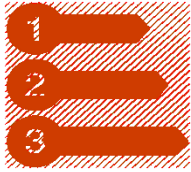
# Performance-driven and customer service culture

## 3. Establish processes to effectively respond to community that instill customer service

|                  |  |
|------------------|--|
| <b>Objective</b> | Build towards a culture that is centred around an excellent customer experience  |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>• Documented customer service standards for the municipality</li> <li>• Awareness and education on the requirements for a customer service culture</li> <li>• Investment in expertise on customer excellence planning and implementation</li> </ul> |

| Actions |   | Success Indicators  |
|---------|---|---|
| 1.      | Conduct consultative activities to understand customer expectations and define principles and approach for customer service with community and internally                 | <ul style="list-style-type: none"> <li>• Adoption of customer service culture and standards</li> <li>• Common understanding of community expectations</li> <li>• Customer service expectations are met, increasing stakeholder satisfaction</li> <li>• Deeper understanding and action related to organizational improvements, driven by customer need</li> </ul> |
| 2.      | Develop customer service strategy for Lakeshore and disseminate to stakeholders   |   |
| 3.      | Define roles and responsibilities to fulfill goals and determine distribution of functions across the organization, including a centralized lead and coordinator function |   |
| 4.      | Establish operational processes and response path workflows to triage and address various customer scenarios with assigned accountabilities                               |   |
| 5.      | Develop processes to prioritize, track and communicate customer requests and use data to inform operational improvements  |   |
| 6.      | Clearly communicate these processes to all municipal staff and Council members for alignment and ensure accountability for delivery                                       |   |

| Change Considerations   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Mechanisms to uphold customer expectations and monitor adherence to standards should be embedded in the accountability of all customer serving (internal and external) roles</li> <li>• Criteria to deviate from the set standards on an exception-only basis need to be clearly defined and understood by the organization</li> </ul> |  |



# Clearly define and embed strategic priorities

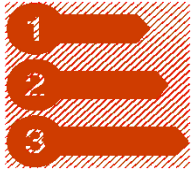
## 4. Implement processes to clearly define, communicate and coordinate strategic priorities

|                  |   |
|------------------|---|
| <b>Objective</b> | Ensure that all work activity is aligned to delivery on strategic priorities, and that staff understand how their role contributes to achieving the vision.   |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>• Annual refreshes of the strategic plan to define annual priorities and respective accountabilities</li> <li>• Communication between Senior Leadership, Council and staff on annual priorities, progress and their connection to the organization's vision</li> <li>• Integration of consistent language into policy throughout the organization, to guide decision-making</li> </ul> |

| Actions |  | Success Indicators  |
|---------|--|---|
| 1.      | Conduct Senior Leadership alignment session to discern annual strategic priorities based on the most recent strategic plan, Service Delivery Review and Organizational Review including identifying and acquiring resources, skills and tools to execute on plan | <ul style="list-style-type: none"> <li>• Clarity on decision-making</li> <li>• Stakeholders receive information in a timely basis that resonates with them</li> <li>• Staff within each department clearly understand the key priority areas they should be focusing on and how their roles contribute to the overall organization's success</li> </ul> |
| 2.      | Communicate and align annual strategic priorities with Council, refine as needed, and incorporate into decision-making processes   |   |
| 3.      | Develop communication plan to effectively and consistently communicate the organization's priorities to the broader organization and build accountability to ensure alignment to all aspects of the strategic framework  |   |
| 4.      | Monitor and evaluate effectiveness of communications mechanisms  |   |

## Change Considerations

- Should other priorities arise during the year, assess the relative importance against the previously aligned annual strategic priorities and refine accordingly; consider developing a formal decision-making framework. Communicate any revised strategic priorities with the understanding that one or more previously aligned annual strategic priorities may need to be displaced to accommodate.
- Note, changes to strategic priorities should be done with an awareness of the negative impacts frequent changes in direction can have on the organization's ability to achieve any one objective.



## Clearly define and embed strategic priorities

### 5. Build capacity to prioritize and manage risks

|                  |  |
|------------------|--|
| <b>Objective</b> | Ensure municipal risks are identified, tracked and appropriately mitigated   |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>Integration of a rigorous risk management methodology into the organization to establish a common understanding of priority risks</li> <li>Regular opportunities to report on and discuss risks at appropriate levels; engage everyone throughout the organization in risk-related discussions</li> </ul> |

| Actions |  | Success Indicators   |
|---------|--|--|
| 1.      | Build risk management processes and tools to monitor, track and mitigate risk at the enterprise-level, by integrating a formal risk register/tool into practice with a central owner and clear reporting process; duties would include providing strategic advice, guidance and support to Senior Leadership regarding community and corporate risks and prioritizing them in a collective, enterprise manner. | <ul style="list-style-type: none"> <li>Up-to-date risk repository that identifies high-risk areas for prioritization</li> </ul>  |
| 2.      | Cascade the risk management tools and processes to each functional area of the organization, with a clear process for assessing risk, categorizing (can it be dealt with locally or does it pose larger enterprise risk?), and escalating to the central risk register as needed   | <ul style="list-style-type: none"> <li>Coordinated approach to monitor risk trends and identify controls gaps</li> <li>Distilled information on risks provided to senior leadership and Council for decision making</li> </ul> |
| 3.      | Build awareness of risk by incorporating regular review of the risk register into updates with management, leadership and Council as appropriate and conducting analyses of trends to identify and proactively mitigate risks before they become issues  | <ul style="list-style-type: none"> <li>Ability to identify and manage issues before they escalate, saving time, effort, and stress</li> <li>More people focusing on the big picture and identifying gaps</li> </ul>            |

### Change Considerations

- Council will need to be involved in interpreting, assessing and controlling enterprise-level and strategic risks as part of governance
- A culture shift is likely required to help leaders understand that identifying and managing risk is a healthy and positive organizational activity, and it should be considered/implemented in a way that promotes openness, a culture of learning, and an opportunity to stop issues before they escalate



## Create empowering working relationships

### 6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy

|                  |  |
|------------------|--|
| <b>Objective</b> | Staff empowered to implement the aligned strategy of the municipality as part of their day-to-day work while Senior Leadership/Council maintain a primary focus on strategic direction with high-level operational oversight     |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>• Documented strategic priorities for the municipality</li> <li>• Defined roles/responsibilities at all levels that are aligned with leading practices in municipal governance</li> </ul> |

| Actions |   | Success Indicators   |
|---------|---|--|
| 1.      | Conduct a formal annual strategic planning refresh process to ensure alignment between Senior Leadership and Council on the year-ahead organizational priorities  | <ul style="list-style-type: none"> <li>• Council and Senior Leadership collaboratively focus on the priorities for the municipality with clear delineation of roles</li> <li>• Council and Senior Leadership time is spent efficiently on pertinent matters</li> <li>• All staff can envision how they as individuals connect to the priorities</li> <li>• Trusting relationships established and continually demonstrated between Senior Leadership, Council and staff</li> <li>• Rigour in reporting to support decision-making</li> </ul> |
| 2.      | Clarify and define roles/responsibilities of: Council (e.g. support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained), Senior Leadership (e.g. provide leadership/guidance in implementing Council decisions), Supervisors/Managers (e.g. establish practices and procedures to carry out Council's decisions) and staff (e.g. carry out duties assigned by the Municipal Act or municipality) and create mechanisms to enforce them |  |
| 3.      | Define and agree upon a regular schedule and format for reporting progress on strategic priorities with Council (see next recommendation)   |  |
| 4.      | Develop a communication plan to effectively and consistently communicate the organization's priorities and roles/responsibilities to the broader organization, leveraging formal systems of measurement and KPIs.   |  |

### Change Considerations

- Consider conducting a refresh process on governance leading practices and to collaboratively design the cadence for planning and reporting and align on role expectations.
- Reporting metrics at the operational levels will facilitate increased autonomy for management and staff; thus, creating more trusting relationships, which also closely ties to strengthening accountability in the organization. Investment in an analytics function will play a vital role in assuring the that indicators are reported accurately and timely



# Create empowering working relationships

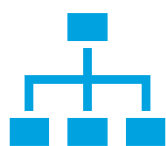
## 7. Establish well-defined, evidence-based reporting and decision-making processes for Council

|                  |  |
|------------------|--|
| <b>Objective</b> | Support and empower Council as the municipality's primary policy-making body, leveraging effective and timely information flows to help inform governance-level decisions  |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>• Defined role and scope of decision-making for Council</li> <li>• Processes and procedures to present, classify, and create decision-making items within the scope of Council's role</li> <li>• Business intelligence on effectiveness of operations, community trends, and enterprise risk</li> </ul> |

| Actions |  | Success Indicators  |
|---------|--|---|
| 1.      | Develop standardized processes and procedures for reporting to Council. Examples of processes to standardize may include, but are not limited to: <ul style="list-style-type: none"> <li>• Developing and presenting information in standard, easy to understand formats</li> <li>• Providing sufficient, timely data and analysis to support Council's decision-making</li> <li>• Providing advice on policy (including options and recommended actions)</li> <li>• Notifying Council of any unintended or unexpected impacts of policy decisions</li> <li>• Providing implementation status updates on policies approved by Council</li> <li>• Providing updates on funds being spent and returns on investment, as possible</li> <li>• Providing updates on progress on implementation of strategic priorities</li> </ul> | <ul style="list-style-type: none"> <li>• Timely and evidence-based reporting mechanisms provide objective information that Council and Senior Leadership rely on</li> <li>• Council time freed up to deal with exceptional situations, ensure that policies are current and listen to issues raised by the public to represent the broader community</li> <li>• Greater autonomy is built with Senior Leadership that cascades into the organization</li> <li>• Senior Leadership feel empowered by Council to address their requests/expectations</li> </ul> |
| 2.      | Provide relationship building and coaching modules with Senior Leadership and Council to focus on enhancing effectiveness of governance and the use of evidence in decision-making. These can be in the form of formal training programs or as informal education and team building sessions.  |   |
| 3.      | Build internal rigour in reporting to inform decisions   |   |

## Change Considerations

- Appropriate training, education and coaching should be provided on an ongoing and developmental basis. Management education should also be provided as previously described for accountability



## Organize portfolio with aligned functions (Overview)

### 8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

| Objective  | Organize municipal functions to better serve the community and align with strategic priorities (current and future)   |   |
|--|---|---|
| Enablers   | <ul style="list-style-type: none"> <li>• Effective coordination across the municipality as well as with external partners</li> <li>• Clearly defined mandate of divisions and awareness across the organization of the mandate of all divisions</li> <li>• Resources aligned with scope of mandate of each division</li> <li>• Leadership structure that supports integrated executive-level decision-making, support and accountability</li> </ul> |   |
| Actions  |   | Success Indicators  |
| <p>i. Refer to the next section for a detailed description of the proposed organizational structure, its sub-components, and rationale.</p> <p>ii. In summary, the proposed structure includes the following high level features:</p> <ul style="list-style-type: none"> <li>i. Establishment of an executive leadership team to oversee corporate services, public services, sustainability, operations, legal/general counsel functions, and strategic change functions</li> <li>ii. Alignment of Senior Leadership roles and functions within each portfolio to functions that are interdependent</li> <li>iii. Introduction of new roles that align with key strategic priorities, such as public service/resident experience, project management, business data and analysis</li> </ul> |   | <ul style="list-style-type: none"> <li>• Effective and efficient delivery of services</li> <li>• Improved capacity to meet community needs; increased resident satisfaction</li> <li>• Clear alignment of work activity to strategic directions</li> <li>• Improved morale and productivity</li> <li>• Increased skill and expertise to support evolving needs</li> </ul> |
| Change Considerations  |   |   |
| <ul style="list-style-type: none"> <li>• The model is recommended to be implemented over time, considering risk and cost tolerance, ability to place people appropriately in the new structure, and the urgency for change desired.</li> <li>• Any shifts require a careful and thoughtful change management approach, with openness to shift structure considerations as needs continue to evolve.</li> </ul>   |   |   |

# Future State Recommendations:

## HR and IT



# Context

The following provides additional background when reviewing the subsequent IT and HR recommendations:

- Optimus was engaged to conduct a broad review of Lakeshore as an organization along with a specific review on the key support areas of IT and HR given their importance in enabling an effective organization
- Summary findings from the assessment on the area of HR and IT is as follows:
  - The review of core IT functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance to them to meet the growing needs of the municipality (managed).
  - The review of core HR functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance them (managed) to meet the growing needs of the municipality.





## Information Management/ Information Technology Transformation

### IT1. Clarify management and oversight roles within the IT/IM function

| Objective  | Define who makes technology decisions, how they are evaluated and how these decisions are made   |   |
|--|--|---|
| Enablers   | <ul style="list-style-type: none"> <li>Senior Leadership informed and incorporate IT strategic priorities as part of overall strategic planning</li> </ul> |   |
| Actions  |  | Success Indicators  |
| <ol style="list-style-type: none"> <li>Develop an IM/IT Governance Framework that clearly identifies the groups and individuals involved in IT decision making. The Framework should allocate responsibilities for setting and approving the IT strategy in alignment with the broader municipal strategy including: <ul style="list-style-type: none"> <li>Setting technology related policies and standards</li> <li>Determining prioritization of technology-enabled investment programs in line with the Municipality's strategy and priorities</li> <li>Monitoring the status of the IT portfolios and projects and resolving resource conflicts</li> <li>Establishing and following the Municipality's technology architecture and standards</li> <li>High level monitoring of the status of IT assets (e.g. hardware, software, resources)</li> <li>High level monitoring of service levels and service improvements</li> </ul> </li> <li>Initiate a Project Portfolio Management Strategy to determine which projects are proposed, evaluated, selected and executed</li> <li>Perform an IM/IT Skills Assessment to identify the skills required to support the business and any gaps that may exist within IT and any supporting third-parties</li> </ol> |  | <ul style="list-style-type: none"> <li>Clearly established IT governance</li> <li>Ideas are appropriately assessed with all of the key stakeholder inputs before the projects are funded</li> <li>Mitigate the risk of implementing technology without a clear understanding of the potential requirements and benefits a solution might provide to multiple departments/divisions and/or the training required to properly leverage solution capabilities</li> <li>Clear service management metrics/ KPIs to measure support requirements</li> </ul> |
| Change Considerations  |  |   |
| <ul style="list-style-type: none"> <li>Specific skill gaps in IT were identified (e.g., network skills) that should be further assessed and addressed through supplementary training</li> </ul>  |  |   |



## Information Management/ Information Technology Transformation

### IT2. Strategically plan for improvements to operations, applications and infrastructure

|                  |  |
|------------------|--|
| <b>Objective</b> | Optimize Lakeshore's IT resources in delivering services to the organization   |
| <b>Enablers</b>  | <ul style="list-style-type: none"> <li>Ongoing communication between IT and Senior Leadership to ensure awareness of opportunities exists</li> </ul> |

| Actions |   | Success Indicators  |
|---------|---|---|
| 1.      | Develop an IT Service Management (ITSM) Strategy <ul style="list-style-type: none"> <li>Develop a cloud strategy framework to identify important considerations when evaluating a cloud solution for the municipality, and the steps required to fully evaluate benefits, and mitigate risks.</li> </ul>  | <ul style="list-style-type: none"> <li>Validated IT requirements to enhance business performance and increase efficiency</li> <li>Staff are being fully leveraged for their expertise and capabilities to support planning and operations of the municipality</li> <li>Realizing resource efficiencies through technology               <ul style="list-style-type: none"> <li>IT strategies to increase capacity are being utilized by the organization</li> </ul> </li> </ul> |
| 2.      | Evaluate cost-benefit to migrate from in-house Exchange to Microsoft O365 <ul style="list-style-type: none"> <li>Investigate whether there is a case for the organization to move from on-premise Exchange to O365. The analysis should analyze requirements for support/expertise, licensing, functionality, scalability, and reliability</li> </ul> |   |
| 3.      | Develop a GIS Strategic Plan <ul style="list-style-type: none"> <li>Assess the maturity of the current GIS strategy and identify any gaps to define a formal roadmap. Select a framework/tool to assist the GIS team with developing a comprehensive strategy (e.g. TerraFlow Geomatics)</li> </ul>   |   |

| Change Considerations   |
|---|
| <ul style="list-style-type: none"> <li>IT department should evaluate the potential for applications to be managed as a service (i.e. SaaS) for the benefit of freeing up internal resources to be more strategic in managing the needs of the business</li> <li>Ensure resourcing and skillsets are assessed on an ongoing basis to align staff and staffing levels to desired levels of service</li> </ul> |



## Information Management/ Information Technology Transformation

### IT3. Plan for safe and effective information management

| <b>Objective</b>  | Effective, efficient and safe collection, distribution and storage of information across the organization                                   |  |
|---|---|--|
| <b>Enablers</b>   | <ul style="list-style-type: none"> <li>Resources allocated for the development of the Business Continuity/Disaster Recovery Plan</li> </ul> |  |
| Actions   |   | Success Indicators   |
| <ol style="list-style-type: none"> <li>Develop a formal Business Continuity/Disaster Recovery Plan                             <ul style="list-style-type: none"> <li>Including strategies and protocols that enable the municipality to operate during and immediately after a significant disruption in core services.</li> </ul> </li> <li>Develop a Data Management Strategy. The strategy should include the following:                             <ul style="list-style-type: none"> <li>A plan to modernize processes through IT, i.e. move paper-based processes to electronic formats</li> <li>An Information Classification Policy that should be applicable to all information in the possession or under the control of the municipality (e.g. confidential information entrusted to the municipality by employees, business partners, suppliers, and other third parties should be protected with this policy)</li> <li>A scan to identify “stale” unstructured data residing on production storage – the municipality needs to identify inactive data that could be moved to lower-cost “archival” storage. This process will remove inactive data from the scope of both daily backups and disaster recovery planning.</li> </ul> </li> </ol> |   | <ul style="list-style-type: none"> <li>Information is easily accessible across the organization</li> <li>Data quality and reliance is improved</li> <li>Risk of data being exposed or lost is mitigated</li> </ul> |
| Change Considerations   |   |  |
| <ul style="list-style-type: none"> <li>As part of Business Continuity/Disaster Recovery Planning, IT risk assessments should be prioritized as they are not formally conducted to identify threats and vulnerabilities of IT infrastructure and thus the proper IT controls and security tools are not established, creating potential risk for the organization</li> </ul>   |   |  |



# HR Transformation

## HR1. Build internal capacity for talent management

| <b>Objective</b>  | People are recognized as the greatest asset of the organization and effectively supported and deployed to enable key priorities   |  |
|---|---|--|
| <b>Enablers</b>   | <ul style="list-style-type: none"> <li>• Coordination with ERP/HRIS solution implementation</li> <li>• Documentation of current responsibilities of each position and aligned to an accountability framework</li> <li>• Rubric established for promotion into advanced roles</li> </ul> |  |
| Actions   |   | Success Indicators   |
| <ol style="list-style-type: none"> <li>1. Establish formal workforce planning and succession processes including an ongoing assessment of resourcing requirements across the organization.</li> <li>2. Enhance capability in reviewing needs of open positions against current talent pool, aligning talent with roles suited to their knowledge and skills                             <ul style="list-style-type: none"> <li>• Tailor recruitment processes to specific roles for current and future needs</li> </ul> </li> <li>3. HR and departmental leads work collaboratively to review job roles on an ongoing basis to ensure they reflect the current responsibilities of each position</li> <li>4. Establish practice to develop documents that outline the Standard Operating Procedures of each role</li> </ol> |   | <ul style="list-style-type: none"> <li>• Effectively managed workloads</li> <li>• Resource needs preemptively identified and addressed</li> <li>• Well established knowledge sharing practices</li> <li>• Clear understanding of roles and responsibilities</li> <li>• Lower turnover</li> <li>• Talent aligned with roles based on individual knowledge and skills</li> </ul> |
| Change Considerations   |   |  |
| <ul style="list-style-type: none"> <li>• The timing to conduct this process redesign work should intercept with the design of the ERP/HRIS solution being implemented. These redesigned business processes will inform the requirements for the solution. This also will include the data management and reporting requirements to enable decision support to monitor and evaluate HR functions. Further, a people management system will provide input into HR operations for resource management, workforce planning, HR administration, and performance management.</li> <li>• Any shifts or discussion related to job descriptions, changes in jobs, etc. should be supported by a change management plan.</li> </ul>   |   |  |



# HR Transformation

## HR2. Enable staff and teams to incorporate learning and development opportunities for mutual benefit

| <b>Objective</b>  | All employees are aware of, and take action towards, tailored developmental opportunities with support from the municipality   |  |
|---|--|--|
| <b>Enablers</b>   | <ul style="list-style-type: none"> <li>• Communication to employees on available resources to support their development</li> <li>• Rubric established for promotion into advanced roles</li> </ul> |  |
| Actions   |  | Success Indicators   |
| <ol style="list-style-type: none"> <li>1. Develop a plan to strategically determine and address the learning and development needs of the organization to meet current and anticipated future needs</li> <li>2. Identify common development needs and establish a plan to fill the needs (i.e. self-driven learning strategies, team training opportunities, etc.); these should include assessment of both technical and “soft” skills to be successful</li> <li>3. Evaluate appropriate funding allocation for learning and development (for either internal allocation, or for staff to access independently)</li> <li>4. Communicate to staff the level of funding available to them, for what purposes, and how to access it</li> <li>5. Identify opportunities to cross-functionally train staff</li> </ol> |  | <ul style="list-style-type: none"> <li>• Development and promotion opportunities clearly understood</li> <li>• All employees are able to identify appropriate learning and development opportunities and receive adequate support for their development</li> <li>• Enhanced performance</li> <li>• Lower turnover</li> </ul> |
| Change Considerations   |  |  |
| <ul style="list-style-type: none"> <li>• A key skills gap for manager-level staff was identified in “soft” skills (e.g., Communication, Teamwork, People Management) which should be an area of focus for future training initiatives</li> <li>• The introduction of the HRIS is expected to examine the requirements for the organization and integrate processes in the system related to performance management</li> </ul>   |  |  |



# HR Transformation

## HR3. Design and implement a rewards and recognition program that balances sustainability, acknowledgement of contribution, and creative opportunities to celebrate staff

| <b>Objective</b>  | Clear and consistent rewards and recognition practices in place across the municipality, aligned with objectives and culture goals  |   |
|---|---|---|
| <b>Enablers</b>   | <ul style="list-style-type: none"> <li>Funding made available to support identified opportunities</li> <li>Shift in culture to ensure consistent and appropriate recognition of staff in meaningful ways</li> </ul> |   |
| Actions   |   | Success Indicators  |
| <ol style="list-style-type: none"> <li>Evaluate merits of compensation levels at the 55-60<sup>th</sup> percentile of neighbouring municipalities against the impacts on morale, turnover, and desired objectives of the organization (i.e. “employer of choice in Ontario”)</li> <li>Communicate rationale behind compensation levels and benefits policies; consider opportunities for increased pay transparency</li> <li>Evaluate and implement non-monetary ways to meaningfully recognize staff (e.g., praise from immediate manager, attention from leadership, and opportunities to lead projects). Engage with staff on an individual level to identify how recognition can help support their experience at Lakeshore and implement</li> <li>Conduct ongoing review of rewards and recognition to ensure staff feel valued in their work at the municipality</li> <li>Integrate rewards and recognition practices into the formal performance management process to ensure a strengths-based process</li> </ol> |   | <ul style="list-style-type: none"> <li>Increased staff morale and engagement; valued and empowered staff</li> <li>Clearly understood compensation and benefits policies</li> <li>Understanding of career progression opportunities</li> </ul> |
| Change Considerations   |   |   |
| <ul style="list-style-type: none"> <li>People in supervisory roles should engage with staff on an individual level to identify how recognition can help support their experience at Lakeshore as one-size-fits-all approaches were identified as an area of resistance from staff; training and support to do this effectively is likely required</li> </ul>  |   |   |



# HR Transformation

## HR4. Clarify and build awareness about the employee supports available through the HR function

| <b>Objective</b>  | Employees understand and have easy access to the supporting HR resources available   |   |
|---|--|---|
| <b>Enablers</b>   | <ul style="list-style-type: none"> <li>• Defined role of HR in supporting employees, with clear distinction between role of HR and people managers</li> <li>• Enhanced communication between managers and staff on HR-related issues</li> <li>• Alignment on functional interdependencies as a result of the organizational redesign, to support role clarity</li> </ul> |   |
| Actions   |  | Success Indicators  |
| <ol style="list-style-type: none"> <li>1. Leverage the organizational design process to clarify and communicate role of HR in providing support to staff, in particular the responsibilities of HR versus Managers on managing particular scenarios</li> <li>2. Develop and communicate processes for more timely responses to inquiries (e.g. self-service tools)</li> <li>3. Support Managers with training to feel well-equipped to deal with staff concerns, including when and how to engage HR</li> <li>4. Establish and continually reinforce a Code of Conduct including taking corrective action as required with individuals that demonstrate behaviours which deviate from the Code; integrated with the performance management process</li> </ol> |  | <ul style="list-style-type: none"> <li>• Clear HR policies and consistent understandings of practices</li> <li>• Collegial working environment between all staff</li> <li>• Fair and equitable practices that support cultural unity and employee satisfaction</li> <li>• Closer alignment of staff role and day-to-day work</li> </ul> |
| Change Considerations   |  |   |
| <ul style="list-style-type: none"> <li>• Proactive management and collaboration with the union to introduce changes and/or address issues early and earnestly will be beneficial to support relationship building with this key employee group</li> <li>• This may be implemented through a transition, whereby HR staff will shift their practices over time while supporting people managers to build their confidence and skill in taking on more accountability; eventually, will need to be consistent in how they support the organization, ensuring adherence to the role clarity decisions</li> </ul>   |  |   |

Future State Recommendations:

# Recommendation Prioritization and High-Level Implementation Plan





## Prioritization of Recommendations

The table below prioritizes the recommendations based on ease of implementation and impact to the organization.

|                      | Low Implementation Effort and/or Implementation in the Short-Term | High Implementation Effort and/or Implementation in the Medium to Long-Term |
|----------------------|---|---|
| High Business Impact | <p><i>Quick Win Initiatives</i></p>                               | <p><i>Higher Return Initiatives</i></p>                                     |
| Low Business Impact  | <p><i>Minor Initiatives</i></p>                                   | <p><i>Lower Return Initiatives</i></p>                                      |

1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service

4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks

6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council

8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

### Legend:

● Build a performance-driven and customer service culture

● Create empowering working relationships

● Clearly define and embed strategic priorities

● IT Transformation

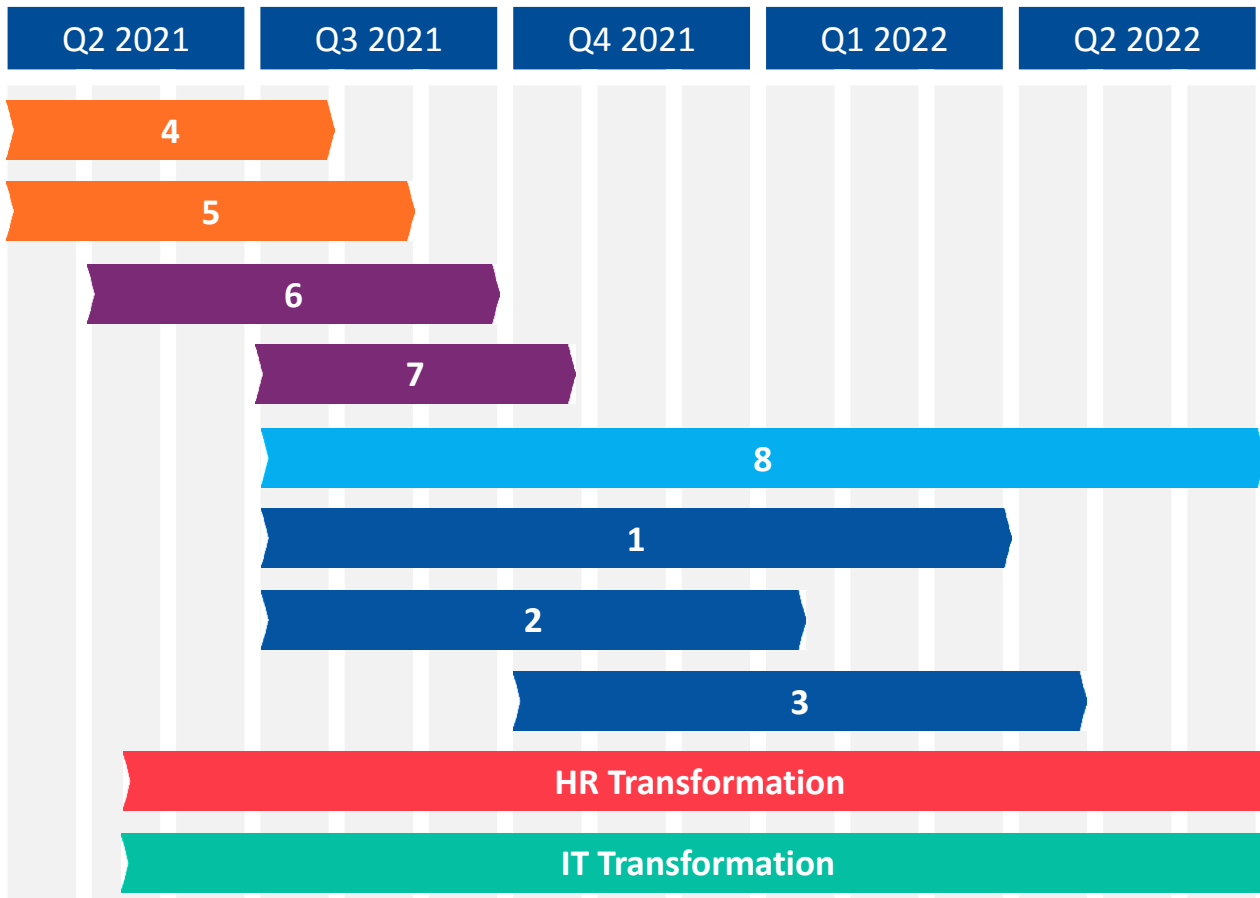
● Organize portfolio with aligned functions

● HR Transformation



## Implementation of Recommendations

The following plan outlines the high-level timelines for implementing the recommendations based on prioritization over the next year.



1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service
4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks
6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council
8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

### Legend:

- Performance-driven and customer service culture
- Clearly define and embed strategic priorities
- Organize portfolio of services with aligned synergies
- Create trusting working relationships
- HR Transformation
- IT Transformation

*Note: Many of the recommendations involve ongoing activities that occur beyond the next year. Timelines are reflective of 2021-2022 activities and their relative prioritization.*



# Additional Considerations

The following are additional considerations regarding the prioritization and high-level implementation plan of the recommendations.

- With the province in a second wave of the COVID-19 pandemic, implementation of the recommendations will likely be impacted, delayed and/or temporarily paused due to resources being further constrained or not available. The suggested high-level timelines outlined in the previous slide are extended and take into consideration some delays in implementation of recommendations due to more urgent pandemic-related initiatives and responses.
- Given the current economic landscape and the existing financial constraints, particularly with the COVID-19 pandemic, the municipality may not be able to implement all the recommended changes at once. As such, it will be important to prioritize implementation of those recommendations that have **high impact** to the organization, particularly those that require relatively low to moderate effort to implement.
- As outlined, Lakeshore will need to build capacity and expertise in a few key areas. It will be important to leverage existing positions, vacancies and expected staff attrition to hire new individuals with the required skills and capabilities.
- Decisions will need to be made to balance cost/benefit and to understand implications if select recommendations are deprioritized/not implemented



# Change Management Practices

The Change Management Framework below provides guidance on implementing and sustainable change for the organization with strategies to facilitate change.

### Vision for Change

Compelling case to be an employer of choice that articulate the desired target state for Lakeshore

- Demonstrate alignment with goals
- Communicating vision and roadmap to stakeholders with support rationale

### Leadership for the Future

Visible sponsorship and leadership to generate momentum that inspires

- Reflect desired change in leadership and governance behaviours and communications

### Meaningful Engagement

Consistent and meaningful communication and interaction with employees that incorporates their input in the process

- Roll out communications tailored to the different stakeholders group
- Create vehicles to receive input

### Empowered Teams

Promotion of change champions that integrate with teams to mobilize change in a way that resonate with their perspectives

- Identify individuals that are influential to inspire change in others
- Provide autonomy to create change

### Innovative Delivery

Encouraging ways of doing things differently so that they create impacts aimed to improve delivery

- Seek out creative ideas from employees and external sources to potential create out of-the-box solutions

### Sustaining Success

Ongoing management of changes that continuously assesses impacts, identifies improvement and celebrates successes

- Report on success indicators to assess impacts with input to improve
- Share and recognize success stories



## Organizational Review of the Municipality of Lakeshore

# Appendix

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# Appendix:

# Lakeshore Overview



## Current Strategic Plan (2019-2022)



### This Evaluation and Reporting Process includes:

#### STEP 01

##### Identifying Strategic Links

Every element of a division business plan should align with the strategic direction(s). When creating business clients, managers will identify which strategic directions their business plans and budget requests aligned with.

#### STEP 02

##### Sort actions by Guiding Themes. Review status and provide feedback to the Senior Management Team (SMT).

With the cross reference to the strategic planning plates, the cumulative activities under each guiding theme can be evaluated to determine if adequate resourcing is available.

#### STEP 03

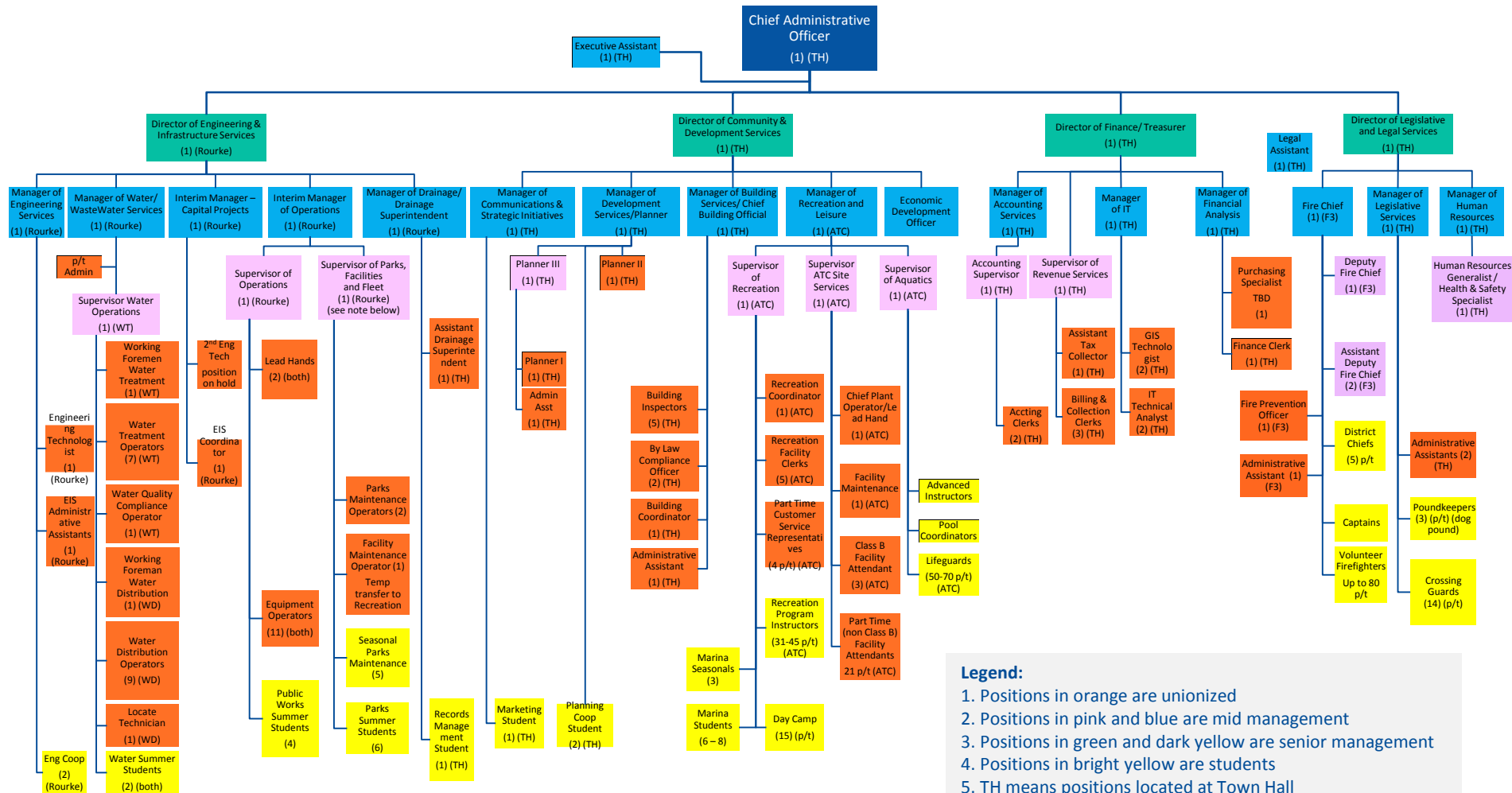
##### Senior Management Team (SMT) Evaluation.

After organizing action under each guiding theme, SMT will evaluate the organization's progress at the strategic level. Once the evaluation is completed by SMT, quarterly reports on progress are presented to Council and reported to the public.



Effective October 1, 2020

# Interim Chart



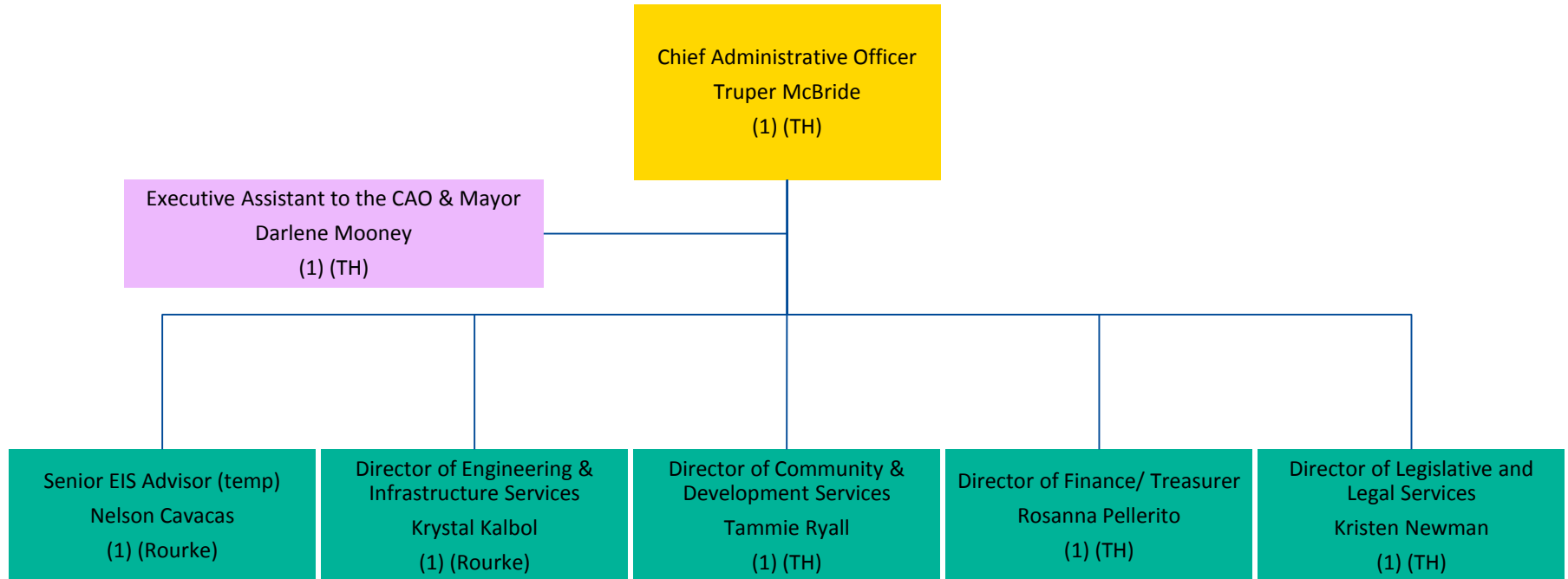
## Legend:

1. Positions in orange are unionized
2. Positions in pink and blue are mid management
3. Positions in green and dark yellow are senior management
4. Positions in bright yellow are students
5. TH means positions located at Town Hall
6. F3 means positions located at Fire Station 3
7. ATC means positions located at Atlas Tube Centre
8. WT means positions located in Water Treatment
9. WD means positions located in Water Distribution



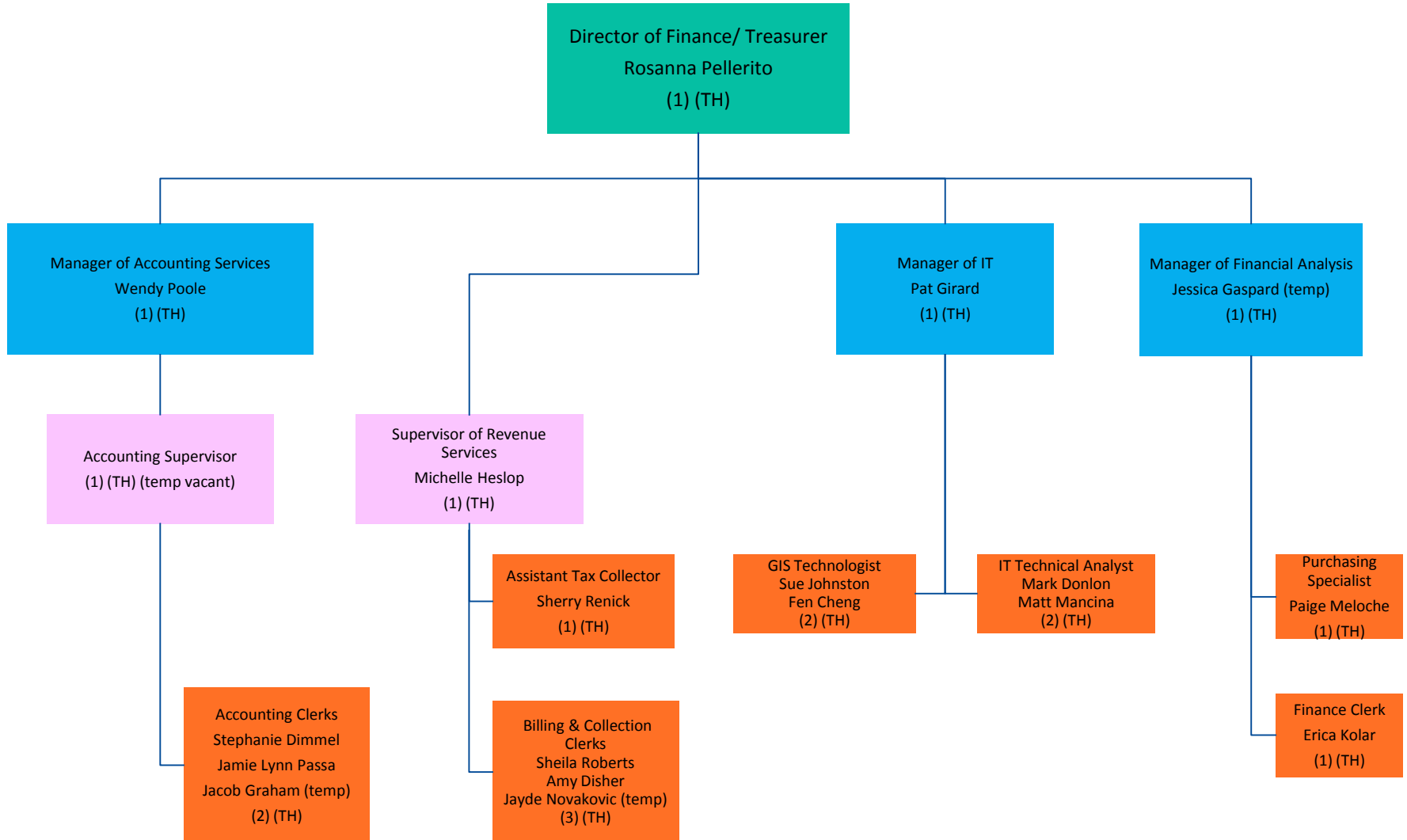


# Office of the CAO Chart



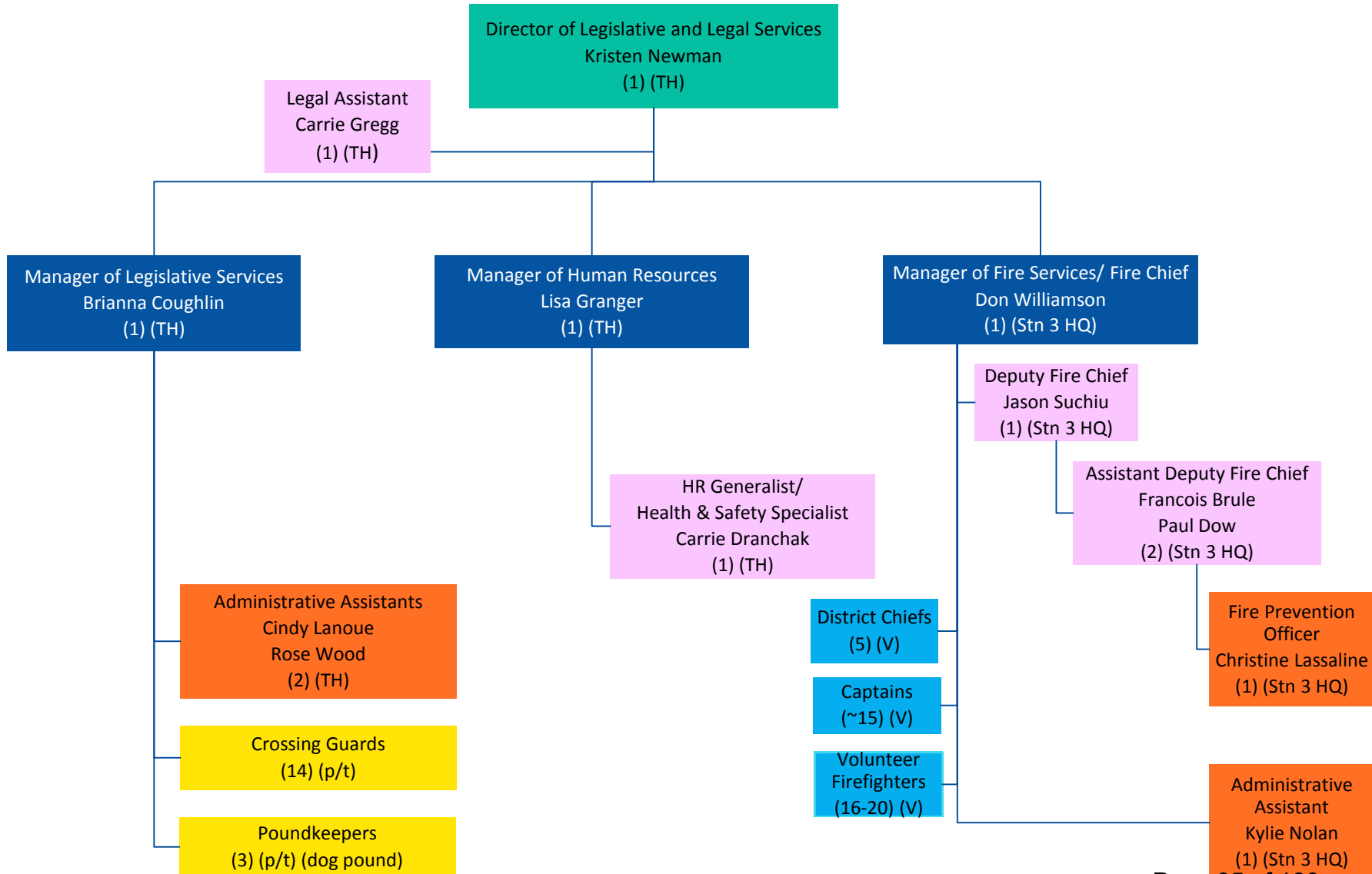


# Interim Finance Chart





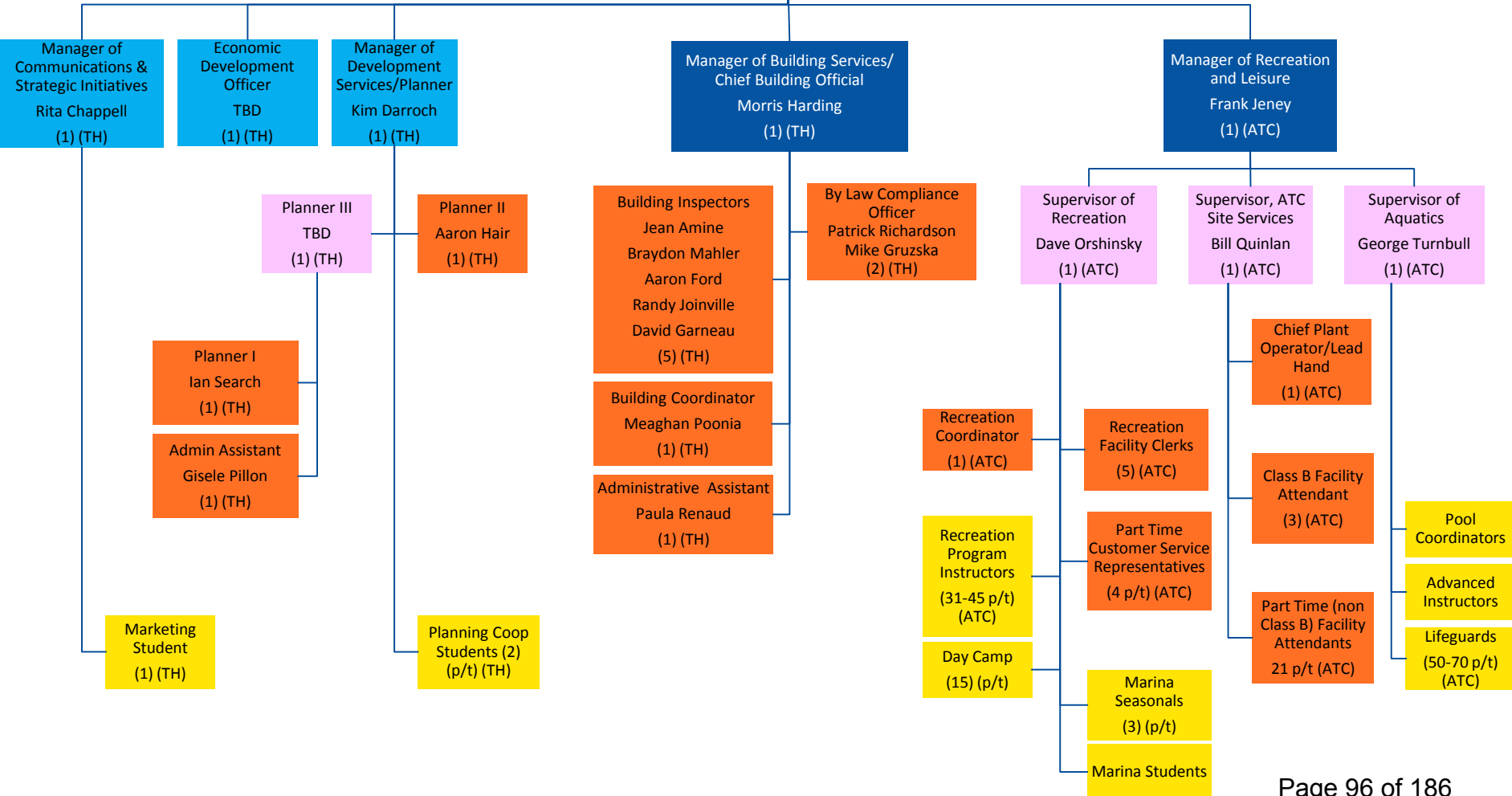
# Legislative & Legal Service Chart





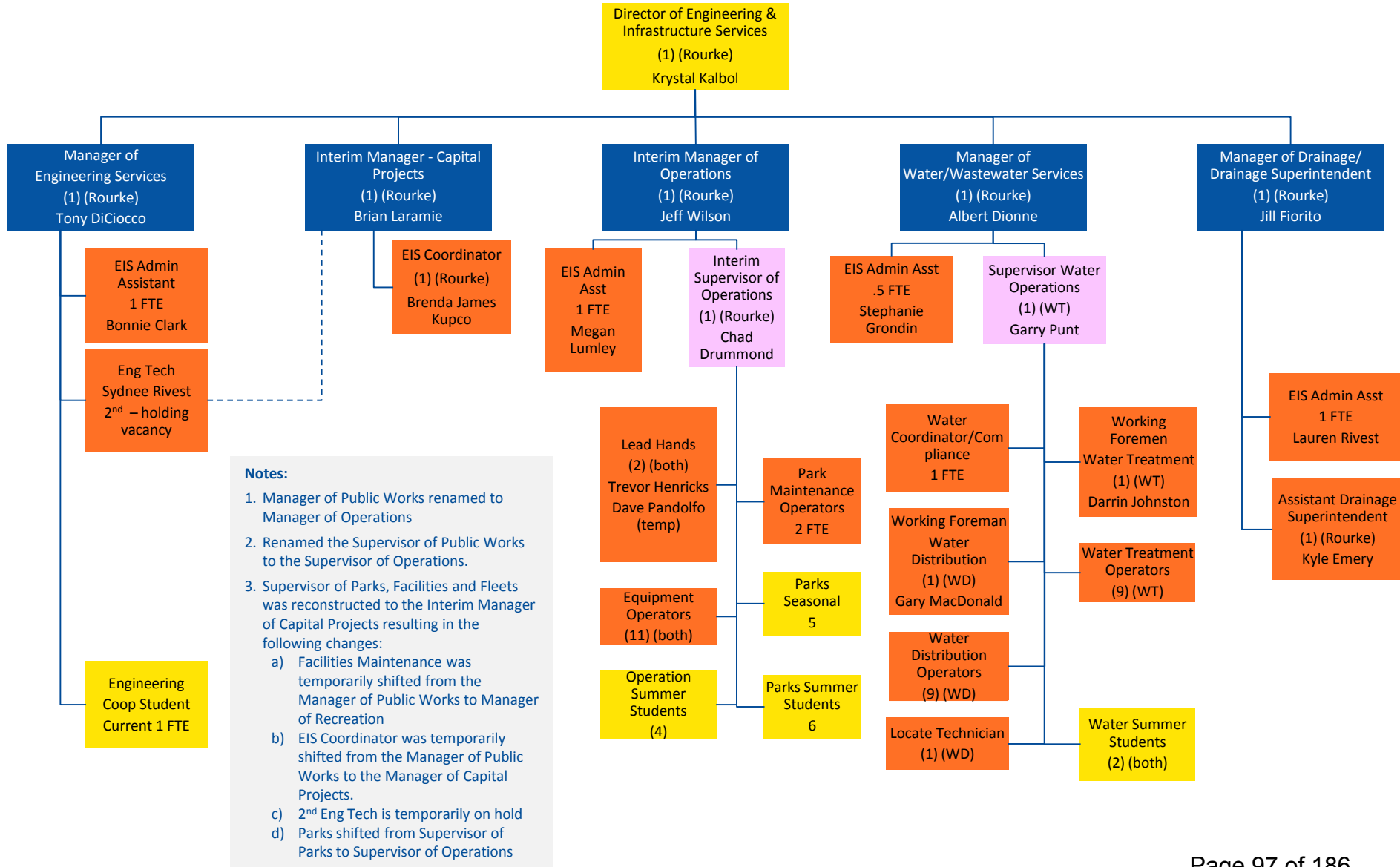
# Community & Development Services

**Director of Community & Development Services**  
Tammie Ryall  
(1) (TH)





# Interim EIS Model



# Appendix:

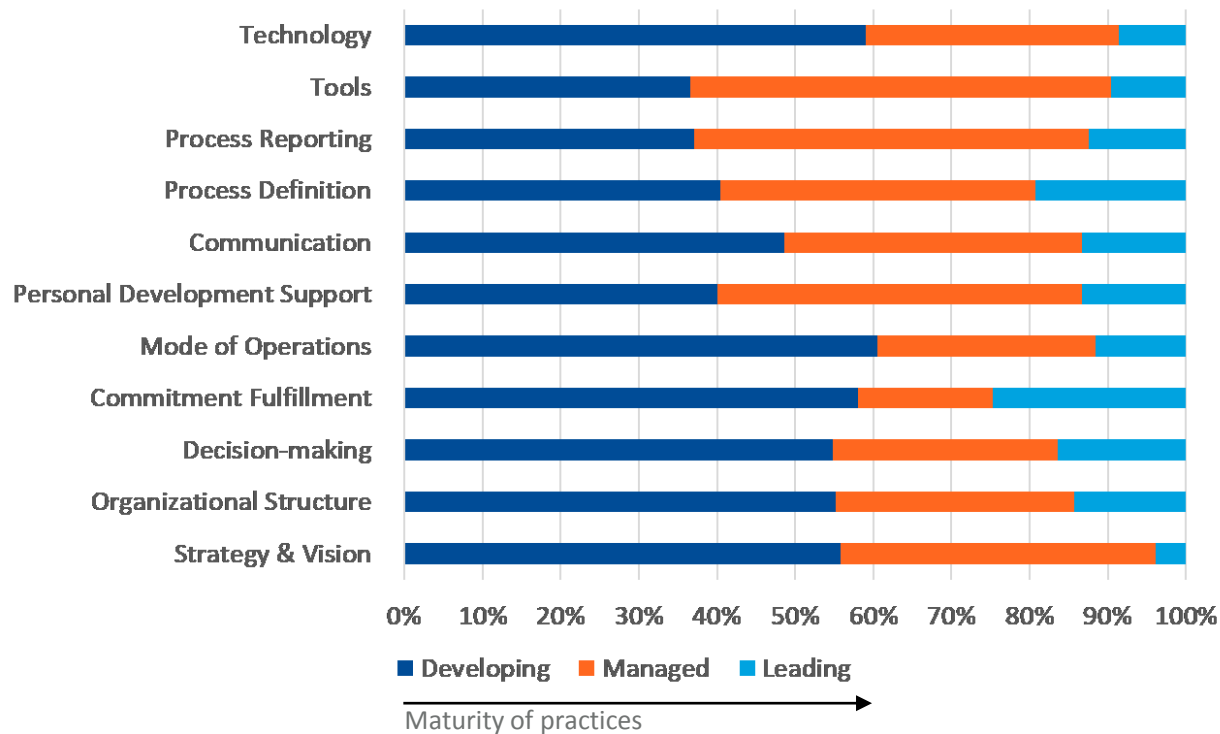
# Survey Summary



# Summary of Survey

A summary of the survey poll responses demonstrate that staff respondents perceive most of the organizational functions to be a developing or managed stage, indicating opportunities for improvement.

Percentage of Survey Respondents (n=105)

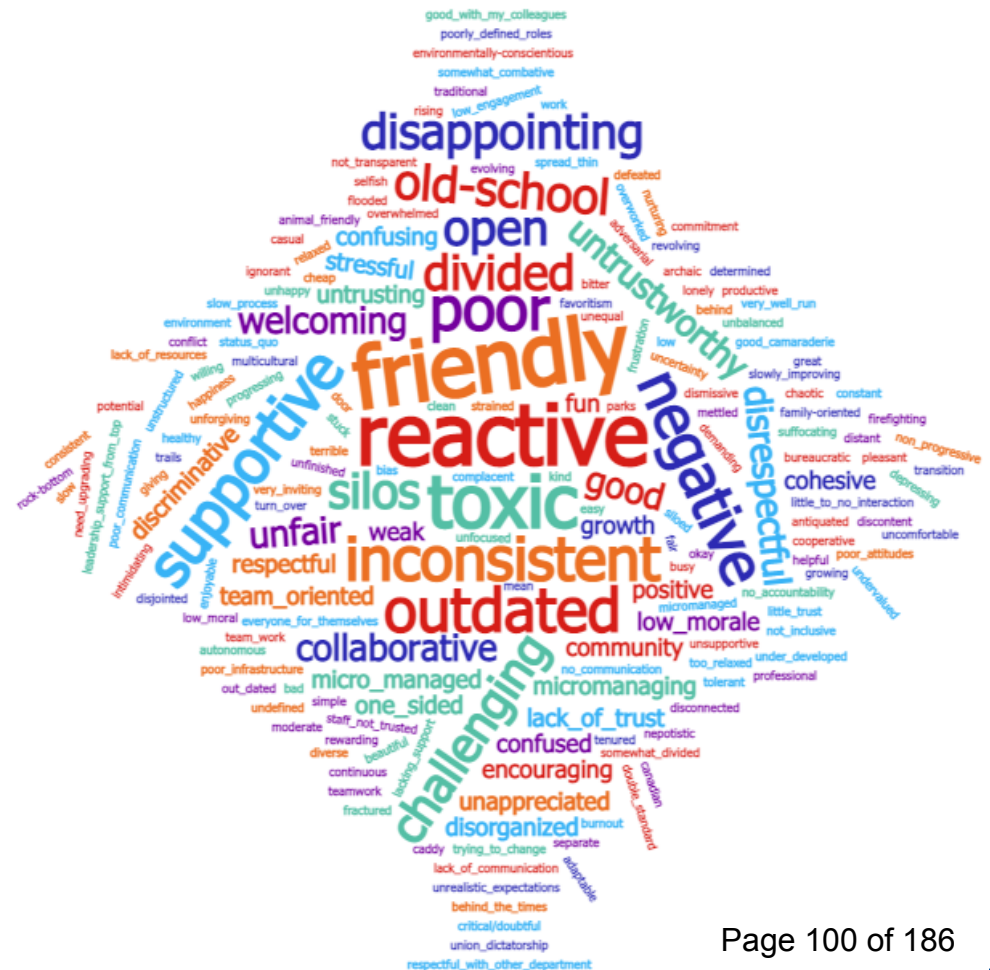


- Areas in which a higher proportion of respondents indicated leading functions:
  - Ability to fulfill commitments
  - Process Definition
- Areas in which a lower proportion of respondents indicated leading functions:
  - Use of technology
  - Deployment of tools
  - Strategy & Vision of the organization

# Summary of Survey – Organization Culture

A summary of top 3 words gathered from survey respondents demonstrate that there are a mix of positives and negative perspectives of the organization by staff.

- Size of the word is reflective of its frequency provided by respondents, in which larger words were the more frequently stated.
- The less frequent words, although unique to a few respondents, still largely consistent with the more frequent words.
- Although there are mixed perspectives, some of the more widely shared perspectives present problematic areas that should be addressed by the organization.



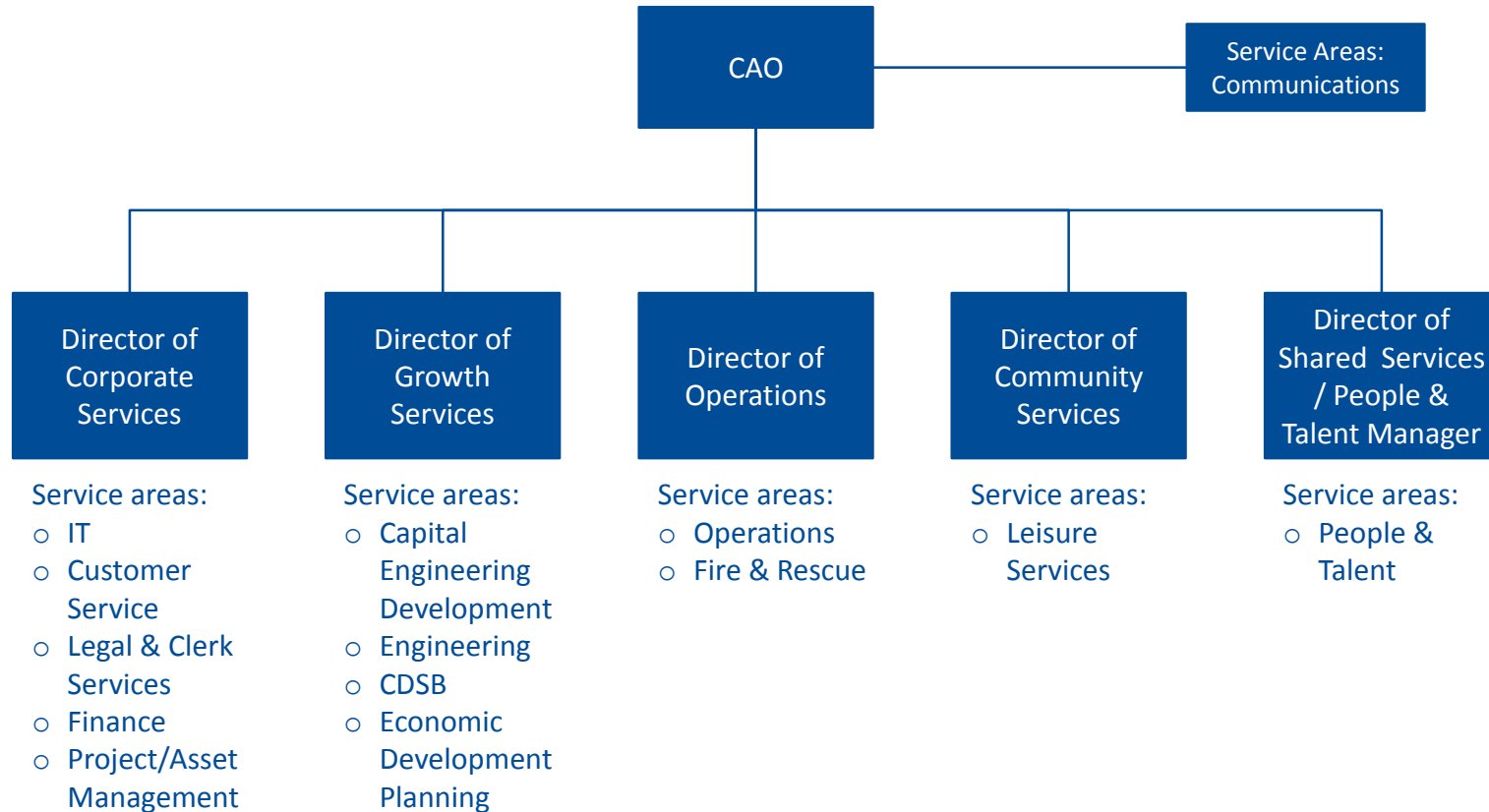


Appendix:

# Jurisdiction Scan Organizational Structures

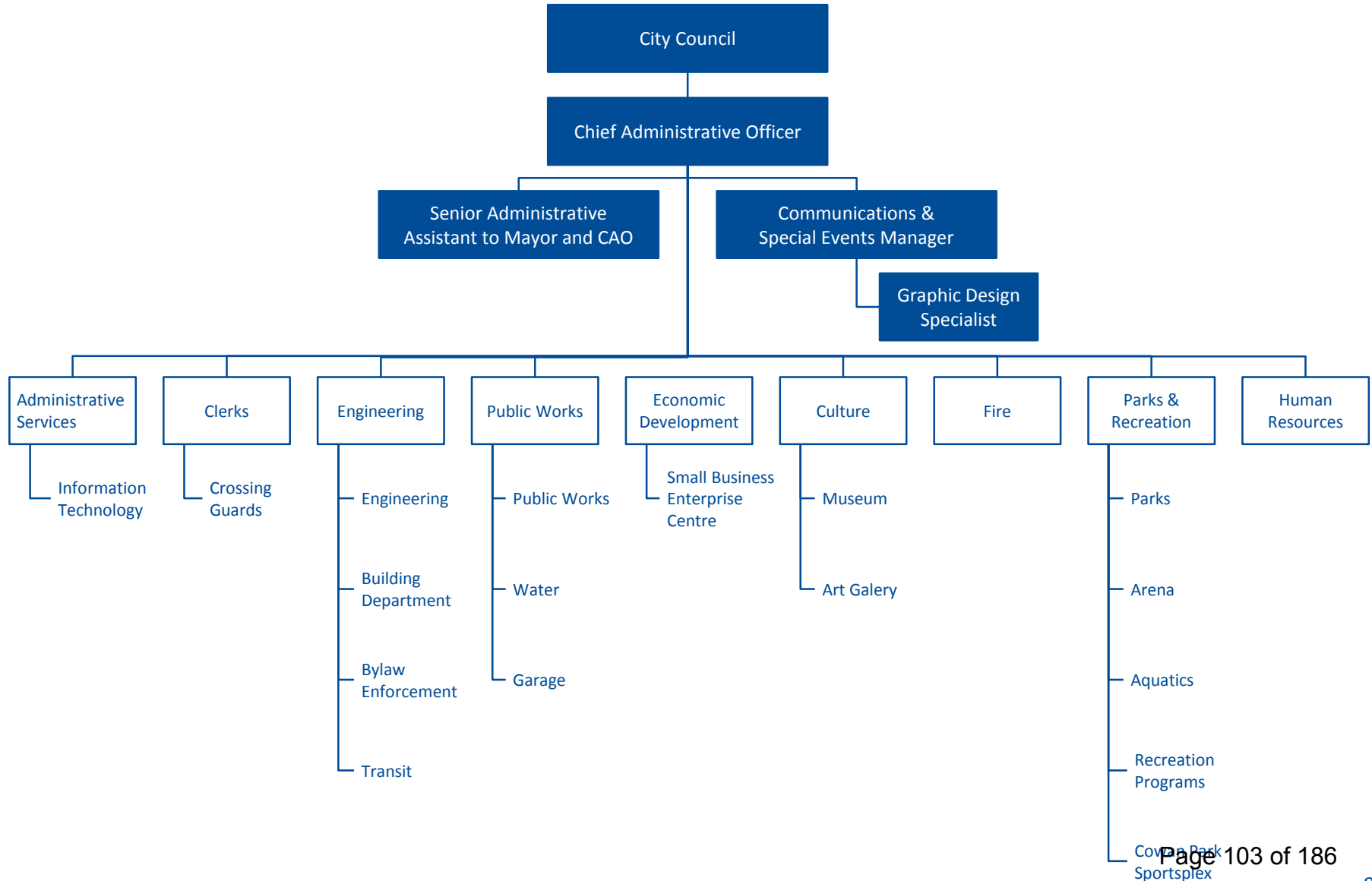


# Innisfil Organizational Structure



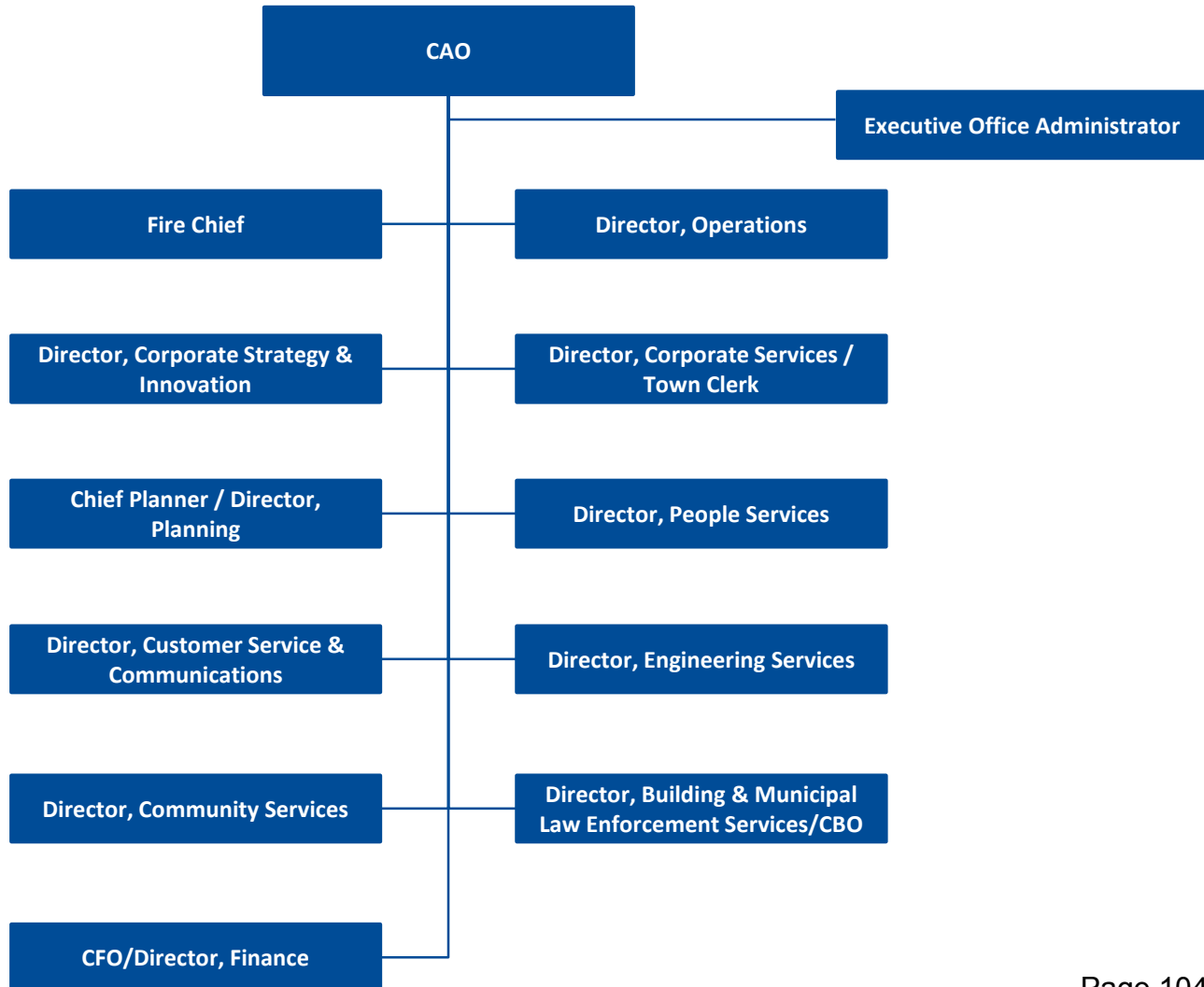


# Woodstock Organizational Structure





# Caledon Organizational Structure



Appendix:

# Data and Documents Reviewed



# List of Data and Documents Reviewed

- Supporting information for the most recent Strategic Plan
- Software inventory and list of current departments using them, for what purpose;
- IT governance/ IT service management, and any supporting IT Master Plans
- Financial statements, reports, and budgets;
- Past Service Delivery Reviews, 2020 Service Delivery Review;
- Organizational structures, staffing models, and full-time employee statistics;
- 2015 Organizational Review, including updates made in 2017/2018;
- Past capacity, efficiency, and effectiveness reviews;
- Past Performance Measurement Program results;
- Purchasing policies;
- Documentation of facilities/ workspace locations;
- Job descriptions, responsibilities, and past job evaluations;
- Demographic and economic statistics and profile of the Municipality;
- Collective bargaining agreement;
- Business continuity/ disaster recovery plan;
- Relevant HR policies and procedures;

# Appendix:

# Stakeholders Engaged



# Stakeholders Engaged in Review

| Stakeholder Engagement - Discovery Interviews (8) |  |
|---|--|
| • Truper McBride                                  |  |
| • Kristen Newman                                  |  |
| • Rosanna Pellerito                               |  |
| • Lisa Granger                                    |  |
| • Carrie Dranchak                                 |  |
| • Tammie Ryall                                    |  |
| • Pat Girard                                      |  |
| • Nelson Cavacas                                  |  |

| Stakeholder Engagement - Council Focus Groups (3 sessions, 8 attendees total) |  |
|---|--|
| • Tom Bain  |  |
| • Tracey Bailey   |  |
| • Steven Wilder   |  |
| • Len Janisse   |  |
| • Kelsey Santarossa   |  |
| • John Kerr   |  |
| • Kirk Walstedt   |  |
| • Linda Mckinlay  |  |





# Stakeholders Engaged in Review

| Stakeholder Engagement - HR Focus Group (15) |  |
|--|--|
| • Sue Johnston                               |  |
| • Brenda James-Kupko                         |  |
| • Jessica Sabolick                           |  |
| • Dave Pandolfo                              |  |
| • Christine Lassaline                        |  |
| • Jayde Novakovic                            |  |
| • Jamie Lynn Passa                           |  |
| • Darrin Johnston                            |  |
| • Jason Suchiu                               |  |
| • Frank Jeney                                |  |
| • Albert Dionne                              |  |
| • Jeff Wilson                                |  |
| • Jill Fiorito                               |  |
| • Morris Harding                             |  |
| • Francois Brule                             |  |



# Stakeholders Engaged in Review

| Stakeholder Engagement - IT Focus Group (16) |  |
|--|--|
| • Don Williamson                             |  |
| • George Turnbull                            |  |
| • Rita Chappell                              |  |
| • Chad Drummond                              |  |
| • Ryan Donally                               |  |
| • Michelle Heslop                            |  |
| • Brianna Coughlin                           |  |
| • Brian Laramie                              |  |
| • Stephanie Grondin                          |  |
| • Beau Blais                                 |  |
| • Patrick Richardson                         |  |
| • Jay Gignac                                 |  |
| • Brian Prestyko                             |  |
| • Darrin Johnston                            |  |
| • Sheila Roberts                             |  |
| • Brady Mahler                               |  |

| Stakeholder Engagement - IT Interviews (4) |  |
|--|--|
| • Feng Chen                                |  |
| • Mark Donlon                              |  |
| • Sue Johnston                             |  |
| • Matthew Mancina                          |  |



## Stakeholders Engaged in Review

| Stakeholder Engagement – Manager Interviews (28) |                    |
|--|--------------------|
| • Lisa Granger                                   | • Pat Girard       |
| • Don Williamson                                 | • Michelle Heslop  |
| • Jason Suchiu                                   | • Brianna Coughlin |
| • Francois Brule                                 | • Frank Jeney      |
| • Albert Dionne                                  | • George Turnbull  |
| • Garry Punt                                     | • Dave Orshinsky   |
| • Jeff Wilson                                    | • Tammie Ryall     |
| • Brian Laramie                                  | • Aaron Hair       |
| • Krystal Kalbol                                 | • Rita Chappell    |
| • Nelson Cavacas                                 | • Ryan Donally     |
| • Tony DiCiocco                                  | • Darlene Mooney   |
| • Darlene Mooney                                 | • Jessica Gaspard  |
| • Jill Fiorito                                   | • Wendy Poole      |
| • Morris Harding                                 | • Kyle Emery       |



# Stakeholders Engaged in Review

| Stakeholder Engagement - Town Hall Session (78) |                       |                      |                     |
|---|-----------------------|----------------------|---------------------|
| • Gisele Pillon                                 | • Cayl Blais          | • Kylie Nolan        | • Sue Johnston      |
| • Paige Meloche                                 | • Dave Orshinsky      | • Beau Blais         | • Morris Harding    |
| • Jayde Novakovic                               | • Mary Lesperance     | • Brian Sivell       | • Darryl Dunsby     |
| • Amy McMillan                                  | • Tony Diciocco       | • Riley Pekar        | • Stephanie Grondin |
| • Jillian Shaw                                  | • Megan Lumley        | • Rose Wood          | • George Turnbull   |
| • Pat Girard                                    | • Lauren Colenutt     | • Francois Brule     | • Feng Chen         |
| • Erica Kolar                                   | • Jeff Wilson         | • Kathy Fisher       | • Cindy Wickens     |
| • Ryan Donally                                  | • Ryan Tolton         | • Darrin Johnston    | • Mike Deneweth     |
| • Albert Dionne                                 | • Jessica Gaspard     | • Anne Colling       | • Brady Mahler      |
| • Amy Disher                                    | • Marilyn Pertan      | • Michelle Heslop    | • Terry Collins     |
| • Jacob Graham                                  | • Christine Lassaline | • Garry Punt         | • Ross Schiller     |
| • Chad Drummond                                 | • John Merritt        | • Mary Beth Bedard   | • Brian Prestyko    |
| • Jason Suchiu                                  | • Matt Mancina        | • Ross Panzica       |                     |
| • Wendy Poole                                   | • Stephanie Dimmel    | • Patrick Richardson |                     |
| • Rita Chappell                                 | • Kelly Laforest      | • Kyle Emery         |                     |
| • George Wardle                                 | • Rob Armstrong       | • Don Williamson     |                     |
| • Denis Comartin                                | • Jamie Passa         | • Sheila Roberts     |                     |
| • Ken Crowley                                   | • Mark Donlon         | • Cindy Lanoue       |                     |
| • Brian Laramie                                 | • Scott Fick          | • Sherry Renick      |                     |
| • Sydnee Rivest                                 | • Brad Pelletier      | • William Quinlan    |                     |
| • Frank Jeney                                   | • Aaron Hair          | • Brenda James-Kupko |                     |
| • Karen Matthew                                 | • Nelson Cavacas      | • Brianna Coughlin   |                     |



# Stakeholders Engaged in Review

| Stakeholder Engagement – Survey (105) |             |
|---------------------------------------|-------------|
| By Division                           | Respondents |
| • LLS: Fire                           | 28          |
| • LLS: Legislative Services           | 11          |
| • CDS: Management                     | 9           |
| • CDS: Facilities                     | 8           |
| • EIS: Public Works                   | 8           |
| • EIS: Water                          | 7           |
| • CDS: Building/ByLaw                 | 6           |
| • EIS: Management                     | 6           |
| • Finance: Revenue                    | 4           |
| • EIS: Engineering                    | 4           |
| • CDS: Recreation                     | 3           |
| • Finance: IT/GIS                     | 3           |
| • Finance: Management                 | 2           |
| • Finance: Accounting                 | 2           |
| • Finance: Financial Analysis         | 2           |
| • CDS: Planning                       | 1           |
| • EIS: Drainage                       | 1           |
| • CAO                                 | 0           |



# Stakeholders Engaged in Review

| Stakeholder Engagement – Survey (105) |             |
|---------------------------------------|-------------|
| By Position                           | Respondents |
| • Management                          | 23          |
| • Non-Union Crossing Guards           | 6           |
| • Non-Union Dog Pound                 | 2           |
| • Union                               | 51          |
| • Volunteer Fire Fighters             | 23          |
| By Status                             | Respondents |
| • Full Time                           | 67          |
| • Part Time                           | 15          |
| • Volunteer Fire Fighters             | 23          |

# Municipality of Lakeshore

## Minutes of the Regular Council Meeting

Tuesday, March 9, 2021, 6:00 PM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River



Members Present: Mayor Tom Bain, Deputy Mayor Tracey Bailey, Councillor Steven Wilder, Councillor Len Janisse, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Kirk Walstedt, Councillor Linda McKinlay

Staff Present: Chief Administrative Officer Truper McBride, Director of Community & Development Services Tammie Ryall, Director of Engineering & Infrastructure Services Krystal Kalbol, Director of Finance Rosanna Pellerito, Director of Legislative & Legal Services Kristen Newman, Manager of Building Services Morris Harding, Manager of Communications & Strategic Initiatives Rita Chappell, Manager of Information Technology Pat Girard, Manager of Legislative Services Brianna Coughlin, Manager of Operations Jeff Wilson, Manager of Recreation & Leisure Frank Jeney, Manager of Water/Wastewater Services Albert Dionne, Drainage Superintendent Jill Fiorito, Economic Development Officer Ryan Donally, Engineering & Infrastructure Services Advisor Nelson Cavacas, Planner I Ian Search, Planner II Ayusha Hanif, Planner III Aaron Hair, Supervisor of Operations Chad Drummond

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### 1. Call to Order

Mayor Bain called the meeting to order at 6:02 PM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

Councillor Steven Wilder joined the meeting at 6:03 PM.

### 2. Moment of Reflection

### 3. Disclosures of Pecuniary Interest

#### 4. **Recognitions**

Mayor Bain recognized two Lakeshore citizens, Leo Munisteri and Chris Oyler, for their heroic actions in saving a neighbour from a burning building.

#### 5. **Public Meetings under the *Planning Act***

##### 1. **ZBA-12-2020 – Kenneth and Nicole Byrne, 1437 Lakeshore Road 123**

Mayor Bain called the public meeting to order at 6:05 PM.

The Planner provided a PowerPoint presentation as overview of the application.

The applicants Kenneth and Nicole Byrne were present to answer any questions of Council. There were no other members of the public in attendance to speak to the matter.

The public meeting concluded at 6:09 PM.

##### **70-03-2021**

**Moved By** Councillor Walstedt

**Seconded By** Councillor Janisse

Approve Zoning By-law Amendment application ZBA-12-2020 (Byrne, 1437 Lakeshore Road 123), as follows:

- a. To rezone the Retained Farmland from “Agriculture (A) Zone” to a site-specific “Agriculture Zone Exception (A-84)”;
- b. To rezone Surplus Lot from “Agriculture (A) Zone” to a site-specific “Agriculture Zone Exception (A-107)”, as presented in the March 9, 2021 Council report; and

Direct the Clerk to read By-law 12-2021 to amend the Zoning By-law, By-law 2-2012, as presented at the March 9, 2021 Council meeting.

**Carried Unanimously**

##### 2. **Zoning By-law Application ZBA-5-2021, 20 North Rear Road**

Mayor Bain called the public meeting to order at 6:10 PM.

The Planner provided a PowerPoint presentation as overview of the application.

Josette Eugeni spoke on behalf of the applicant Jamsyl Group Inc. in support of the application.



The public meeting concluded at 6:19 PM.

**71-03-2021**

**Moved By** Councillor Walstedt

**Seconded By** Councillor Santarossa

Approve a Temporary Zoning By-law Amendment Application ZBA-5-2021 to permit the temporary use of 20 North Rear Road as a film studio for a maximum period of 3 years, for a parcel of land, indicated as the “Subject Property” on the Key Map, Figure 1 (Appendix 1);

Direct the Clerk to read By-law 19-2021 amending the Zoning By-law, By-law 2-2012, as presented at the March 9, 2021 Council meeting.

**Carried Unanimously**

**6. Public Presentations**

**7. Delegations**

**1. Part Lot Control Exemption By-law (PLC-1-2021) River Ridge Phase 6**

Anthony Rossi was present on behalf of the applicant Coco Group and spoke in favour of the application.

**72-03-2021**

**Moved By** Deputy Mayor Bailey

**Seconded By** Councillor Santarossa

Approve the application for exemption for Part Lot Control for Part of Lots 63 to 87 (inclusive) on Registered Plan 12M-657 in the Municipality of Lakeshore;

Direct the Clerk to read By-law 22-2021; and,

Direct Administration to send By-law 22-2021 to the County of Essex for final approval, as presented in the March 9, 2021 Council report.

**Carried Unanimously**

**2. Adoption of the Municipality of Lakeshore Official Plan Review, Official Plan Amendment No. 16**

Greg Bender, WSP was present to answer questions of Council on the matter.

**73-03-2021**

**Moved By** Deputy Mayor Bailey

**Seconded By** Councillor McKinlay

Direct Administration to prepare a by-law to adopt Official Plan Amendment No. 16, as presented in the Municipality of Lakeshore Official Plan Review Report at the March 9, 2021 Council meeting.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Wilder and Councillor Janisse

**Carried**

**8. Completion of Unfinished Business**

**9. Consent Agenda**

- 1. February 16, 2021 Regular Council Meeting Minutes**
- 2. AGCO Application for a Cannabis Retail Store Authorization**
- 3. Township of Perry Resolution of Support Prioritize Children and Childcare as Part of its Post Pandemic Recovery Plan**
- 4. Township of Archipelago Requested Amendments to the Municipal Elections Act**

**74-03-2021**

**Moved By** Councillor Wilder

**Seconded By** Councillor Santarossa

Support the resolution of the Township of Perry Resolution of Support Prioritize Children and Childcare as Part of its Post Pandemic Recovery Plan.

**Carried Unanimously**

**75-03-2021**

**Moved By** Councillor Walstedt

**Seconded By** Councillor McKinlay

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

**Carried Unanimously**

## 10. Reports for Information

1. **Committee of Adjustment Meeting Minutes – January 27 and February 17 2021**
2. **Drainage Board Meeting February 1, 2021**
3. **Lakeshore Accessibility Advisory Committee Meeting Minutes Feb 9, 2021**
4. **Drinking Water Quality Management Standards Review Meeting**  
**76-03-2021**  
**Moved By** Councillor Wilder  
**Seconded By** Councillor Kerr

Receive the Reports for Information as listed on the agenda.

**Carried Unanimously**

## 11. Reports for Direction

1. **Delegation of Authority regarding Title Issues (Serenity Bay Title Issue)**  
**77-03-2021**  
**Moved By** Councillor Wilder  
**Seconded By** Councillor Janisse

Direct the Clerk to read By-law 29-2021 delegating authority to the Clerk to amend *By-law 50-2020 being a By-Law to Delegate Authority regarding Execution of Instruments relating to Real Property* to delegate authority to the Clerk to execute instruments to permit, consent, agree to or otherwise authorize regarding the correction of the real property title issues with the absolute title regarding the Serenity Bay subdivision, as presented at the March 9, 2021 Council meeting.

**Carried Unanimously**

- 78-03-2021**  
**Moved By** Councillor Walstedt  
**Seconded By** Councillor Santarossa

Direct the Clerk to read By-law 26-2021 delegating authority to the Clerk to amend By-law 50-2020 being a By-Law to Delegate Authority regarding Execution of Instruments relating to Real Property to delegate authority to the Clerk to execute instruments to permit, consent, agree to or otherwise

authorize correction of real property title issues where the Municipality of Lakeshore is not adversely affected.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Wilder and Councillor Janisse

**Carried**

## **2. Site Plan Control Application SPC-10-2020**

**79-03-2021**

**Moved By** Councillor Walstedt

**Seconded By** Councillor Kerr

Approve Site Plan Control Application SPC-10-2020 to permit the construction of an outdoor storage and parking area, subject to the following condition:

- a. that the Owner/Developer enter into a Site Plan Amending Agreement with Lakeshore to provide for the installation, construction, and maintenance of driveways, parking areas, lighting, landscaping, grading, drainage, and any necessary service connections, easements and other items; and,

The Mayor and Clerk be authorized by By-law 20-2021 to execute the Site Plan Agreement, all as presented in the report at the March 9, 2021 Council meeting.

**Carried Unanimously**

## **3. Tile Loan Application for Deborah and Raymond Tracey – 2403 Lakeshore Road 223, Roll No. 510.000.07400**

**80-03-2021**

**Moved By** Councillor McKinlay

**Seconded By** Councillor Wilder

Approve the Tile Loan Application submitted by Deborah and Raymond Tracey for tiling work to be performed at 2403 Lakeshore Road 223 (Roll No. 510.000.74000) in the amount of \$12,000.00, subject to Provincial funding, as presented in the March 9, 2020 Council report.

**Carried Unanimously**

**4. Tile Loan Application – Raymond and Deborah Tracey – 643 County Road 46, Roll No. 080.000.02900**

**81-03-2021**

**Moved By** Deputy Mayor Bailey

**Seconded By** Councillor Walstedt

Approve the Tile Loan Application submitted by Raymond and Deborah Tracey for tiling work to be performed at 643 County Road 46 (Roll No. 080.000.02900) in the amount of \$27,000.00, subject to Provincial funding, as presented at the March 9, 2021 Council meeting.

**Carried Unanimously**

**5. Tender Award – Goatbe Municipal Drain – Repair and Improvements**

**82-03-2021**

**Moved By** Councillor Wilder

**Seconded By** Councillor Walstedt

Award the tender for the Goatbe Municipal Drain Repair and Improvements to Murray Mills Excavating & Trucking (Sarnia) Ltd. in the amount of \$387,920.80 (plus HST), as presented in the March 9, 2021 Council report.

**Carried Unanimously**

**6. Denis St. Pierre Sewage Treatment Plant – Pump Repairs**

**83-03-2021**

**Moved By** Deputy Mayor Bailey

**Seconded By** Councillor Walstedt

Receive the report of the Manager of Environmental Services regarding the emergency pump repairs for the Denis St. Pierre Sewage Treatment Plant; and,

Direct the Treasurer to fund the costs of the emergency pump repairs from the Wastewater Reserve in the amount of \$441,970, as presented at the March 9, 2021 Council meeting.

**Carried Unanimously**

**7. Temporary Outdoor Patios authorized under the *Re-opening Ontario Act* for 2021**

**84-03-2021**

**Moved By** Councillor Santarossa

**Seconded By** Councillor Wilder

The site plan control agreement fees and the encroachment agreement fees be waived for the 2021 outdoor patio season be waived for outdoor patios, until January 1, 2022 as authorized under section 69 of the *Planning Act*, as Council recognizes the financial hardships faced by the restaurant industry, as a result of the COVID-19 pandemic;

The Municipality of Lakeshore does not object to the temporary physical extension of liquor sales under subsection 97(2) of Regulation 719 under the *Liquor Licence Act* for an outdoor patio located on private property that is permitted under applicable zoning by-law(s) in the Municipality of Lakeshore, as presented at the March 9, 2020 Council meeting; and,

That the necessary by-law be prepared.

**Carried Unanimously**

**8. 2021 Final Tax Levy and Rates**

**85-03-2021**

**Moved By** Councillor McKinlay

**Seconded By** Councillor Walstedt

Direct the Clerk to read By-Law 25-2021 establishing the 2021 Final Tax Rates, as presented at the March 9, 2021 Council meeting.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Wilder and Councillor Janisse

**Carried**

**12. Announcements by Mayor**

**13. Reports from County Council Representatives**

**14. Report from Closed Session**

**15. Notices of Motion**

**16. Question Period**

**17. Non-Agenda Business**

**18. Consideration of By-laws**

- 1. By-law 6-2021, Being a By-law for the Bridge over the North Townline Drain in the Municipality of Lakeshore**
- 2. By-law 13-2020, Being a By-law to establish an Interim Control By-law, respecting Greenhouses in the Municipality of Lakeshore**
- 3. By-law 12-2021, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-12-2020)**
- 4. By-law 19-2020, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-5-2021)**
- 5. By-law 20-2021, Being a By-law to Authorize the Execution of a Site Plan Amending Agreement with MRK Company Inc. & Boschin Holdings Ltd. (220 Patillo Road– SPC-10-2020)**
- 6. By-law 21, 2021, Being a By-law for the Hermas Moison Drain - Creation of a New Municipal Drain**
- 7. By-law 22-2021, Being a By-law to exempt certain lands from Part Lot Control within Part of Lots 63 to 87 (inclusive), Registered Plan 12M-657, for the former Community of Maidstone, now in the Municipality of Lakeshore (PLC-1-2021)**
- 8. By-law 25-2021, Being a By-law to Adopt the 2021 Final Tax Levy, 2021 Tax and Garbage Rates and to Provide for Penalty and Interest in Default of Any Payment for the Year 2021**
- 9. By-law 27-2021, Being a By-law to Confirm Proceedings of Council for the February 16, 2021 Meeting**
- 10. By-law 26-2021. Being a By-law to Amend By-law 50-2020, Being a By-law to Delegate Authority regarding Execution of Instruments relating to Real Property**
- 11. By-law 29-2021, Being a By-law to Delegate Authority regarding Execution of Instruments relating to Real Property relating to the Serenity Bay Subdivision**

**86-03-2021****Moved By** Councillor Santarossa**Seconded By** Councillor McKinlay

By-law 21-2021 be read a first and second time and provisionally adopted;

By-law 6-2021 be read a third time and adopted; and

By-laws 12-2021, 19-2021, 20-2021, 22-2021, 25-2021, 27-2021 and 29-2021 be read and passed in open session on March 9, 2021.

**Carried Unanimously****87-03-2021****Moved By** Councillor Walstedt**Seconded By** Councillor McKinlay

By-law 13-2021 be read and passed in open session on March 9, 2021.

In Favour (5): Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (3): Mayor Bain, Councillor Wilder, and Councillor Janisse

**Carried****88-03-2021****Moved By** Councillor Santarossa**Seconded By** Councillor McKinlay

By-law 26-2021 be read and passed in open session on March 9, 2021.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Wilder, and Councillor Janisse

**Carried****19. Closed Session****89-03-2021****Moved By** Councillor Janisse**Seconded By** Councillor Wilder

Council move into closed session at 8:04 PM in accordance with:

- a. Paragraph 239(2)(e), (f) and (k) of the *Municipal Act, 2001* to discuss litigation affecting the municipality, advice that is subject to solicitor-client privilege,



including communications necessary for that purpose, and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board, relating to the Amy Croft area.

- b. Paragraph 239(2)(e), (f) and (k) of the *Municipal Act, 2001* to discuss litigation before the Local Planning Appeal Tribunal, advice that is subject to solicitor-client privilege, including communications necessary for that purpose and a position, plan, or instruction to be applied to negotiations carried on behalf of the Municipality regarding Local Planning Appeal Tribunal Appeal of Zoning By-law Amendment ZBA-20-2020 (1654 Manning Road).

**Carried Unanimously**

## **21. Adjournment**

The closed session concluded at 9:00 PM and the Council meeting was adjourned at that time.

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Tom Bain  
Mayor

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Kristen Newman  
Clerk



**THE CORPORATION OF THE CITY OF SARNIA**  
**City Clerk's Department**

255 Christina Street N. PO Box 3018  
Sarnia ON Canada N7T 7N2  
519-332-0330 (phone) 519-332-3995 (fax)  
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[www.sarnia.ca](http://www.sarnia.ca) [clerks@sarnia.ca](mailto:clerks@sarnia.ca)

March 4, 2021

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Ford,

**Re: Colour Coded Capacity Limits**

At its meeting held on March 1, 2021, Sarnia City Council discussed the challenges local businesses are facing with respect to the colour coded system within the Province's COVID-19 Response Framework. The following motion was adopted:

***That Sarnia City Council strongly advocate to the Province of Ontario that they adjust the capacity limits for dining, restaurants, sporting and recreational facilities, places of worship, event centers, and all retail/small businesses as part of the colour coded system.***

The following rationale was provided with the introduction of the motion:

- The red zone currently only allows 10 people indoors at a dining or a sporting / recreational facility (regardless of the size), places of worship are capped at 30% or 50 people, and retail / small business is limited to a 50% capacity.
- These businesses and organizations have heavily invested in facility improvements and expensive upgrades to ensure safe social distancing and have all the appropriate safety and protection measures in place.
- Businesses in particular cannot properly plan under the current uncertainty and that means the loss of jobs and income for both workers and owners as well as mental health challenges.

- Indoor capacity limits for restaurants, dining, sporting / recreational facilities, event centers, retail / small business, and places of worship should not involve arbitrary numbers (regardless of size), but instead be changed to the amount of people per facility which ensures that strict and safe social distancing can be maintained.

Sarnia City Council has requested that all municipalities in Ontario join this advocacy effort.

On behalf of Sarnia City Council, I look forward to your reply.

Sincerely,

A handwritten signature in cursive script, appearing to read 'ABurkhart', written in black ink.

Amy Burkhart  
Acting City Clerk

Cc: All Ontario Municipalities  
Ms. Marilyn Gladu, MP Sarnia-Lambton  
Mr. Bob Bailey, MPP Sarnia-Lambton



# Town of The Blue Mountains

32 Mill Street, Box 310  
THORNBURY, ON N0H 2P0  
<https://www.thebluemountains.ca>

**OFFICE OF:** Mayor Alar Soever

Email: [asoever@thebluemountains.ca](mailto:asoever@thebluemountains.ca)

Phone: 519-599-3131 Ext 400

## Sent via E-mail

March 10, 2021

Ministry of Municipal Affairs and Housing

Hon. Steve Clark | Minister | [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)

777 Bay Street, 17<sup>th</sup> Floor

Toronto, ON M5G 2E5

Dear Minister Clark,

## **RE: COVID-19 Recovery Funding**

We are very disappointed that the 2021 COVID-19 Recovery Funding for Municipalities program to support COVID-19 operating costs and pressures does not include an application based portion as was done in Phase 2. (see Council resolution attached). As you will recall, we expressed our appreciation for this very progressive needs-based approach to funding in our delegation at ROMA.

Now, instead of addressing the real needs that individual communities have in dealing with COVID, the new funding announced March 4, 2021 is allocated by the number of households and by the number of cases within the Health Unit. This fails to recognize the unique circumstances and real costs that municipalities have had and continue to have in addressing COVID. Actually, somewhat perversely, the formula actually awards communities that did little and had higher case counts.

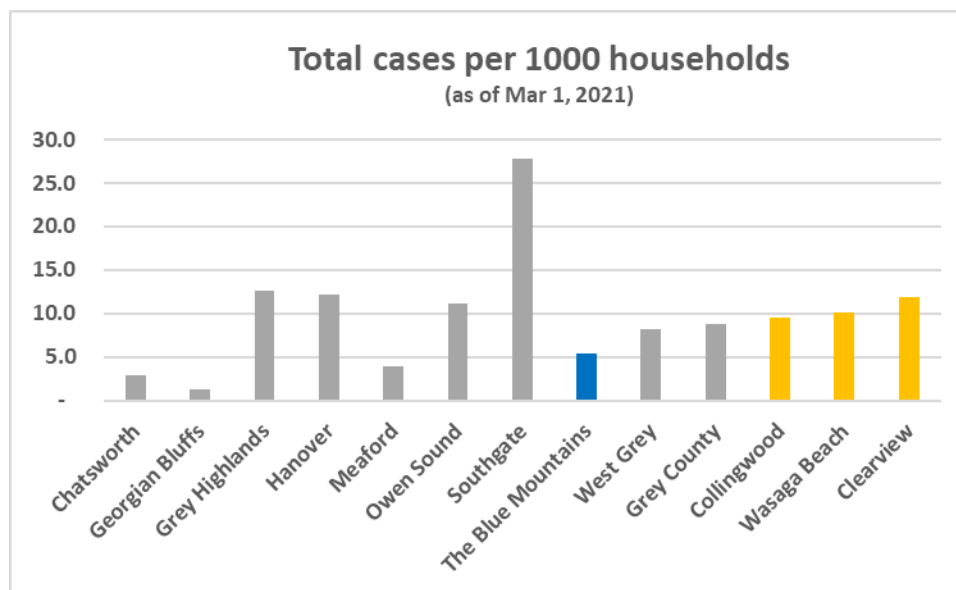
Last year in The Town of The Blue Mountains COVID had a total negative budget impact of \$2,301,500, (\$902,000 in COVID related costs and \$1,399,500 in lost revenue.) As we are a popular tourist destination which hosts some 2.5 M visitors per year, approximately \$433,000 of these costs were connected with managing COVID risks related to our tourism.

Throughout the pandemic we did not turn our fellow Ontarian's away, as some other communities did, but rather implemented measures to keep our community and visitors safe. These included the following:

- Hiring additional By law staff to respond to COVID-19 related complaints and inquires and to manage capacity of our beaches (We thank the province for the speed reduction on Highway 26 this summer so we could manage capacity on our waterfront safely)
- Implementing paid parking at high-volume beachfront areas to manage traffic;
- Installing jersey barriers and handwashing stations in downtown Thornbury to increase sidewalk space to allow for appropriate physical distancing requirements;
- Installing COVID-19 safety signage throughout the Town to support education and awareness;

- Implementing a Mandatory Face Covering By-law to expanding the Provincial mask order to include the retail customer as well as the business operator in order to reinforce the importance of wearing a mask indoors/enclosed spaces throughout the Town;
- Producing a weekly video message from myself updating our citizens on the status of COVID cases and reminding them to follow public health advice.

These measures were effective in keeping our case counts below that of most of our neighbouring municipalities, in spite of the fact we host far more tourists.



The \$2,301,500 in costs and lost revenue, were offset by \$1,375,000 in cost savings we were able to find at the local municipal level, \$880,500 in Safe Restart Funding, and \$46,000 which needed to be funded from reserves.

#### 2020 Safe Restart Funding

|  |                  |
|--|------------------|
| Ontario Safe Restart Funding Phase 1                   | \$495,500        |
| Ontario Safe Restart Funding Application based Phase 2 | \$385,000        |
| <b>Total Ontario Safe Restart 2020 Funding</b>         | <b>\$880,500</b> |

In addition, we have tried to mitigate the costs by finding efficiencies and in fact have just completed the 2021 budget with a 1.13 percent tax increase using zero based budgeting principles in the main town departments. We have also looked to maximize revenue from other non-taxation revenue sources, and have lead the county in finding missing assessment revenue.

This year, with the Province promoting 2021 as Year of the Ontario Staycation, we expect that we will again have to again manage excess COVID related tourism in our community, including capacity on our beaches and trails, and promote social distancing, and other COVID health measures. As such we anticipate our costs to be similar to last year. Our current estimate of 2021 costs is about \$900,000.

#### 2021 Safe Restart Funding

| Funding Stage                        |           |
|--------------------------------------|-----------|
| Phase 2 for 2021                     | \$99,000  |
| March 2021 COVID-19 Recovery Funding | \$148,523 |

The funding we will be receiving for 2021 however, will amount to only \$247,523, leaving us about \$650,000 short. This is only in terms of COVID expenses. In addition, we anticipate that we will again have a substantial revenue shortfall in 2021. Recognizing the hardship resulting from the shutdown of the ski industry this winter we have waived interest for property taxes and utility bills for the period from April 1 to June 30<sup>th</sup>, to allow our businesses and residents to get back on their feet after a lost winter season. We accept we will again have to find savings to cover this lost revenue ourselves, as we did last year.

We had and continue to have real costs keeping not only our residents, but also visitors from other parts of Ontario safe. We don't expect the province to cover all our costs and the revenue shortfall caused by shutdowns of our tourism businesses due to high case counts in other parts of the province. Neither did we expect to be penalized by a formula that penalizes us just because we were successful in keeping case counts low.

Please consider adding an additional phase of application funding to support tourist communities such as ours who actually invest to make sure we keep all Ontarians safe, visitors and residents alike.

Respectfully submitted,



Mayor Alar Soever  
Town of The Blue Mountains

Enclosed: Resolution – March 8, 2021

CC: Premier Ford (via email)  
Hon. Jim Wilson, MPP Simcoe-Grey (via email)  
Hon. Bill Walker, MPP Bruce-Grey (via email)  
Saif Sumbal, Manager, Local Government and Housing – Western Municipal Services (via email)  
Stephanie DiNucci, Senior Policy Advisor for Municipal Affairs (via email)  
Association of Municipalities of Ontario (via email)  
Municipalities of Ontario (via email)  
Council, Town of The Blue Mountains (via email)  
Shawn Everitt, CAO, Town of The Blue Mountains (via email)  
Ruth Prince, Director of Finance & IT Services, Town of The Blue Mountains (via email)  
Department File – C2048



## Town of The Blue Mountains

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March 8, 2021

Moved by: Deputy Mayor Potter

Seconded by: Councillor Bordignon

THAT Council of the Town of The Blue Mountains receives for information the February 23, 2021 correspondence thank you letter from Ministry of Municipal Affairs and Housing at the ROMA Conference Delegation;

AND THAT Council of the Town of The Blue Mountains receives the March 4, 2021 correspondence from Ministry of Municipal Affairs and Housing regarding COVID-19 Recovery Funding;

AND THAT Council request Mayor Soever respond to the Minister of Municipal Affairs and Housing, Association of Municipalities of Ontario and to other municipalities, as appropriate, in response to the COVID-19 Recovery Funding being provided,

|                      |        |
|----------------------|--------|
| Councillor Bordignon | Yay    |
| Councillor Hope      | Yay    |
| Councillor Matrosovs | Absent |
| Deputy Mayor Potter  | Yay    |
| Councillor Sampson   | Yay    |
| Councillor Uram      | Yay    |
| Mayor Soever         | Yay    |

The motion is **CARRIED**.

CERTIFIED TO BE A TRUE COPY

A handwritten signature in black ink, appearing to read "Krista Royal", is written over a dotted line.

Krista Royal, Deputy Clerk



CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY

MOVED BY Lyle WARDEN RESOLUTION NO 75-2021

SECONDED BY SAM McDONELL DATE March 1, 2021

WHEREAS COVID-19, a disease caused by the 2019 novel coronavirus, has resulted in the deaths of almost 7,000 Ontarians;

AND WHEREAS Canada currently lags behind dozens of nations in terms of the proportion of the population that has received doses of COVID-19 vaccines;

AND WHEREAS the federal government has moved too slowly and is failing to foster domestic vaccine-production capacity;

AND WHEREAS the number of administered vaccines in Ontario is not keeping pace with the number of doses that have been received by the provincial government;

AND WHEREAS the provincial COVID-19 vaccine booking system is not yet operational;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Glengarry urges Premier Doug Ford and the Province of Ontario to procure approved COVID-19 vaccines to be distributed to the residents of the Province of Ontario, increase the Province's vaccination rate to keep pace with the doses that have been received and accelerate the launch of its COVID-19 vaccine booking system;

AND FURTHERMORE that this resolution be forwarded to Premier Doug Ford, MPP Jim McDonnell, Hon. Christine Elliot, Minister of Health, Hon. Peter Bethlenfalvy, Minister of Finance and all Ontario municipalities.



☒ CARRIED

☐ DEFEATED

☐ POSTPONED

  
Mayor Frank Prevost



# **Municipality of Lakeshore - Report to Council**

## **Engineering & Infrastructure Services**

### **Engineering Services**



**To:** Mayor & Members of Council  
**From:** Tony DiCiocco, Manager of Engineering Services  
**Date:** March 11, 2021  
**Subject:** Flood Prevention Task Force Draft Minutes February 23, 2021

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#### **Recommendation**

This report is for information only.

#### **Background**

A meeting of the Flood Prevention Task Force Committee was held on February 23, 2021.

The Canadian Standards Association appeared as a delegate to present flood mitigation document prepared by their group regarding Flood Resilient Design of New Residential Subdivisions.

Also, the Committee received project updates on the Shoreline Management Plan Storm Water Master Plan Phase 1 & 2 and other approved 2021 project budget items pertaining to flood improvement being completed in Lakeshore.

#### **Comments**

The Flood Prevention Task Force Draft Minutes from the meeting held on February 23, 2021 are attached.

#### **Financial Impacts**

There are no financial impacts resulting from the recommendation in this report.

**Attachment:** Flood Prevention Task Force Draft Minutes February 23, 2021

## Report Approval Details

|                      |   |
|----------------------|---|
| Document Title:      | Draft Minutes of the Flood Prevention Task Force February 23, 2021.docx |
| Attachments:         | - Post-Meeting Minutes - Flood Prevention Task Force_Feb23_2021.docx    |
| Final Approval Date: | Mar 17, 2021  |

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

Krystal Kalbol

Rosanna Pellerito

Kristen Newman

Truper McBride

# Municipality of Lakeshore

## Minutes of the Flood Prevention Task Force Meeting



**Tuesday, February 23, 2021, 6:00 PM**

**Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River**

**Members Present:** Chair Steven Wilder, Mayor Tom Bain, Councillor Len Janisse, Member Erin Bates, Member Phil Dorner, Member Francis Kennette, Member Jacqueline Morreau, Member Brian Rivait

**Members Absent:** Member Donald Polak, Member Robert Roy, Member Samantha Russell

**Staff Present:** Director of Community & Development Services, Tammie Ryall, Director of Engineering & Infrastructure Services, Krystal Kalbol, Manager of Engineering Services, Tony DiCiocco, Manager of Operations, Jeff Wilson, Drainage Superintendent, Jill Fiorito, EIS Advisor to the CAO, Nelson Cavacas

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### **1. Call to Order**

Chair Wilder called the meeting to order at 6:00 PM.

### **2. Disclosures of Pecuniary Interest**

### **3. Approval of Previous Meeting Minutes**

#### **a. June 25, 2020 Meeting Minutes**

**1-02-2021**

**Moved By** Member Dorner

**Seconded By** Member Rivait

Approve minutes of the previous meeting as listed on the agenda.

**Carried Unanimously**

#### 4. Delegations

##### a. **Patricia Matthews - Flood Resilient Design of New Residential Communities**

Patricia Matthews, CSA Group Manager of Government Relations Standards, provided a Power Point presentation regarding the Flood Resilient Design of New Residential Communities guidelines from the Ministry.

**2-02-2021**

**Moved By** Councillor Janisse

**Seconded By** Member Bates

The Municipality to review, with ERCA involvement, the technical merits and benefits of the guidelines for the entire area and report back to the Committee.

**Carried Unanimously**

##### b. **Peter Zuzek - Shoreline Management Plan Update**

Peter Zuzek, President Zuzek Inc., provided a Power Point presentation regarding the Shoreline Management Plan.

#### 5. Completion of Unfinished Business

##### a. **Project Updates**

The Director of Engineering and Infrastructure Services provided updates regarding the following projects outlined in the Storm Water Master Plan:

- Croft Drive Improvements
- Amy Croft Drive Improvements
- Country Walk and Dean Development
- Chelsea Parkway Subdivision
- Terra Lou Estates Storm Water Management Outlet Improvements
- Belle River West First Street Pump Station Chamber Rehabilitation

The Manager of Operations provided updates regarding the following projects approved in the 2021 Budget:

- High Water Flood Mitigation

- Storm Water Maintenance
- Equipment Requests
- Dredging of the Belle River

The Director of Engineering and Infrastructure Services provided updates regarding the following projects associated with drainage improvements in 2021 and 2022:

- Inflow & Infiltration
- Mill Street
- Puce Road, Major Street and Lilydale Avenue
- Wallace Line

**6. New Business**

**7. Date of Next Meetings**

The Committee will meet quarterly as a minimum. The next meeting will take place in May or June 2021.

**8. Adjournment**

**3-02-2021**

**Moved By** Member Rivait

**Seconded By** Member Kennette

The Flood Prevention Task Force adjourn its meeting at 7:51 PM.

**Carried Unanimously**

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Steven Wilder  
Chair

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Tony DiCiocco  
Municipal Liaison

# **Municipality of Lakeshore - Report to Council**

## **Engineering & Infrastructure Services**

### **Drainage Services**



**To:** Mayor & Members of Council  
**From:** Jill Fiorito, Drainage Superintendent  
**Date:** March 15, 2021  
**Subject:** Drainage Board meeting March 1st, 2021

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#### **Recommendation**

This report is for information only.

#### **Background**

The draft minutes from March 1<sup>st</sup>, 2021 Drainage Board meeting are attached.

#### **Comments**

Mr. Tony Peralta from Peralta Engineering was in attendance to give a brief summary of his drainage reports dated March 10<sup>th</sup>, 2021 (Bridge over the North Townline Drain) and February 17<sup>th</sup>, 2021 (Hermas Moison Drain).

The Drainage Board recommended that By-law 6-2021 be recommended for third reading and By-law 21-2021 be recommended for first and second reading.

#### **Others Consulted**

Essex Regional Conservation Authority has been consulted on this project.

#### **Financial Impacts**

All costs incurred for this project will be borne by the property owner/s.

**Attachment:** Draft Drainage Board minutes dated March 1<sup>st</sup>, 2021

## Report Approval Details

|                      |   |
|----------------------|---|
| Document Title:      | Drainage board minutes March 1st, 2021.docx     |
| Attachments:         | - 3 - March.1, 2021 Drainage Board Minutes.docx |
| Final Approval Date: | Mar 17, 2021                                    |

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

Krystal Kalbol

Rosanna Pellerito

Kristen Newman

Truper McBride

## MUNICIPALITY OF LAKESHORE

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### MINUTES OF THE DRAINAGE BOARD

|                 |                               |   |                 |
|-----------------|-------------------------------|---|-----------------|
| <b>PRESENT:</b> | Chairman                      | - | Dave Armstrong  |
|                 | Board members                 | - | Horst Schmidt   |
|                 |                               | - | Jeremy Reaume   |
|                 |                               | - | Maurice Janisse |
|                 |                               | - | Norbert Poggio  |
|                 | Asst. Drainage Superintendent | - | Kyle Emery      |
|                 | Engineers                     | - | Tony Peralta    |
|                 | Drainage Superintendent       | - | Jill Fiorito    |

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**1. CALL TO ORDER AT 5:00 PM**

The Chair called the meeting to order at 5:00 p.m.

**2. DISCLOSURES OF CONFLICT OF INTEREST AND THE GENERAL NATURE THEREOF**

There were no disclosures of conflicts of interest.

**3. APPROVING THE MINUTES OF PREVIOUS DRAINAGE BOARD MEETING**

Drainage Board Meeting Minutes of February 1<sup>st</sup>, 2021.

Board Member Janisse moved and Board Member Poggio seconded

***That:***

***The Board approve the minutes of the Drainage Board Meeting dated February 1<sup>st</sup>, 2021.***

**Motion Carried**



## 4 ENGINEERING AND INFRASTRUCTURE SERVICES

### **COURT OF REVISION**

#### **Opening of the Court of Revision.**

Board Member Poggio and Board Member Reaume seconded:

It is recommended that:

The Drainage Board move into Court of Revision to consider appeals respecting By-law No. 006-2021 in the Municipality of Lakeshore, in the County of Essex.

**Motion Carried**

#### **Bridge Over the North Townline Drain**

Mr. Tony Peralta, P.Eng was in attendance and briefly outlined the key points of the access bridge in his report dated March 10<sup>th</sup>, 2020.

Mr. Peralta explained that he had not received any concerns from landowner's regarding this bridge replacement. The Drainage board has not received any questions, or appeals for this assessment.

The Chairman opened the floor for questions.

There were no concerns.

Board Member Reaume moved and Board Member Poggio seconded:

**That:**

*The Schedule of Assessment to provide for the Bridge Over the North Townline Drain in the Municipality of Lakeshore, in the County of Essex as prepared N.J. Peralta Engineering Ltd., dated March 10<sup>th</sup>, 2020 be approved and By-Law No. 006-2021 be recommended for third reading.*

**Motion Carried**

#### **Closing of the Court of Revision**

Board Member Janisse moved and Board Member Poggio seconded:

***That:***

The Drainage Board moves to close the Court of Revision.

**Motion Carried**

**READING OF THE REPORT**

**Hermas Moison Drain**

Mr. Tony Peralta, P.Eng was in attendance and briefly outlined the key points of the report dated February 17<sup>th</sup>, 2021.

Mr. Peralta explained that he had been in contact with Mr. Moison during the process of preparing his report on the drain enclosure.

The Chairman opened the floor for questions.

Mr. Moison mentioned that the lots are not sold yet and it is his intention to continue to farm the land after installation of the enclosure.

Board member Schmidt asked if it's possible that the enclosure could be struck during farming activities.

Mr. Peralta stated that it is very possible that during certain farming activities the system could be struck and damaged. Ultimately compromising the integrity of the drainage system.

Mr. Moison questioned if he decided not to complete the enclosure until a later date could he still receive the approval for the severances.

Mrs. Fiorito advised that completing the drain enclosure was part of his conditions when he applied to the Planning Department for these severances.

Board member Schmidt asked if the ditch is enclosed on the opposite side of the road and is it mentioned that Lakeshore has access to the Hydro One easement.

Mr. Peralta stated that the drain on the opposite side of the road is also enclosed, and Lakeshore does have access to the easement as it is inherently built in through the Drainage Act.

Board Member Schmidt moved and Board Member Poggio seconded:

***That:***

*The Engineer's considered report prepared by N.J. Peralta Engineering Ltd., dated February 17<sup>th</sup>, 2021 Hermas Moison Drain in the Municipality of Lakeshore, in the County of Essex be adopted and By-Law 021-2021 be recommended for the first and second reading.*

**Motion Carried**

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**DAVID ARMSTRONG  
CHAIRMAN**

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**JILL FIORITO  
DRAINAGE SUPERINTENDENT**

**NEXT SCHEDULED MEETING**

The next Drainage Board Meeting is schedule for 5:00pm on April 12<sup>th</sup>, 2021 in the Municipality of Lakeshore.

## **Municipality of Lakeshore – Report to Council**

### **Legislative & Legal Services**



**To:** Mayor & Members of Council  
**From:** Kristen Newman, Director of Legislative & Legal Services  
**Date:** March 5, 2021  
**Subject:** Police Services Board Meeting Minutes – February 22, 2021

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#### **Recommendation**

This report is for information only.

#### **Background**

The Police Services Board met on February 22, 2021. The draft minutes from the February 22, 2021 meeting is attached for Council's information.

#### **Comments**

Detective Inspector Walker provided a presentation on the Provincial Green Team – Provincial Joint Forces Cannabis Enforcement Team (PJFCET).

The Police Services Board conducted their election. Member Francis Kennette was acclaimed as Chair and Councillor Kirk Walstedt was acclaimed as Vice Chair.

At the February 22, 2021 the following motions were passed:

1-02-2021

To support the motion for registering vehicles with people with hidden disabilities.

3-02-2021

WHEREAS Health Canada, under the Cannabis Act, Cannabis Regulation Act (SOR/2018-144) is the regulator for medical cannabis licensing; and

WHEREAS there is no inspection from Health Canada for those sites that produce cannabis for individuals who use personal medical cannabis license's; and

THEREFORE, BE IT RESOLVED THAT the Lakeshore Police Service Board request that the OAPSB petition the Government of Canada to review and revise regulations around medical licenses for cannabis productions to address municipal concerns associated with cannabis productions.”

### **Financial Impacts**

There are not financial impacts resulting from this report.

**Attachments:** February 22, 2021 Police Services Board minutes

### **Report Approval Details**

|                      |  |
|----------------------|--|
| Document Title:      | Police Services Board Meeting Minutes - February 22, 2021.docx |
| Attachments:         | - Post-Meeting Minutes - PSB_Feb22_2021 - English.docx         |
| Final Approval Date: | Mar 18, 2021   |

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

Kristen Newman

Rosanna Pellerito

Truper McBride

# Municipality of Lakeshore

## Minutes of the Police Services Board Meeting

Monday, February 22, 2021, 10:00 AM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River



Members Present: Chair Francis Kennette, Member Ed Hooker, Member, John Quennell, Mayor, Tom Bain, Councillor, Kirk Walstedt

Staff Present: Director of Legislative and Legal Services, Kristen Newman, Board Secretary, Cindy Lanoue, Inspector, Glenn Miller, Sergeant Jamie Smith, OPP, Sergeant Byron Hornick, OPP

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### 1. Call to Order

Chair Kennette called the meeting to order at 10:00 AM. All members participated in the meeting through video conferencing technology from remote locations.

### 2. Disclosures of Pecuniary Interest

### 3. Public Presentations

#### a. Detective Inspector Jim Walker - Provincial Green Team - Provincial Joint Forces Cannabis Enforcement Team (PJFCET)

Councillor Walstedt requested a copy of the Power Point presentation to share with Council.

### 4. Delegations

### 5. Election of Chair and Vice Chair

Secretary Lanoue called for nominations of Chair and Vice Chair for the Municipality of Lakeshore Police Services Board for the 2021 term.

#### a. Election of Chair

Call for nominations for the position of Chair. Councillor Walstedt nominated Member Kennette for position of Chair. No other nominations declared. Member Kennette accepted the nomination. Position of Chair acclaimed.

**b. Election of Vice Chair**

Call for nominations for position of Vice Chair. Chair Kennette nominated Councillor Walstedt for position of Vice Chair. No other nominations declared. Councillor Walstedt accepted nomination. Position of Vice Chair acclaimed.

**6. Completion of Unfinished Business**

**7. Consent Agenda**

**a. November 30, 2020 Meeting Minutes**

**b. Solicitor General, Sylvia Jones - Community Safety & Well Being**

**c. OAPSB 2021 Spring Conference & AGM - May 27 - May 31, 2021**

The recommendation of the Board is to wait for the release of the OAPSB agenda prior to registering for the 2021 Spring Conference.

**d. Marjorie Beaudoin - Voluntary Disclosure of Communication Barriers**

Chair Kennette spoke of the personal nature of the letter presented to the Police Services Board.

**1-02-2021**

**Moved By** Ed Hooker

**Seconded By** Mayor Bain

To support the motion for registering vehicles with people with hidden disabilities.

**Carried Unanimously**

**2-02-2021**

**Moved By** Councillor Walstedt

**Seconded By** Member Quennell

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

**Carried Unanimously**

**8. Reports for Information**

Staff Sgt. Smith reviewed the Overview with the Board.

**a. Police Services Board Report - November 2020**

**b. Essex County Overview - November 2020**

- c. **Police Services Board Report - December 2020**
- d. **Essex County Overview - December 2020**
- e. **Police Services Report - January 2021**
- f. **Essex County Overview - January 2021**

**9. Reports for Direction**

**10. Notices of Motion**

**11. Question Period**

Staff Sgt. Smith outlined to the Board the recommendation of high speed vehicles on the ice being charged the same as those speeding on the water or racing on municipal streets.

**3-02-2021**

**Moved By** Member Quennell

**Seconded By** Councillor Walstedt

WHEREAS Health Canada, under the Cannabis Act, Cannabis Regulation Act (SOR/2018-144) is the regulator for medical cannabis licensing; and

WHEREAS there is no inspection from Health Canada for those sites that produce cannabis for individuals who use personal medical cannabis license's; and

THEREFORE, BE IT RESOLVED THAT the Lakeshore Police Service Board request that the OAPSB petition the Government of Canada to review and revise regulations around medical licenses for cannabis productions to address municipal concerns associated with cannabis productions."

**Carried Unanimously**

**12. Non-Agenda Business**



**13. Adjournment****4-02-2021****Moved By** Member Quennell**Seconded By** Mayor Bain

The Police Services Board adjourn its meeting at 11:30 AM.

**Carried Unanimously**

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Francis Kennette  
Chair

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Cindy Lanoue  
Secretary

## Municipality of Lakeshore - Report to Council

### Finance Services



**To:** Mayor & Members of Council  
**From:** Rosanna Pellerito, Director of Finance  
**Date:** March 11, 2021  
**Subject:** 2020 Council and Appointee Remuneration and Expenses

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### Recommendation

This report is for information only.

### Background

Section 284(1) of the *Municipal Act, 2001* requires an annual Treasurer's Statement be provided to Council disclosing remuneration and expenses paid in the previous year to:

- a) Each member of Council in respect of his or her services as a member of the Council or any other body, including a local board, to which the member has been appointed by Council or on which the member holds office by virtue of being a member of Council;
- b) Each member of Council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and
- c) Each person, other than a member of Council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body. 2001, c. 25, s. 284 (1)

### Comments

This report is forwarded to satisfy the Treasurer's Statement requirements for disclosure of annual remuneration and expenses for Council and board appointees in accordance with section 284 of the *Municipal Act, 2001*.

The attached Schedule A includes remuneration and expenses paid to each member of Council and committee/board appointee for 2020 based on the following:

**Boards & Agencies** Includes remuneration from agencies, boards and committees, municipal and external, such as Conservation Authorities and ELK.

Please note that payments to Lakeshore Council representatives on County of Essex Council and related committees are not included in this report as they are disclosed in the Treasurer's Statement filed by the County Treasurer.

|               |   |
|---------------|---|
| Expenses      | Includes payments to members for re-imbursement of expenses while on municipal business, mileage, per diems and expenses related to conferences, seminars and conventions.  |
| Authorization | Council salaries and committee per diems are set in the annual budget estimates adopted by By-law. Expense re-imbursement rates paid are established in the Corporate Policy Manual as adopted and as amended from time to time. Specifically, Council travel and training expenses are paid in accordance with Business Travel, Conference and Seminar Policy AD-200 established under By-law 91-2006. |

### Financial Impacts

There are no financial impacts resulting from the recommendation to this report. All payments have been made in accordance to approved budgets.

**Attachment(s):** Schedule A – 2020 Council and Appointee Remuneration and Expenses

### Report Approval Details

|                      |   |
|----------------------|---|
| Document Title:      | 2020 Council and Appointee Remuneration and Expenses.docx             |
| Attachments:         | - Schedule A 2020 Council and Appointee Remuneration and Expenses.pdf |
| Final Approval Date: | Mar 15, 2021  |

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

Kristen Newman

Truper McBride

| <b>Town of Lakeshore</b>                               |                   |                            |                               |                        |                 |                     |                   |
|--|-------------------|----------------------------|-------------------------------|------------------------|-----------------|---------------------|-------------------|
| <b>Council and Appointee Remuneration and Expenses</b> |                   |                            |                               |                        |                 |                     |                   |
| <b>For the period ended December 31, 2020</b>          |                   |                            |                               |                        |                 |                     |                   |
|  | <b>Salary</b>     | <b>Conference expenses</b> | <b>Conference Honorariums</b> | <b>Paid Committees</b> | <b>Mileage</b>  | <b>Other Events</b> | <b>Total</b>      |
| <b>Council</b>   |                   |                            |                               |                        |                 |                     |                   |
| Tom Bain   | \$ 51,319         | \$ 1,969                   | \$ 720                        | \$ 1,625               | \$ 374          | \$ 75               | \$ 56,083         |
| Tracey Bailey  | 31,711            | -                          | 360                           | 3,757                  | 0               | \$ 240              | 36,067            |
| Steven Wilder  | 24,393            | -                          | -                             | 225                    | 0               | \$ -                | 24,618            |
| Len Janisse  | 25,660            | 158                        | 360                           | 851                    | 0               | \$ -                | 27,029            |
| Kelsey Santarossa                                      | 24,393            | 611                        | -                             | -                      | 0               | \$ 51               | 25,055            |
| John Kerr  | 24,393            | -                          | 180                           | -                      | 0               | \$ 50               | 24,623            |
| Kirk Walstedt  | 24,393            | -                          | 360                           | 3,125                  | 76              | \$ 101              | 28,055            |
| Linda McKinlay   | 25,660            | -                          | 540                           | 1,001                  | 0               | \$ 126              | 27,327            |
|  | <b>\$ 231,923</b> | <b>\$ 2,738</b>            | <b>\$ 2,520</b>               | <b>\$ 10,584</b>       | <b>\$ 450</b>   | <b>\$ 643</b>       | <b>\$ 248,857</b> |
| <b>Non-Council Appointees</b>                          |                   |                            |                               |                        |                 |                     |                   |
| Mark Hacon   |                   | -                          | -                             | 1,250                  | 1,120           |                     | \$ 2,370          |
| Robert Sylvestre                                       |                   | -                          | -                             | 1,250                  | 641             |                     | 1,891             |
| Ron Barrette   |                   | 599                        | 150                           | 1,625                  | 432             |                     | 2,806             |
| Steven Diemer  |                   | -                          | -                             | 1,125                  | 304             |                     | 1,429             |
| Pat Niziolek   |                   | -                          | -                             | 125                    | 23              |                     | 148               |
| John Quennell  |                   | -                          | -                             | 500                    | -               |                     | 500               |
| Francis Kennette                                       |                   | 481                        | 150                           | 750                    | -               |                     | 1,381             |
| Ed Hooker  |                   | -                          | -                             | 375                    | -               |                     | 375               |
| Graeme Carter  |                   | -                          | -                             | 1,125                  | -               |                     | 1,125             |
| Horst Schmidt  |                   | -                          | -                             | 1,125                  | -               |                     | 1,125             |
| Lyle Morris  |                   | -                          | -                             | 250                    | -               |                     | 250               |
| David Armstrong  |                   | -                          | -                             | 1,125                  | -               |                     | 1,125             |
| Jeremy Reaume  |                   | -                          | -                             | 1,125                  | -               |                     | 1,125             |
| Carol Pavlov   |                   | -                          | -                             | 250                    | -               |                     | 250               |
| MaryLou Hamelin  |                   | -                          | -                             | 125                    | -               |                     | 125               |
| Lydia Williams   |                   | -                          | -                             | 250                    | -               |                     | 250               |
| Rolf Keller  |                   | -                          | -                             | 250                    | -               |                     | 250               |
| Joseph Matx  |                   | -                          | -                             | 250                    | -               |                     | 250               |
| Julie Curtis   |                   | -                          | -                             | 250                    | -               |                     | 250               |
|  | <b>\$ -</b>       | <b>\$ 1,079</b>            | <b>\$ 300</b>                 | <b>\$ 13,125</b>       | <b>\$ 2,520</b> | <b>\$ -</b>         | <b>\$ 17,025</b>  |

## Municipality of Lakeshore - Report to Council

### Legislative & Legal Services



**To:** Mayor & Members of Council  
**From:** Kristen Newman, Director of Legislative & Legal Services  
**Date:** February 19, 2021  
**Subject:** Viability of OPP Complaint Tracking System

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### Recommendation

This report is for information only.

### Background

In 2019, Council passed the following resolution:

374-08-2019 – Wilder/Santarossa

Direct Administration to bring back a report regarding the viability of creating a tracking sheet for speeding and other traffic complaints to the OPP.

This report provides information regarding the viability of a tracking sheet for speeding and other traffic complaints to the OPP.

### Comments

#### ***Complaint Reporting***

When a Council Member raises a traffic issue at Council meetings or otherwise, the complaints are provided by Administration to the OPP for follow up. In every instance, the OPP encourage that a complaint be filed through the OPP's non-urgent contact services via the following:

OPP Online Reporting System: <https://www.opp.ca/index.php?id=132>

OPP Reporting Line: 1 888 310-1122 / 1 888 310-1133 (TTY) (non-emergency reporting, for emergencies call 911)

Each time a complaint is made to the OPP Reporting Centre, then an occurrence is created upon which officers can act (whether to pursue enforcement, follow up or

otherwise). To identify systemic issues, it is important that complaints be reported to the OPP in order for officers to perform the necessary duties but also to provide data regarding alleged traffic infractions. Residents must be encouraged to direct their complaints to the OPP in order for the OPP to act so that the OPP can collect the necessary information by which to respond.

Administration is working with the OPP to push out messaging through its various digital platforms to communicate the various complaint reporting mechanisms.

### ***Tracking***

It is very important to note that Council Members should, in all cases, direct citizens to the Reporting Tools described above so that traffic complaints are recorded. Police follow up activities are more efficient (and provide opportunity for analysis) with complaints being reported to the OPP Reporting Centre.

If Council directed, Administration could track traffic complaints made by Council by the 2 means described below.

#### ***1. Track by Council resolution issued to the OPP***

a) Should Council choose to pass a resolution regarding traffic-related issues, Council can choose to direct the resolution to the OPP for follow up. Administration will, through the new agenda production system, track the resolutions. On an annual basis, Council could ask the OPP to provide information relating to the resolutions on a regular basis (for example, at an annual presentation to Council regarding OPP activities).

b) Alternatively, Council could request that the accounting be included in the regular reporting to the Lakeshore Police Services Board. Policing activities are reported on a regular basis and included in the agenda for each Police Services Board meeting.

To pursue this option, Administration recommends that Council pass a resolution requesting the OPP to respond to Council resolutions regarding traffic complaints to the Lakeshore Police Services Board. At this time, the OPP have expressed a strong preference for Council Members directing the staff to direct requests through the OPP Reporting Centre.

#### ***2. Track individual Council Member inquiries through Council Tracking or Electronic Agenda System***

Administration is currently developing a tracking system to manage individual Council inquiries. Complaints received by Council Members that require follow up with the OPP could be entered by the Council Member into the internal system. The responsible Director then responds to the inquiry, conveys information to the OPP, or inquires and follows up with the OPP.

Administration currently directs issues to the OPP for follow up and communication to the officers. However, should Council choose to wish to report individual issues on a frequent basis then there would be a corresponding resourcing impact that would need to be evaluated over the course of time depending on the volume and frequency. There is not currently a staff member whose role is devoted to OPP complaint follow-up—that is the service that the OPP provides through the OPP Reporting Centre and, indirectly, to Council via the Police Services Board.

As reported to Council in the past, should Council wish to request that the OPP conduct the analysis to provide staffing for a traffic enhancement, Council can pass a resolution to do so.

### **Others Consulted**

Ontario Provincial Police

### **Financial Impacts**

There are no immediate direct financial impacts which would result from any of the options described in this report. However, should Council wish to implement a traffic enhancement to OPP services there would be a corresponding impact to fund an officer.

### **Report Approval Details**

|                      |  |
|----------------------|--|
| Document Title:      | ViabilityOPPComplaintTrackingSystem.docx |
| Attachments:         |  |
| Final Approval Date: | Mar 17, 2021                             |

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

Rosanna Pellerito

Truper McBride

| COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT |                        |          |  |  |  | MARCH 9, 2021                    |
|---|------------------------|----------|--|--|--|----------------------------------|
| ISSUE #                                     | ASSIGNEE               | DATE     | COUNCIL ASSIGNOR                                   | DESCRIPTION  | COMMENTS   | Public Consultation / Open House |
| 9-2019                                      | EIS                    | 03-05-19 | M-DM Bailey<br>S-Councillor<br>McKinlay            | Collaborate with the ECATV Club on a plan for the use of off-road vehicles on designated roads in Lakeshore and prepare a report to Council.   | <b>03/28/19</b> EIS undertaking preliminary review. <b>06/11/19</b> A meeting was held with ECATV Club May 29th. Continue on-going review of implementation and developing a process. <b>03/18/21</b> Report to Council anticipated April 6, 2021. |                                  |
| 12-2019                                     | EIS Advisor to the CAO | 03-05-19 | M-Councillor Kerr<br>S-Councillor<br>Walstedt      | Prepare a report to Council with the community involvement to restore passive lake access on Ruston Dr.  | <b>04/05/19</b> Discussed with ERCA. Director of EIS to schedule a meeting with residents and review options. <b>02/14/20</b> Report to Council anticipated Q4. <b>09/11/20</b> Work with ERCA to schedule a PIC with the residents.               |                                  |
| 15-2019                                     | EIS                    | 03/19/19 | M-Councillor<br>Walstedt<br>S-Councillor<br>Wilder | Prepare a report to Council regarding half-load designations on Class B roads.   | <b>01/30/20</b> Report to Council anticipated Q4, 2020. <b>09/11/20</b> To be consolidated in the Traffic Bylaw report for Q2, 2021.   |                                  |
| 26-2019                                     | EIS                    | 05-21-19 | M-Councillor<br>Janisse<br>S-Councillor<br>Wilder  | Prepare a report to Council regarding a regulatory by-law for garbage cans, recycle bins and debris.   | <b>02/13/20</b> Report to Council anticipated Q3, 2020. <b>09/11/20</b> To be incorporated in the road fouling by-law Q2, 2021.  |                                  |
| 55-2019                                     | EIS Advisor to the CAO | 11-05-19 | M-Councillor<br>Wilder<br>Councillor<br>Walstedt   | Prepare a report to Council regarding the full cost of bringing the Maidstone Water Tower back on-line.  | <b>13/18/21</b> Report to Council anticipated April 6, 2021.   |                                  |
| 64-2019                                     | CDS                    | 03-05-19 | M-Councillor<br>Wilder<br>S-Councillor<br>McKinlay | Draft a Tree Canopy and Natural Vegetation By-law to protect trees in provincially designated woodlots, riparian corridors and significant wetlands, and all those on public property. | <b>02/10/21</b> Report to Council anticipated Q2, 2021.  |                                  |



| COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT |          |          |  |  |  | MARCH 9, 2021                    |
|---|----------|----------|--|--|--|----------------------------------|
| ISSUE #                                     | ASSIGNEE | DATE     | COUNCIL ASSIGNOR                                 | DESCRIPTION  | COMMENTS   | Public Consultation / Open House |
| 68-2019                                     | LLS      | 12-10-19 | M-Councillor Santarossa<br>S-Councillor McKinlay | Work with the Town's regional partners to develop a Community Safety and Well-being Plan.  | <b>01/24/20</b> The CSWB Plan is underway. <b>06/10/20</b> The Province delayed it due to COVID-19. <b>09/02/20</b> Restarting meetings. <b>10/21/20</b> The City of Windsor will be making a presentation to Council on Dec. 8, 2020. Stakeholder engagement and on-line survey planned for March 4, 2021. <b>03/15/21</b> On-going engagement and plan building. | On-going survey                  |
| 1-2020                                      | CAO      | 01-14-20 | M-Councillor Janisse<br>S-Councillor Santarossa  | Develop an implementation plan that will detail the planning and process of next steps required to construct a new Town Civic Centre Facility.   | <b>01/29/20</b> Report to Council anticipated Q1, 2021. <b>02/10/21</b> A follow-up report is anticipated in April, 2021.  |                                  |
| 9-2020                                      | CDS      | 05-26-20 | M-Councillor Kerr<br>S-Councillor Janisse        | <b>05/26/20</b> Prepare a report to Council regarding the conversion of the south-east emergency door at the ATC to an accessible door, including costs to be considered during the 2021 Budget deliberations. | <b>05/29/20</b> Report to Council through 2021 Budget. <b>12/11/20</b> Report to Council Q2, 2021. <b>03/10/21</b> Administration will consult with the Accessibility Advisory Committee at the appropriate time.  |                                  |
| 19-2020                                     | EIS      | 11-03-20 | M-Councillor Kerr<br>S-Councillor Wilder         | <b>11/03/20</b> Administration to investigate a vacuum leaf yard waste program for the Town of Lakeshore.  | <b>11/17/20</b> Report to Council anticipated Q2, 2021. <b>12/11/20</b> Email to be sent to Council in early March, 2021.  |                                  |
| 21-2020                                     | CDS      | 12-08-20 | M-Councillor Wilder<br>S-Councillor Janisse      | <b>12/08/20</b> Prepare a report to Council outlining the review of a trailer, RV and boat parking by-law.   | <b>12/11/20</b> Report to Council through the zoning bylaw review Q3, 2021.  |                                  |
| 3-2021                                      | EIS      | 01-19-21 | M-Councillor Walstedt<br>S-Councillor Kerr       | <b>01/19/21</b> Prepare a survey for users of the Bulk water station re: the proposed move of the bulk water station.  | <b>02/12/21</b> Report to Council on the results in Q2, 2021.  |                                  |
| 4-2021                                      | EIS      | 02-16-21 | M-Councillor Kerr<br>S-Councillor Janisse        | <b>02/16/21</b> Administration draft a street cleaning and repair by-law.  | <b>03/18/21</b> Report to Council anticipated late Q3/Q4, 2021.  |                                  |

| COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT |          |          |   |  |   | MARCH 9, 2021                    |
|---|----------|----------|---|--|---|----------------------------------|
| ISSUE #                                     | ASSIGNEE | DATE     | COUNCIL ASSIGNOR                                | DESCRIPTION  | COMMENTS  | Public Consultation / Open House |
| 5-2021                                      | EIS      | 02-16-21 | M-Councillor Kerr<br>S-Councillor Wilder        | <b>02/16/21</b> Prepare a report regarding light recreation use of property around stormwater management ponds and beautification. | <b>03/18/21</b> Report to Council anticipated Q2, 2021. |                                  |
| 6-2021                                      | CDS      | 02-16-21 | M-Councillor Kerr<br>S-Councillor Wilder        | <b>02/16/21</b> Prepare a report regarding access to Lake St. Clair for winter recreation.   | <b>03/10/21</b> Report to Council Q3, 2021.             |                                  |
| 7-2021                                      | EIS      | 02-16-21 | M-Councillor Janisse<br>S-Councillor Santarossa | <b>02/16/21</b> Prepare a report for the 2022 Budget on the cost to include Maidstone Park to the park winter maintenance list.    | <b>03/18/21</b> Report to Council anticipated Q4, 2021. |                                  |

# Municipality of Lakeshore - Report to Council

## Engineering & Infrastructure Services

### Public Works



**To:** Mayor & Members of Council

**From:** Jeff Wilson, Manager of Operations

**Date:** March 12, 2021

**Subject:** Tender Award – Purchase of one 2021 4x2 Tandem Axle Cab & Chassis with a One-way Plow and Wing

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### Recommendation

Award the tender for the purchase of one 2021 4x2 tandem axle cab & chassis with one-way plow and wing to Team Truck Centres in the amount of \$313,216.50 (plus HST); and,

Approve the disposal of the Public Works Service Truck (Unit #317) in accordance with the Sale of Corporate Vehicles Policy AD-209, as described in the report presented at the March 23, 2021 Council meeting.

### Background

The existing Public Works Service Truck (Unit #317) is a 2006 tandem truck that is past its useful lifecycle. Repair costs continue to escalate due to salt exposure through 15 years of winter control operation use.

### Comments

The tender for the 2021 Tandem Axle Cab & Chassis was publicly advertised on the Bids & Tenders website on Monday February 1<sup>st</sup>, 2021. The tender closed on Monday March 8<sup>th</sup>, 2021.

The following three (3) tenders were received prior to closing for the above-noted truck:

| Tenderer             | Tendered Amount<br>(excl. HST) |
|----------------------|--------------------------------|
| Team Truck Centres   | \$313,216.50                   |
| Carrier Centers      | \$318,176.67                   |
| 401 Trucksource Inc. | \$332,950.67                   |

Administration has reviewed all tender bids received and found them to be complete.

### **Financial Impacts**

The 2021 budgeted amount for the Tandem Cab & Chassis is \$400,000. The lowest tendered amount submitted by Team Truck Centers is \$321,689.27 including non-recoverable HST. This vehicle is funded under the Vehicles & Equipment reserve account and is within the total budgeted amount. Any surplus fund will remain in the reserve account to be allocated to future vehicle and equipment purchases.

Based on the above, Administration recommends that Council proceed with awarding the tender to Teams Truck Centres in the amount of \$313,216.50 (plus HST).

### **Report Approval Details**

|                      |  |
|----------------------|--|
| Document Title:      | Tender award - Tandem Axle Cab and Chassis with a One-way Plow and Wing.docx |
| Attachments:         |  |
| Final Approval Date: | Mar 17, 2021   |

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

Krystal Kalbol

Rosanna Pellerito

Kristen Newman

Truper McBride

# Municipality of Lakeshore - Report to Council

## Community & Development Services

### Building Services



**To:** Mayor & Members of Council  
**From:** Morris Harding, Manager of Building Services  
**Date:** March 15, 2021  
**Subject:** Amendments to the Yard Maintenance By-law

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### Recommendation

Direct the Clerk to present By-law 28-2021, a By-law to amend 54-2018, being a By-law to Provide for the Maintenance of Land in a Clean and Clear Condition, for reading at the April 6, 2021 Council meeting; and,

Direct Administration to submit set fines for the new offences in the amended by-law in the amount of \$250.00, as described in the report presented at the March 23, 2021 Council meeting.

### Background

This purpose of this report is to address the following motion which was passed at the September 1, 2020 Regular Council meeting:

308-09-2020

Direct Administration to bring a report regarding options to reduce stagnant water resulting from unopened pools.

Carried

Through amendments to the Yard Maintenance By-law, the following motion can also be addressed, which was passed at the May 21, 2019 Regular Council meeting.

286-05-2019

Direct Administration to bring a report regarding a regulatory by-law for garbage cans, recycle bins and debris.

Carried

## Comments

Our current Yard Maintenance By-law does not have provisions that will permit the Municipality to specifically address stagnant water on pool covers, ponds or hot tubs. Adding provisions will help eliminate unsafe conditions from occurring during the spring and summer months. The By-Law amendment is also intended to deal with garbage cans, recycle bins and debris left on the road allowance or roadway. The current By-law with amended wording is shown in track changes in Attachment 1.

## Financial Impacts

There will be increased staff hours associated with enforcing the amendment to this By-Law. At this time figures are not available to provide Council. After the first season Administration will have a clearer understanding of the time required for enforcement and will be able to report back.

## Attachment 1: Track changes amendment

## Report Approval Details

|                      |  |
|----------------------|--|
| Document Title:      | Amendments to Yard Maintenance By-Law.docx                               |
| Attachments:         | - Attachment 1 - Changes to By-law 054-2018 - Yard Maintenance Bylaw.pdf |
| Final Approval Date: | Mar 17, 2021   |

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

Rosanna Pellerito

Kristen Newman

Truper McBride

Attachment 1 – Draft Changes to the Yard Maintenance By-law

THE CORPORATION OF THE TOWN OF LAKESHORE

BY-LAW NUMBER: 54-2018

BEING A BY-LAW TO PROVIDE FOR THE MAINTENANCE OF LAND IN A  
CLEAN AND CLEAR CONDITION

**AND WHEREAS** Section 127 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality may require the owner or occupant of land to clean and clear the land, not including buildings, or to clear refuse or debris from land, not including buildings, regulate when and how these matters shall be done, prohibit the depositing of refuse or debris on land without the consent of the owner or occupant of the land, and define “refuse”;

**AND WHEREAS** Section 425(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under the *Municipal Act, 2001*, S.O. 2001, c, 25, is guilty of an offence;

**AND WHEREAS** Section 429 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipality may establish a system of fines for offences under a by-law;

**AND WHEREAS** Section 446 of the *Municipal Act, 2001*, S.O. 2001, c 25, as amended, provides that a municipality may direct or require a person to do a matter or thing, and that in default of it being done by the person directed or required to do it, the municipality may have the matter or thing done at the person’s expense and add the costs of doing so to the tax roll and collect them in the same manner as property taxes;

**NOW THEREFORE** the Council of The Corporation of the Town of Lakeshore hereby ENACTS the following:

1. DEFINITIONS

1.1 In this By-law:

- “**Building Department**” shall mean the *Building Department* of The Corporation of The Town of Lakeshore
- “**Bylaw Compliance Officer**” shall mean an enforcement officer as appointed by Council of the Town of Lakeshore from time to time for the enforcement of Town Bylaws;
- “**Clean**” shall mean the removal and proper disposal of *refuse* and waste material of any kind from any land within the boundaries of the Town of Lakeshore;
- “**Costs**” shall mean all monetary expenses incurred by the *Municipality* throughout the process of *remedial action*, plus all other fees as prescribed in the Town of Lakeshore Tariff of Fees Bylaw, as amended, and the Municipal Act;
- “**Derelict Motor Vehicle**” shall mean a *motor vehicle* that is disassembled, dismantled or in an inoperable condition and

includes a *motor vehicle* that does not have a valid license plates and/or permits in accordance with the *Highway Traffic Act*;

**“Domestic Waste”** shall include waste belonging to or associated with a house or household or concerning or relating to the home or family;

**“Grass”** shall mean all forms, types and species of grasses;

**“Spa”** shall mean a vessel designed or intended for recreational, therapeutic, or bathing purposes commonly referred to as a swim spa, hot tub, whirlpool, hydro massage pool, jetted tub or spa.

**“Industrial waste”** shall include waste belonging to, relating to or associated with industry, commerce, manufacturing, trade, business, calling or occupation;

**“Motor Vehicle”** shall include an automobile, truck, motorcycle, snowmobile, trailer, motorhome, ATV, *recreational vehicle, utility trailer* and any other vehicle propelled or driven otherwise than by muscular power, including motor vehicles running solely upon rails, or a traction engine, farm tractor, self-propelled implements of husbandry or road building machine;

**“Municipal Act, 2001”** shall mean the *Municipal Act, 2001*, S.O. 2001, c.25, as amended;

**“Municipality”** shall mean the Corporation of the Town of Lakeshore;

**“Naturalized Area”** shall mean a property or a portion of a property, of at least .2 hectare (0.5 acres) containing intentional native vegetative growth that has been deliberately implemented to produce ground cover, forest or other natural space, including one or more species of wildflowers, shrubs, perennials, grasses, trees or combinations thereof, consistent with a managed and natural landscape other than regularly mown grass.

**“Overgrown”** shall mean vegetation that is: in an uncut, unkempt or unsightly state or a potential health or safety risk;

**“Owner”** shall mean any *person*, or his/her/it’s agent, who is the registered owner of a property, according to the records at the applicable Land Registry Office or as shown on the last revised assessment roll of the *Municipality*; and, for the purposes of this bylaw shall also include: an occupant in possession of all or part of a property, and/or a contractor who is carrying out work as part of a permit to construct or demolish issued by the building department;

**“Swimming Pool”** shall mean any body of water contained in whole or in part by artificial means, including:

a) a pond located outdoors, above or below grade, on privately owned property;

b) any body of water contained in a man-made vessel;

i. which has a minimum depth of water at any point of 610 mm and with more than



2.0 m<sup>2</sup> in potential liquid surface area; and

ii. which may be used or is capable of being used for swimming or diving or both;

iii. includes those swimming pools which are designed to be removed periodically on a seasonal or more frequent basis;

and does not include a swimming pool that is:

i. a pond or reservoir utilized for farming purposes or as part of a golf course;

ii. those swimming pools regulated by the Ontario Building Code; or,

iii. an existing natural body of water or stream, a privately or publicly owned storm water management facility.

**“Person”** in addition to its regular meaning, includes a business, corporation, partnership, joint venture or any director, officer or manager of a business, corporation, partnership or joint venture.

**“Pond”** shall mean a contained body of water not intended for swimming or diving which is located in an area permitting residential uses but does not include bodies of water that are designed for storm water retention, those located on farms, or those on golf courses.

**“Property”** shall mean a *structure* or part of a *structure*, and includes the lands and premises appurtenant thereto as well as *vacant property*; but for the purposes of this bylaw shall not include any building as defined in the Building Code Act, S.O. 1992, c.23, as amended. “*Properties*” shall have a corresponding meaning.

**“Refuse”** shall mean material that is left, thrown away, or unfit for use;

**“Remedial Action”** shall mean any action taken by the *Municipality* to achieve compliance with an Order issued under section 445 of the *Municipal Act, 2001* and this By-Law, including but not limited to: the pick-up, removal, storage and/or disposal of *refuse, domestic waste, industrial waste, grass, weeds, motor vehicles* and/or *infestation* from any land within the boundaries of the Town of Lakeshore;

**“Road”** shall mean a public right-of-way which has been designated and/or improved for vehicular traffic, and for greater certainty, shall include those lands adjacent to the travelled portion of the road such as sidewalks or boulevards nor privately owned.

**“Sidewalk”** shall mean the portion of a municipal or county road located between the edge of the roadway and the nearest adjacent property line that has been improved with concrete or other hard surface and is intended for use by pedestrians;

**“Stagnant Water”** shall mean an accumulation of untreated or uncirculated water on any swimming pool cover or in any swimming pool or pond.

**“Storage”** shall mean the keeping of goods or materials. “Store” shall have a corresponding meaning;

**“Waste Receptacle”** shall mean a receptacle designed for or used for the collection of waste.

**“Weeds”** shall mean noxious weeds designated by or under the *Weed Control Act, R.S.O. 1990. W. 5*, as amended and any other plant meeting the common definition.

## 2. PROPERTY MAINTENANCE

2.1 Every owner of a *property* shall keep his/her/its *property* free of all garbage, *refuse*, *domestic waste*, *industrial waste* or other miscellaneous debris.

2.2 Every owner of a *property* shall keep his/her/its *property* free of any conditions that might create a health, fire or accident hazard.

2.3 Every owner of a *property* shall trim, cut or destroy *weeds* or *grass*, whether dead or alive, that are more than 20cm (8in) in height.

2.4 Every owner of a *property* shall keep vegetation (other than *weeds* and *grass*) trimmed, and kept from becoming unreasonably *overgrown*, or in a condition that may affect safety, visibility, or the passage of the general public.

2.5 Every owner of a *property* for which a permit to construct or demolish has been issued by the *building department*, shall keep all garbage, debris, building materials, equipment and other related items associated with the ongoing work in a safe, contained, and orderly manner.

2.6 Every owner of *property* shall remove a plant, tree, limb, branch or portion of it that is dead, diseased, decayed or damaged so as to prevent:  
a) an unsafe condition, or  
b) damage to any building.

2.7 No person shall deposit any garbage, *refuse* or debris upon *property* under the ownership or control of the *municipality*, ~~or upon another owner's property.~~

2.8 Every owner of *property* shall ensure that his/her/its waste receptacle is removed from *property* under the ownership or control of the *municipality*, by 8 p.m. on the date of waste collection.

2.9 Where a *swimming pool* has been removed or demolished, the owner of a *property* shall restore the affected land with approved fill material to match existing site grading in a manner that will not adversely affect adjacent properties to the satisfaction of the *By-law Compliance Officer*.

2.72.10 Every owner of a *property* maintain the *swimming pool*, *spa*, *pond* and any covers so that they are free from *stagnant water*.

## 3. NATURALIZED AREAS

3.1 Sections 2.3 and 2.4 shall not apply to areas designated as *naturalized areas*, as approved by the Chief Building Official.

- 3.2 No *owner* shall permit or cause to be permitted the creation, modification or destruction of a *naturalized area* on their *property* without the approval of the Chief Building Official.
- 3.3 Applications for the creation, modification, or destruction of *Naturalized Areas* shall be submitted to the Chief Building Official on the prescribed form, and shall include a site-plan depicting the size and location of the lands being subject to the application, as well as any other information deemed necessary by the Chief Building Official.
- 3.4 The Chief Building Official may approve or deny any application made under Section 3.3, or require that modifications be made to the size and location of a proposed *naturalized area* for any reason. The reasons for refusal or modification of an application shall be provided to the applicant in writing.

#### 4. REMOVAL OF SNOW AND/OR ICE

- 4.1 Every *owner* shall, within twenty-four (24) hours of a significant accumulation, as determined by the Corporation; remove all snow and/or ice from any municipal *sidewalk* adjacent to their *property*.
- 4.2 No person shall damage, or permit or cause to be damaged, any *sidewalk* or *road* during the removal of snow and/or ice.

#### 5. DERELICT MOTOR VEHICLES

- 5.1 No *owner* shall *store*, or permit or cause to be *stored derelict motor vehicles* on his/her/its *property*.
- 5.2 No *owner* shall *store*, or permit or cause to be *stored, motor vehicle parts* or components on his/her/its *property*.
- 5.3 Sections 5.1 and 5.2 shall not apply to any *property* where those prohibitions are specifically permitted in accordance with The Town of Lakeshore Zoning Bylaw No. 2-2012, as amended.

#### 6. ENFORCEMENT

- 6.1 A *Bylaw Compliance Officer* may enter upon any *property* at any reasonable time to determine whether the lands conform to this Bylaw or to determine whether a direction, requirement or Order made under this Bylaw or an order under Section 431 of the *Municipal Act, 2001* is being complied with.
- 6.2 For the purposes of an inspection under Section 6.1 of this Bylaw, a *Bylaw Compliance Officer* may:
- a) require the production for inspection of documents or things that may be relevant to the land or any part thereof;
  - b) inspect and remove documents or things relevant to the land or part thereof for the purpose of making copies or extracts;
  - c) require information from any person concerning a matter related to the land or part thereof;
  - d) be accompanied by a person who has special or expert knowledge in relation to the land or part thereof;

- e) alone or in conjunction with any person possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
- 6.3 The *Bylaw Compliance Officer* may, make an order pursuant to section 445 of the *Municipal Act, 2001* regarding any contravention of this by-law.
- 6.4 An order made pursuant to section 6.3, above shall be served on the owner personally, by regular or registered mail, or by placing a placard in a conspicuous place on the property.
- 6.5 Every Order sent via registered or regular mail pursuant to section 6.4, above, shall be deemed to have been served on the third day after mailing.
- 6.6 If any *owner* or *occupant* fails to carry out the requirements of an Order under this Bylaw, the *Municipality* may do or cause to be done the *remedial action* necessary to meet the requirements of the Order and add all *costs* to the tax roll to be collected in the same manner as *property taxes*.
- 6.7 Having removed items from the *property* in accordance with this By-law, the *Municipality* may, in its absolute discretion, elect to *store*, or cause to be *stored*, any or all such items for a maximum of thirty (30) days in order to permit the *owner* of such items to recover and personally dispose of them and the costs of such *storage* shall form a lien on the items in accordance with the *Repair and Storage Liens Act*, R.S.O. 1990, c.R.25, as amended.

## 7. ADMINISTRATION

- 7.1 The *Bylaw Compliance Officer* shall be responsible for the administration and enforcement of this Bylaw.
- 7.2 If any provision of this Bylaw or the application thereof to any person shall to any extent be held to be invalid or unenforceable, the remainder of this Bylaw or the application of such provision or requirement to all persons other than those to which it is held to be invalid or unenforceable, shall not be affected thereby and each provision and requirement of this Bylaw shall be separately valid and enforceable to the fullest extent permitted by law.
- 7.3 The *Municipality* shall not be liable to the *owner* or any other *person* by reason of any work conducted, the *storage* of any item or any other loss during the exercise of the powers contained within this Bylaw.

## 8. PENALTIES

- 8.1 Any person who contravenes any provision of this Bylaw is guilty of an offence and, upon conviction, is liable on a first conviction to a fine of not more than \$5,000.00 and on a subsequent conviction to a fine of not more than \$10,000.00.
- 8.2 Every person who fails to comply with an Order issued by the *Bylaw Compliance Officer* pursuant to section 6.3, above, is guilty of an offence and upon conviction, is liable to a fine of not more than \$10,000 per day for every day the offence continues after the time given for complying with the Order has expired.

## 9. REPEAL

9.1 With the passing of this bylaw, the following bylaws shall be repealed:

- Town of Lakeshore Bylaw No. 149-2003, “Refuse and Debris”
- Town of Lakeshore Bylaw No. 82-2001, “Snow and Ice”
- Town of Lakeshore Bylaw No. 8-2008, “Long Grass and Weeds”

10. TITLE

10.1 This By-Law may be cited as the “Yard Maintenance Bylaw”.

=

Read a first time this 22<sup>nd</sup>-12<sup>th</sup> day of MayJune, 2018.  
Read a second time this 22<sup>nd</sup>-12<sup>th</sup> day of MayJune, 2018.  
Read a third time and finally passed this 22<sup>nd</sup>-12<sup>th</sup> day of MayJune, 2018.

\_\_\_\_\_  
Tom Bain, Mayor

\_\_\_\_\_  
Darlene Mooney, Deputy Clerk

# Municipality of Lakeshore - Report to Council

## Community & Development Services

### Economic Development



**To:** Mayor & Members of Council  
**From:** Ryan Donally, Economic Development Officer  
**Date:** March 3, 2021  
**Subject:** Municipal Accommodations Tax (MAT) Report

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### Recommendation

Approve in principle, the imposition of Municipal Accommodations Tax (MAT) on appropriate properties;

Direct Administration to bring back a report recommending administrative procedures and prepare a draft by-law;

Direct Administration to include the concept of a Municipal Accommodations Tax in the public consultation for Short Term Rentals; and,

Direct Administration to send a letter to the Premier of Ontario in support of the proposal by Airbnb for the implementation of a common Municipal Accommodation Tax across all areas of the Province of Ontario, as presented in the March 23, 2021 report to Council.

### Background

At the October 8, 2019 Council meeting, the following motion was passed:

457-10-2019

That Administration be directed to bring back a report regarding a MAT tax for fixed room short-term accommodation.

### Comments

Council directed Administration to explore the imposition of a Municipal Accommodation Tax (MAT) on appropriate properties in October of 2019.

As the Holiday Inn Express & Suites Lakeshore is set to open in Spring of 2021, and a General Manager and Director of Sales has been hired, Administration is prepared to provide recommendations on this matter after consulting with key stakeholders.

Related to the MAT is the issue of MAT for Short Term Rentals (STR) through online booking sites. Administration is planning to include questions pertaining to MAT in the upcoming STR public engagement sessions (Spring 2021).

## Legislation

The introduction of the Municipal Accommodations Tax (MAT) follows the Province of Ontario passing of [Bill 127: Stronger, Healthier Ontario Act \(Budget Measures\) 2017](#), which allows lower or single tier municipalities in Ontario to charge a mandatory MAT, often referred to as a “Hotel Tax.” The addition to the *Ontario Municipal Act, 2001* (the Act) and accompanying *Ontario Regulation 435/17, [Transient Accommodations Tax](#)* came into effect on December 1, 2017. A four percent (4%) Municipal Accommodations Tax is recommended under the legislation to be imposed on all transient accommodations including hotel, motel, inn, bed and breakfast, resorts, and short term rentals for stays of 30 days or less.

Short-term rentals (STRs) are loosely defined as individuals renting out their residence, or part thereof, for short periods of time. As per the legislation, a municipality must spend the proceeds of the MAT on tourism related promotion.

## Current State of Short Term Rentals and MAT

Airbnb has stated in the attached report, [Ontario MAT Proposal, Airbnb](#) it will not enter into agreements with all 444 municipalities in Ontario to collect MAT. This was confirmed during a conversation with Nathan Rotman, Public Policy, Canada and the Northeast US, Airbnb.

A blanket agreement across all of Essex County cannot be created as each municipality must enter into its own agreement.

Airbnb does have individual agreements with the following larger municipalities: Windsor, Barrie, Brockville, Sudbury, Mississauga, Ottawa, Toronto, and Waterloo Region.

Airbnb is encouraging Ontario to pass legislation similar to that of [Quebec](#) and [British Columbia](#) whereby the province mandates a tax, which is collected by Airbnb, then distributed back to the appropriate regions based on rentals.

Airbnb has requested local municipalities to draft a letter of support, directed towards the appropriate provincial government agencies and officials requesting a ‘blanket MAT’ is imposed on all transient and short term rentals throughout the province of Ontario. While Lakeshore Council has yet to provide direction related to the status of short term rentals in Lakeshore, this letter would signify that Council is requesting that all short term accommodation options are being treated equally in regard to levies.

Recommendation 4 is proposed to support the proposal by Airbnb for an implementation of a common Municipal Accommodation Tax across all areas of Ontario.

Council may elect to pass by-laws to regulate short term rentals within the municipality. A MAT would apply to all short term rentals.

## Regional Comparators

Administration contacted municipalities in the region on whether they are collecting Municipal Accommodation Tax and found the following:

|               | <b><u>MAT in place<br/>(Y/N)</u></b> | <b><u>Traditional hotel in<br/>Municipality (Y/N)</u></b> |
|---------------|--------------------------------------|---|
| Windsor       | Y                                    | Y   |
| Tecumseh      | N                                    | N   |
| Leamington    | N                                    | Y   |
| Kingsville    | N                                    | Y   |
| Essex         | N                                    | N   |
| Amherstburg   | N                                    | N   |
| Peelee Island | N                                    | N   |
| LaSalle       | N                                    | N   |
| Chatham-Kent  | N                                    | Y   |
| Sarnia        | Y                                    | Y   |
| London        | Y                                    | Y   |

## Proposed Exemptions<sup>1</sup>:

To assist in implementation, a By-law would list accommodations that would be exempted from the payment of Municipal Accommodation Tax. The list of exemptions used in the City of Ottawa is as follows.

- Accommodations that are rented by the month, 30+ days
- Every hospital referred to in the list of hospitals and their grades and classifications maintained by the minister of Health and Long-Term Care under the *Public Hospitals Act* and every private hospital operated under the authority of a license issued under the *Private Hospitals Act*
- Every long-term care home as defined in subsection 2(1) of the *Long-Term Care Homes Act, 2007*, retirement home and hospices
- Accommodations paid for by a School Board as defined in subsection 1 (1) of the *Education Act*.
- Treatment centres that receive provincial aid under the Ministry of Community and Social Services Act
- Every house of refuge, or lodging for the reformation of offenders

<sup>1</sup> <https://ottawa.ca/en/living-ottawa/taxes/hotel-and-short-term-Accommodations-tax>



- Every charitable, non-profit philanthropic corporation organized as shelters for the relief of the poor or for emergency
- Every tent or trailer sites supplied by a campground, tourist camp or trailer park that is not listed on short term rental websites
- Every Accommodations supplied by employers to their employees in premises operated by the employer
- Every hospitality room in an establishment that does not contain a bed and is used for displaying merchandise, holding meetings, or entertaining

## **Analysis**

Administration undertook consultation with various key stakeholders in the tourism and accommodation industry. The detailed comments are included in Attachment 1. From these conversations, it was found that there exists unanimous support of OHRMA, the local ORHMA representative, the General Manager of the Holiday Inn Express and Suites Lakeshore and the Owner of Iron Kettle Bed and Breakfast.

Stakeholders seek Council to create an 'equal playing field' related to the imposition of MAT on all short term stays, in traditional hotels or otherwise.

The potential revenue generated from MAT will fund the municipality's tourism product and tourism infrastructure development which will further grow the municipality's attractions, restaurants, retail, and services and products.

Based on best practice from other jurisdictions, Administration proposes the creation of a tourism advisory group, organized by the Economic Development Officer and comprised of tourism related stakeholders, to advise the Municipality as to the best use of the revenue generated from MAT to support tourism development in the municipality.

The establishment and enhancement of tourism efforts fits well with multiple strategic priorities of Council, including: 1.1 Promote Lakeshore as the premier place to live, work, and play in southern Ontario; 1.4 & 5.4 Encourage Economic Development and Tourism.

## **Conclusion**

Based on the research undertaken, Administration recommends the passing of a by-law imposing a Municipal Accommodation Tax (MAT) at 4% of rental rate to all transient accommodations including hotel, motel, inn, bed and breakfast, resorts, and short-term rentals for stays of 30 days or less. If Council supports this recommendation in principle, Administration will bring back a report with details on the recommended process for Administration of the process of MAT with the necessary by-law.

## **Others Consulted**

**Tony Elenis**, President & CEO, Ontario Restaurant Hotel and Motel Association

**Stacy King**, General Manager, Holiday Inn Express & Suites - Lakeshore,

**Nathan Rotman**, Public Policy, Canada and Northeast US, Airbnb

**Benjamin Leblanc-Beaudoin**, Owner, Iron Kettle Bed and Breakfast

**Dharmesh Patel**, Regional Chair Ontario Restaurant Hotel and Motel Association (ORHMA), General Manager, Quality Inn Leamington

**Shannon Pavia**, Municipality of Chatham Kent – Tourism

**Lynnette Bain**, Tourism Windsor Essex Pelee Island

## Financial Impacts

As per the Transient Accommodations Tax regulation, the intent of the revenue generated is intended to “promote tourism” in the municipality. Fifty percent (50%) of revenue, less reasonable costs of collecting and administering the tax, is to be directed to an eligible tourism entity whose mandate includes the promotion of tourism in Ontario. If implemented, Tourism Windsor Essex Pelee Island (TWEPI) is the official Destination Marketing Organization (DMO) for the Municipality of Lakeshore and the County of Essex and would receive 50% of the revenue. The remaining funds would be held by the Municipality of Lakeshore and would be used exclusively for tourism related activities within the municipality.

## Potential Revenue Model:

| <u>Type</u>                     | <u>Assumptions</u>                        | <u>Annual<br/>Projected Guest<br/>Revenue</u> | <u>MAT (4%)</u>      |
|---------------------------------|---|---|----------------------|
| Hotel                           | 105 Rooms, 60% Occupancy, \$120 per night | \$ 2,759,400.00                               | \$ 110,376.00        |
| Motels                          | 20 rooms, 30% Occupancy, \$50 per night   | \$ 109,500.00                                 | \$ 4,380.00          |
| Traditional B&B's               | 6 Rooms, 30% Occupancy, \$100 per night   | \$ 65,700.00                                  | \$ 2,628.00          |
| Short Term Rentals              | 1664 nights, \$215 per night              | \$ 357,760.00                                 | \$ 14,310.40         |
| <b>TOTAL Annual MAT Revenue</b> |   |   | <b>\$ 131,694.40</b> |
| TWEPI 50%                       |   |   | \$ 65,847.20         |
| Lakeshore 50%                   |   |   | \$ 65,847.20         |

\*\*\* The revenue model is based on projected occupancy and rental rates. Data has been supported by either the hotel management, or secondary research. External factors (COVID-19, competition, etc.) may adjust actual revenues and subsequent MAT revenue.

As mentioned above, the total remitted MAT could be in the range of \$131,000 per year. Of this total 50% of the revenue would be re-allocated to Tourism Windsor Essex Pelee Island, and 50% would be maintained within the Municipality and earmarked specifically to tourism efforts and tourism development. Depending on the model of implementation, there will be staff time that would need to be allocated to collecting the MAT. As with any by-law, enforcement would be required. A process to provide for administering this program including processing remittances, providing for routine financial audits, verification of remittances and monitoring timing of remittances, would be required. This may lead to the need for additional staffing resources.

Alternatively, Council can direct Administration to procure a vendor such as Ontario Restaurant, Hotel and Motel Association (ORHMA) who could collect the tax on behalf of the Municipality for a fee. Based on the proposed revenue chart above, the anticipated annual fee for this service is expected to be approximately \$2,200 per year. The fee is based on the volume of MAT remittances and would be shared equally by TWEPI and the Municipality.

**Attachments:**

- 1 – Comments from stakeholders
- 2 – ORHMA's Direction to the Municipal Accommodation Tax
- 3 – Ontario MAT Proposal, Airbnb

**Report Approval Details**

|                      |  |
|----------------------|--|
| Document Title:      | Municipal Accommodations Tax Report .docx  |
| Attachments:         | - Appendix 1- Comments from Stakeholders.pdf<br>- ORHMA's Direction to the Municipal Accommodation Tax.pdf<br>- Ontario MAT proposal.pdf |
| Final Approval Date: | Mar 18, 2021   |

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

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride

**To:** Mayor and Members of Council  
**From:** Ryan Donally, Economic Development Officer  
**Date:** March 23, 2021  
**Subject:** Municipal Accommodations Tax (MAT) Short Term Rental Report

### **Appendix 1- Comments from Stakeholders**

**Tony Elenis, President & CEO, Ontario Restaurant Hotel and Motel Association  
December 18, 2020**

See attached ORHMA's Direction on the Municipal Accommodations Tax (MAT).

**Stacy King, General Manager, Holiday Inn Express & Suites, Lakeshore,  
January 22, 2021**

The stance of Ms. King is in favour of the Municipal Accommodation Tax. She was the President of the London Hotel Association for the past 8 years, is current Chair for the Ontario Restaurant Hotel Motel Association London Region and has been on the Municipal Accommodation Tax Adjudication Committee with Tourism London since it was implemented in October 2018. She has been a strong advocate and leader in the adoption of the Municipal Accommodation Tax in London and is expecting to provide feedback to Lakeshore Tourism and Tourism Windsor Essex Pelee Island for creative and valuable ways to leverage the funding for additional tourism stays.

**Nathan Rotman, Public Policy, Canada and Northeast US, Airbnb  
January 14, 2020**

Except from Ontario MAT Proposal, Airbnb (attached): "The Municipal Accommodation Tax (MAT) is an opportunity for municipalities to raise much-needed revenue. However, the system doesn't work for a global platform like Airbnb. With 444 municipalities in the province, we cannot enter into hundreds of individual MAT collection agreements"

"While we absolutely support paying an accommodation tax and supporting the communities and tourism development of the municipalities where we operate, the current system is cumbersome and isn't working for municipalities or platforms like ours."

"Join us in calling on the Ontario government to create a province-wide system."

**Dharmesh Patel, Regional Chair Ontario Restaurant Hotel and Motel Association  
(ORHMA), General Manager, Quality Inn Leamington  
December 12, 2020**

*“I fully support the MAT tax only because our region needs to be competitive with other regions. The funds are needed to truly support tourism campaigns.”*

*“ORHMA has been assisting with implementation and even offer collection services to reduce the burden and headache on municipalities. Currently we run the program in several areas including London.”*

*“As a hotelier it can be seen two ways – from one point it can be viewed as a tax grab for customers but our research shows most guests don’t mind as they know that it’s going towards supporting the local tourism economy and grow jobs.”*

**Benjamin Leblanc-Beaudoin, Owner, Iron Kettle Bed and Breakfast**

Mr. Leblanc-Beaudoin is in favour of creation of a Municipal Accommodation Tax so long as the imposition of the MAT is remitted from all short term accommodations and short term rentals. Additionally, the MAT should only be used for the development of tourism related activities and developments to drive additional tourism in the Municipality.

**Others Consulted**

**Shannon Pavia**, Municipality of Chatham Kent – Tourism

**Lynnette Bain**, Tourism Windsor Essex Pelee Island



## **ORHMA's Direction on the Municipal Accommodations Tax (MAT)**

In 2017, the Ontario government, through legislation, provided municipalities with the ability to add a **Municipal Accommodations Tax (MAT)** and each Ontario municipality will now have the option to implement such a tax. ORHMA strongly opposed this and unsuccessfully advocated against a MAT. It is ORHMA's belief that, with the exemption of large metro areas that draw new business from markets outside of the province, a MAT will only shift current Ontario business from one destination to another and, with a few exemptions a MAT will not generate incremental revenues to Ontario's tourism industry.

Municipalities across Ontario are starting to embrace a MAT and with a minimum of 50 per cent of the funding collected aimed to be used for tourism promotion and development it will create tourism business shifts between destinations. Those with larger tourism budgets will steal market share from the others.

It's not about not wanting to apply a MAT to one's hotel rate. The industry advocated against a government hotel tax, however, this battle was lost. Now it's about evaluating your market ensuring your municipality's tourism budget has the capacity to prevent erosion of the existing city tourism business and having the ability to generate new business. Competition between municipalities will be fiercer.

### **Taking the right steps to put heads in beds:**

- While a MAT will be entertained by municipalities, it is advantageous for tourism organizations and the hotel community to work together demanding that the largest portion of the MAT go towards funding tourism sales and marketing and the remaining for tourism product/infrastructure development.
- The City portion of the MAT is spend in tourism product and infrastructure development which will further grow the municipality's economy.
- When tourism development is included in the funding it is essential that it supports new business growth to hotels
- Able time for implementation of MAT given to the hotel industry to ensure efficient preparation.
- Proper consultations taking place.
- The hotel sector is represented on the tourism organization's Board of Directors to influence and impact decisions and activities aimed to support a destination's hotel success. An empowered and influential hotel steering committee is highly recommended.
- A tourism strategic plan to be in place for MAT spending.
- The hotel community should work with the tourism organization in support of maintaining existing city tourism funding.
- The local tourism organization's performance should be measured through established metrics and held accountable.

Hotels will be generating the funding thus it is important in supporting a municipal room tax that the destination has the ability to generate revenue to support the hotel industry's success. Hotel growth supports job growth and the local economy including attractions, restaurants, retail and many services and products. Furthermore the funding generated from hotels located in rural areas must be used to promote their own destination.

The MAT is an option a municipality in need of dollars can initiate and they do have the legal power to implement. It is important that synergies are established between tourism organizations and the hotel community to support a destination's overall tourism success.



## **TAX REVENUE - SUPPORTING MUNICIPALITIES**

The sharing economy provides Ontarians with real opportunities to invest in themselves, become entrepreneurs, and support the growing tourist economy. Prior to the COVID-19 pandemic, Ontario's tourism industry was booming and regular people became a big part of that economic success. While employment in the industry was up 0.6% from October 2018 to October 2019, overall border crossings into the province were up 6.7% in the same period. Moreover, U.S. travel was up 4.3% and international visitors increased by 16.2%.<sup>1</sup> Although the pandemic has put this growth on pause, there is no doubt that tourism will bounce back when the pandemic threat has abated.

With almost 3 million guest arrivals into Ontarians' homes last year, Airbnb hosts are earning extra income to support their families. With many people facing insecurity due to the pandemic, this is more important than ever.

### **PROPOSAL FOR MUNICIPALITIES**

The Municipal Accommodation Tax (MAT) is an opportunity for municipalities to raise much-needed revenue. However, the system doesn't work for a global platform like Airbnb. With 444 municipalities in the province, we cannot enter into hundreds of individual MAT collection agreements.

While we absolutely support paying an accommodation tax and supporting the communities and tourism development of the municipalities where we operate, the current system is cumbersome and isn't working for municipalities or platforms like ours.

Similar systems work well in other provinces:

- In Quebec, we collect and remit the accommodation tax to the province and they distribute it back out to regional tourism organizations from where the tax was collected.
- In British Columbia, we collect and remit the accommodation tax to the province and they transfer those funds to municipalities where the tax was collected.

### **Join us is calling on the Ontario government to create a province-wide system.**

Minister Clark, Municipal Affairs

[Minister.mah@ontario.ca](mailto:Minister.mah@ontario.ca)

Minister Macleod, Tourism

[Minister.MacLeod@ontario.ca](mailto:Minister.MacLeod@ontario.ca)

Minister Phillips, Finance

[Minister.fin@ontario.ca](mailto:Minister.fin@ontario.ca)

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<sup>1</sup> <http://www.mtc.gov.on.ca/en/research/performance/performance.shtml>

**RATING BY-LAW**

*Tile Drainage Act, R.S.O. 1990, c. T.8, s.8*

MUNICIPALITY of LAKESHORE

BY-LAW NUMBER 23-2021

A by-law imposing special annual drainage rates upon land in respect of which money is borrowed under the *Tile Drainage Act*.

WHEREAS owners of land in the municipality have applied to the council under the *Tile Drainage Act* for loans for the purpose of constructing subsurface drainage works on such land;

AND WHEREAS the council has, upon their application, lent the owners the total sum of \$50,000.00 to be repaid with interest by means of rates hereinafter imposed;

The council, pursuant to the *Tile Drainage Act*, enacts as follows:

1. That annual rates as set out in the Schedule 'A' attached hereto are hereby imposed upon such land as described for a period of ten years, such rates shall have priority lien status, and shall be levied and collected in the same manner as taxes.

First Reading 2021-Mar-23  
yyyy/mm/dd

Second Reading 2021-Mar-23  
yyyy/mm/dd

Provisionally adopted this 23 day of March, 2021

TOM BAIN  
Name of Head of Council

\_\_\_\_\_  
Signature

KRISTEN NEWMAN  
Name of Clerk

\_\_\_\_\_  
Signature

Third Reading 2021-Mar-23

Enacted this 23 day of March, 2021

TOM BAIN  
Name of Head of Council

\_\_\_\_\_  
Signature

Corporate Seal

KRISTEN NEWMAN  
Name of Clerk

\_\_\_\_\_  
Signature

I, KRISTEN NEWMAN, clerk of the the Municipality of LAKESHORE certify that the above by-law was duly passed by the council of the municipality and is a true copy thereof.

KRISTEN NEWMAN  
Name of Clerk

\_\_\_\_\_  
Signature

Corporate Seal



[illegible]

## OFFER TO SELL

*Tile Drainage Act, R.S.O. 1990, c. T.8, subs. 5(8)*

TO THE MINISTER OF FINANCE

The Municipality of LAKESHORE  
hereby offers to sell Debenture No. 2021-01 in the principal amount of \$50,000.00  
to the Minister of Finance as authorized by Borrowing By-law No. 72-2015 of the Municipality.

The principal amount of this debenture is the aggregate of individual loans applied for and each loan is not more than 75 per cent of the cost of the drainage work constructed.

An inspector of drainage, employed by the Municipality, has inspected each drainage work for which the Municipality will lend the proceeds of this debenture and each has been completed in accordance with the terms of the loan approval given by council.

A copy of the Inspection and Completion Certificate for each drainage work, for which the Municipality lend the proceeds of this debenture, is attached hereto.

April 01, 2021

Date

ROSANNA PELLERITO

Name of Treasurer

Signature of Treasurer

Corporate Seal

TILE DRAINAGE DEBENTURE

Tile Drainage Act, R.S.O. 1990, c. T.8, subs. 2(1)

\$50,000.00

No. 2021-01

The Municipality of LAKESHORE hereby promises to pay to the Minister of Finance, the principal sum of \$50,000.00 of lawful money of Canada, together with interest thereon at the rate of 6 per cent per annum in ten equal instalments of \$6,793.40 on the 1st day of April, in the years 2022 to 2031, both inclusive.

The right is reserved to The Municipality of LAKESHORE to prepay this debenture in whole or in part at any time or times on payment, at the place where and in the money in which this debenture is expressed to be payable, of the whole or any amount of principal and interest owing at the time of such prepayment.

This debenture, or any interest therein, is not, after a Certificate of Ownership has been endorsed thereon by the Treasurer of this Municipality, or by such other person authorized by by-law of this to endorse such Certificate of Ownership, transferable.

Dated at the MUNICIPALITY of LAKESHORE in the Province of Ontario, this 1st day of April, 2021, under the authority of By-law No. 72-2015 of the Municipality entitled "A by-law to raise money to aid in the construction of drainage works under the Tile Drainage Act."

Corporate Seal

TOM BAIN  
Name of Head of Council

Signature

ROSANNA PELLERITO  
Name of Treasurer

Signature

# **Municipality of Lakeshore**

## **By-law 30-2021**

### **Being a By-law to Waive Fees relating to Temporary Outdoor Patios during the COVID-19 Emergency**

**Whereas** section 391(1) of the *Municipal Act, 2001*, S. O. 2001, C. 25, authorizes municipalities to pass by- laws imposing fees or charges for services or activities provided, documents provided, use of property and related matters;

**And whereas** the User Fees By-law for the Municipality of Lakeshore was adopted by Council on December 8, 2020;

**And whereas** Council approved resolution #84-03-2021 on March 9, 2021 authorizing that the site plan control agreement fees and the encroachment agreement fees be waived for the 2021 outdoor patio season for outdoor patios, until January 1, 2022 as authorized under section 69 of the *Planning Act*, as Council recognizes the financial hardships faced by the restaurant industry as a result of the COVID-19 pandemic;

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

1. Subject to Section 3, the Director of Finance is delegated the authority to waive the fee for site plan approval agreements for temporary outdoor patio spaces, as approved by the Director of Community & Development Services.
2. Subject to Section 3, the Director of Finance is delegated the authority to waive the fee for encroachment agreements relating to temporary outdoor patio spaces, as approved by the Director of Engineering & Infrastructure Services and the Director of Legislative & Legal Services.
3. This delegation of authority is revoked on January 1, 2022.
4. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
5. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
6. This By-law comes into force and effect upon passage.

Read and passed in open session on March 23, 2021.

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**Mayor  
Tom Bain**

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**Clerk  
Kristen Newman**

**Municipality of Lakeshore**

**By-law 31-2021**

**Being a By-law to Confirm the Proceedings of the  
Council of the Municipality of Lakeshore.**

**Whereas**, in accordance with the *Municipal Act 2001*, S.O. 2001, c. 25, municipalities are given powers and duties in accordance with this Act and many other Acts for purposes which include providing the services and other things that a municipality considers are necessary or desirable for the municipality;

**And Whereas**, in accordance with said Act, the powers of a municipality shall be exercised by its Council;

**And Whereas**, municipal powers, including a municipality’s capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**And Whereas** it is deemed expedient that the proceedings of the Council of the Municipality of Lakeshore at this session be confirmed and adopted by By-law.

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

- 1. The actions of the Council of the Municipality of Lakeshore in respect of all recommendations in reports of Committees, all motions and resolutions and all other action passed and taken by the Council of the Municipality of Lakeshore, documents and transactions entered into during the March 9<sup>th</sup>, 2021 session of Council be adopted and confirmed as if the same were expressly embodied in this By-law.
- 2. The Mayor or the Deputy Mayor together with the Clerk are authorized and directed to execute all documents necessary to the action taken by this Council as described in paragraph 1 of this By-law and to affix the Seal of the Municipality of Lakeshore to all documents referred to in said paragraph 1 above.

**Read and passed in an open session on March 23<sup>rd</sup> 2021.**

\_\_\_\_\_  
**Mayor  
Tom Bain**

\_\_\_\_\_  
**Kristen Newman  
Clerk**

/cl