

Municipality of Lakeshore

Regular Council Meeting Agenda



Tuesday, May 30, 2023, 5:00 PM

Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order

2. Closed Session

Recommendation:

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

- a. Paragraph 239(2)(c) of the *Municipal Act, 2001* to discuss a proposed or pending acquisition or disposition of land by the municipality, relating to Stoney Point Park.
- b. Paragraph 239(2)(e), (f) and (k) of the *Municipal Act, 2001* to discuss litigation or potential litigation, including matters before administrative tribunals, 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 regarding to infrastructure development in Lighthouse Cove.

3. Return to Open Session

Note: if the closed session is complete before 6:00 PM, a recess will be called until 6:00 PM and the open session will resume at that time.

Should the closed session still be in session at 6:00 PM, the open session will resume once the closed session is complete.

4. Land Acknowledgement

5. Moment of Reflection

6. Disclosures of Pecuniary Interest

7. Recognitions

8. Public Meetings under the Planning Act

1. **Zoning By-law Amendment ZBA-02-2022 – 1498 Walls Rd** 10
Recommendation:
Approve Zoning By-law Amendment Application ZBA-02-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 16, Concession 2 West of Belle River, Maidstone, Lakeshore, and municipally as 1498 Walls Rd, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and
Direct the Clerk to read By-law 34-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.
2. **Zoning By-law Amendment ZBA-12-2022 – 865 Lakeshore Rd 115** 17
Recommendation:
Approve Zoning By-law Amendment Application ZBA-12-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 14, Concession 2 West of Belle River, Maidstone designated as Parts 2 and 3 on Plan 12R11616; Lakeshore, and municipally as 865 Lakeshore Rd 115, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and
Direct the Clerk to read By-law 35-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.
3. **Zoning By-law Amendment ZBA-13-2022 – 1066 County Rd 42** 24
Recommendation:
Approve Zoning By-law Amendment Application ZBA-13-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lots 6 and 7, Plan 26, Maidstone, as in R1412055; Lakeshore, subject to an easement over Part 1 on Plan 12R22403 as in CE196410, and municipally as 1066 County Rd 42, from “Agriculture (A)” to “Agriculture Zone Exception 113 (A-113)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and
Direct the Clerk to read By-law 36-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

4. **Zoning By-law Amendment ZBA-17-2022 – 2889 Lakeshore Rd 225** 32
- Recommendation:**
 Approve Zoning By-law Amendment Application ZBA-17-2022, (Zoning By-law 2-2012, as amended), to rezone lands known legally as, Part of Lot 28, Concession 1 East of Belle River, Rochester, Lakeshore, and municipally as 2889 Lakeshore Rd 225, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and
 Direct the Clerk to read By-law 37-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.
5. **Zoning By-law Amendment file ZBA-06-2023 at 6804 County Road 8 by 1000048386 Ontario Inc. - Lisa Aronne** 39
- Recommendation:**
 Approve Zoning By-law Amendment Application ZBA-06-2023 to amend Zoning By-law 2-2012 for the lands known municipally as 6804 County Road 8, to permit a Group Home on the property and provide relief from the rear yard setback in accordance with the site plan provided; and
 Direct the Clerk to read By-law 48-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.
6. **Zoning By-law Amendment file ZBA-08-2023 at 1258 County Road 22 by Taras Natyshak (Owner) Denis Buj (Agent)** 48
- Recommendation:**
 Approve Zoning By-law Amendment Application ZBA-08-2023 to amend Zoning By-law 2-2012 for the lands known municipally as 1258 County Road 22, to increase both the permitted home occupation floor area to 33% and the maximum parking spaces to 10; and

 Direct the Clerk to read By-law 49-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.
9. **Public Presentations**
10. **Delegations**

1. 2021 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2021 Parkland Dedication Reserve Statement

57

Recommendation:

The Audited Consolidated Financial Statements for the year ended December 31, 2021, be approved;

The Audit Findings Report of KPMG for the year ended December 31, 2021, be received;

Administration be authorized to post the 2021 Consolidated Financial Statements on the Municipality of Lakeshore website;

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2021, be received;

The Development Charges Reserve Funds Statement, for the year ended December 31, 2021, be received; and,

The Parkland Dedication Reserve Statement, for the year ended December 31, 2021, be received.

1. Cynthia Swift, KPMG

11. Completion of Unfinished Business

12. Consent Agenda

Recommendation:

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

- | | | |
|----|--|-----|
| 1. | May 2, 2023 Regular Council Meeting Minutes | 123 |
| 2. | May 11, 2023 Special Council Meeting Minutes | 131 |
| 3. | The Women of Ontario Say No - Bill 5, Stopping Harassment and Abuse by Local Leaders Act | 133 |

13. Reports for Information

Recommendation:

Receive the Reports for Information as listed on the agenda.

1.	2022 Major Accomplishments	142
2.	2021 Year- End Financial Ratios and Indicators	149
3.	Flood Mitigation and Protection Framework Update	157
14.	Reports for Direction	
1.	Tender Award – Leffler Stormwater Pumping Station Upgrades	183
	<p>Recommendation: Award the tender for the Leffler Stormwater Pumping Station Upgrades to Kingdom Construction Ltd. for a total project cost of \$662,793.86 including applicable HST, with the excess amount of \$352,793.86 funded from the stormwater reserve, as presented at the May 30, 2023 Council Meeting</p>	
2.	Request for Temporary Licence Extension – Mr. BIGGS Restaurant & Sportsbar (Sunsplash) – July 13-16, 2023	186
	<p>Recommendation: Direct the Division Leader – Civic Affairs to provide a letter stating that the Municipality of Lakeshore has no objection to the temporary extension of the liquor licence of Mr. BIGGS Restaurant & Sportsbar, 405 Notre Dame Street for Sunsplash event, scheduled for July 13-16 2023 from 11:00 AM to 1:00 PM, on the condition that the conduct of the event is in compliance with the provision of the <i>Liquor Licence Act</i> and associated rules and directive of the Alcohol and Gaming Commission of Ontario.</p>	
3.	2023 Gravel Conversion Program – Reallocation of Funds	189
	<p>Recommendation: Approve the gravel conversion of Oriole Park Drive that was identified in the 10-year gravel conversion program for completion in 2024, in the amount \$187,087.79 (including applicable HST), to be funded from the approved 2023 budgeted amount that was originally allocated for the conversion of Lakeshore Road 111, as presented at the May 30, 2023 Council Meeting.</p>	

4. Internet Services for the Atlas Tube Centre 193

Recommendation:

Authorize the Mayor and Clerk to enter into an agreement with Cogeco Connexion Inc via Connecting Windsor Essex to provide the Atlas Tube Recreation Centre with Internet Services for a period of five (5) years at a cost of \$810 per month;

Approve administration to run an operating variance to an upset limit of \$6,000 dollars on the telecommunication budget; and

Direct Administration to increase the Internet Service budget in 2024 by \$10,000.00 to account for the increased service level being provided to the Atlas Tube Centre, all as described in the report presented at the May 30, 2023 Council meeting.

5. Crossing Guard Program 195

Recommendation:

Approve an agreement with PROSTAFF Employment Services to provide services for the Crossing Guard Program and that the Mayor and Clerk be authorized to execute the agreement, as presented at the May 30, 2023 Council meeting.

6. Lakeshore Canada Day 215

Recommendation:

1) That the 2023 Lakeshore Canada Day festivities take place at the Atlas Tube Recreation Centre and Lakeview Park; and that fireworks displays take place at Stoney Point Community Park and Millen Park on Canada Day weekend, as presented at the May 30, 2023 Council meeting.

2) That Lakeshore Canada Day main events be held at the Atlas Tube Recreation Centre on July 1st annually; and, that additional events be considered at other Lakeshore locations each year, all as presented at the May 30, 2023 Council meeting.

7. Temporary Patio and Temporary Patio Extension Report 226

Recommendation:

Direct Administration to implement the application for approval to authorize temporary patios and temporary patio extensions, and an application fee of \$250, all as presented at the May 30, 2023 Council meeting; and

Direct the Clerk to prepare the necessary by-laws for implementation.

8. Municipality of Lakeshore, 2023 Flood Rapid Response Plan (FRRP)

229

Recommendation:

Adopt the Municipality of Lakeshore's 2023 Flood Rapid Response Plan as presented at the May 30, 2023 Regular Council Meeting.

15. Announcements by Mayor

16. Reports from County Council Representatives

17. Report from Closed Session

18. Notices of Motion

1. Councillor Kerr - Marina Fencing

314

Recommendation:

Whereas the month of May 2023 has seen another night time incident with racing motor vehicles and unlawful discharging of fireworks over the boats at the northern end of the Belle River Marina;

And whereas the marina slips renters have been asking Lakeshore in implement security measures to keep the Marina parking lot and boat slips safe;

And whereas to date, the current security plan has not been as successful as desired;

Now be it resolved that Administration quickly develops a parking lot and marina area plan for security. The slip renters preferred plan includes east to west fencing in addition to a security officer-controlled entrance of barrier gate arms at the parking lot entrance just north of the boat trailer section of the parking lot; and

Be it further resolved that the fencing have pedestrian gates along the walkways that can be shut by security when the Lakeshore Park and Marina area are closed.

19. Question Period

20. Non-Agenda Business

21. Consideration of By-laws

Recommendation:

By-laws 44-2023, 45-2023, 46-2023 and 47-2023 be read a first and second time and provisionally adopted; and

By-laws 34-2023, 35-2023, 36-2023, 37-2023, 48-2023, 49-2023 and 55-2023 be read and passed in open session on May 30, 2023.

1.	By-law 34-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-02-2022)	315
2.	By-law 35-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-12-2022)	317
3.	By-law 36-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-13-2022)	319
4.	By-law 37-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-17-2022)	322
5.	By-law 44-2023, Being a By-law for the Beattie Drain South Branch (Ellis Drain Outlet)	324
6.	By-law 45-2023, Being a By-law for the East 11th Concession Drain Enclosure Improvements	327
7.	By-law 46-2023, Being a By-law for the Girard Drain (Damphouse Bridge)	330
8.	By-law 48-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-06-2022)	333
9.	By-law 47-2023, Being a By-law for the T. Renaud Drain North Branch	336
10.	By-law 49-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-08-2023)	339
11.	By-law 55-2023, Being a By-law to Confirm the Proceedings of the May 2 and May 11, 2023 Council Meetings	342

22. Return to Closed Session

Recommendation:

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

- a. Paragraph 239(2)(b) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees, relating to the Chief Administrative Officer performance evaluation.

23. Adjournment

Recommendation:

Council adjourn its meeting at ____ PM.

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ian Rawlings, Planner I

Date: May 3, 2023

Applicant: Angela Marie Willis (Owner)
Edwin Hooker (Agent)

Subject: Zoning By-law Amendment ZBA-02-2022 – 1498 Walls Rd

Recommendation

Approve Zoning By-law Amendment Application ZBA-02-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 16, Concession 2 West of Belle River, Maidstone, Lakeshore, and municipally as 1498 Walls Rd, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 34-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The subject property known as 1498 Walls Rd, legally described as Part of Lot 16, Concession 2 West of Belle River, Maidstone, Lakeshore, is a 20.05 ha parcel of farmland. The subject property is in the Essex Region Conservation Authority’s regulated area and is not part of any hazard lands, significant valley lands, woodlands or wetlands. The subject property is located on the north-west corner of the intersection between Walls Rd and Lakeshore Rd 115 and contains the Lower Part of Browns Creek Drain that cuts through the property running north.

A provisional consent (File: B/02/2022) was granted to sever a surplus dwelling lot from the farm parcel located at 1498 Walls Rd. Condition #4 of the Consent was that the applicant obtain a Zoning By-law Amendment respecting the remnant farm parcel to prohibit the construction of a residential dwelling, in order to conform with the Provincial Policy Statement and both the County of Essex and Lakeshore Official Plans. In order to meet the conditions of the provisional consent, the applicants have submitted an application to rezone the retained farmland to agriculture uses only.

Subject Land: 20.05 ha

Existing Use – Farming/Agriculture
Proposed Use – Impose a zone amendment to prohibit residential dwellings.
Access — Lakeshore Rd 115 & Walls Rd
Services — municipal water, septic, storm drainage: ditches

Surrounding Uses: North: Agricultural Lands
South: Agricultural Lands
East: Agricultural lands
West: Agricultural lands

Official Plan: Agricultural

Existing Zoning: Agricultural (A)

Comments

Provincial Policy Statement (PPS)

The proposed application was reviewed under the lot creation and lot adjustments agricultural policies of the 2020 Provincial Policy Statement (PPS) and it was determined to be consistent with section 2.3.4.1 c) 2) which states: that “a residence surplus to a farming operation as a result of farm consolidation,” to be severed is permitted “provided that the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance.”

County of Essex Official Plan

The proposed application conforms to the County of Essex’s Official Plan and is consistent with their land use policies:

3.3.3.4 Lot Creation

c) Lot creation to accommodate a habitable residence surplus to a farming operation as a result of farm consolidation is permitted subject to the local Zoning By-law being amended, to prohibit new residential dwellings on the vacant remnant parcel of farmland created by the severance.

Municipality of Lakeshore Official Plan

The subject property is designated Agricultural in the Lakeshore Official Plan and the application is to rezone the remnant farm parcel to prohibit the construction of any dwellings and therefore conforms to the land use and consent policies of the Lakeshore Official Plan.

6.2.3 Agricultural Lot Creation & Lot Adjustment

A consent to sever may be granted for the following purposes:

b) Where a previous or current farm acquisition has rendered a habitable farm dwelling surplus to the needs of a farm operation, subject to the following conditions:

i) the remnant farm parcel will be zoned so as to prohibit the construction of any additional dwellings;"

Zoning By-law 2-2012, as Amended

The subject property is currently zoned Agriculture (A), in the Lakeshore Zoning By-law 2-2012, as amended.

In order to satisfy the condition of the provisional consent to sever a surplus dwelling from the farm parcel (File: B/02/2022), a Zoning By-law Amendment Application has been submitted to rezone the remnant parcel to prohibit residential dwelling units. The subject property conforms to the regulations detailed within the Lakeshore Zoning By-law 2-2012 being that the property is 20.05 ha with approximately 621.17 m of frontage along Walls Rd. The minimum lot size is 19 ha and the minimum frontage is 75 m. Therefore, the proposal conforms to the Lakeshore Zoning By-law 2-2012 as amended.

Correspondence from external and internal agencies

The application was circulated to external and internal agencies and comments are included below:

Internal Departments

No comments of significance were produced. Engineering has expressed that all comments have been addressed during the circulation of the Committee of Adjustment application.

The Essex Region Conservation Authority

The ERCA states that they have no objections to the proposal. Full comments can be found within Appendix B.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-02-2022 (By-law 34-2023) as per the Recommendation section of this report.

Others Consulted

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and Regulations. As of the writing of this report, no comments were received from the public and no concerns were expressed from any agencies.

Financial Impacts

There are no financial impacts as a result of the proposed zoning by-law amendment.

Attachments

Appendix A – Key Map
Appendix B – ERCA Comments

Report Approval Details

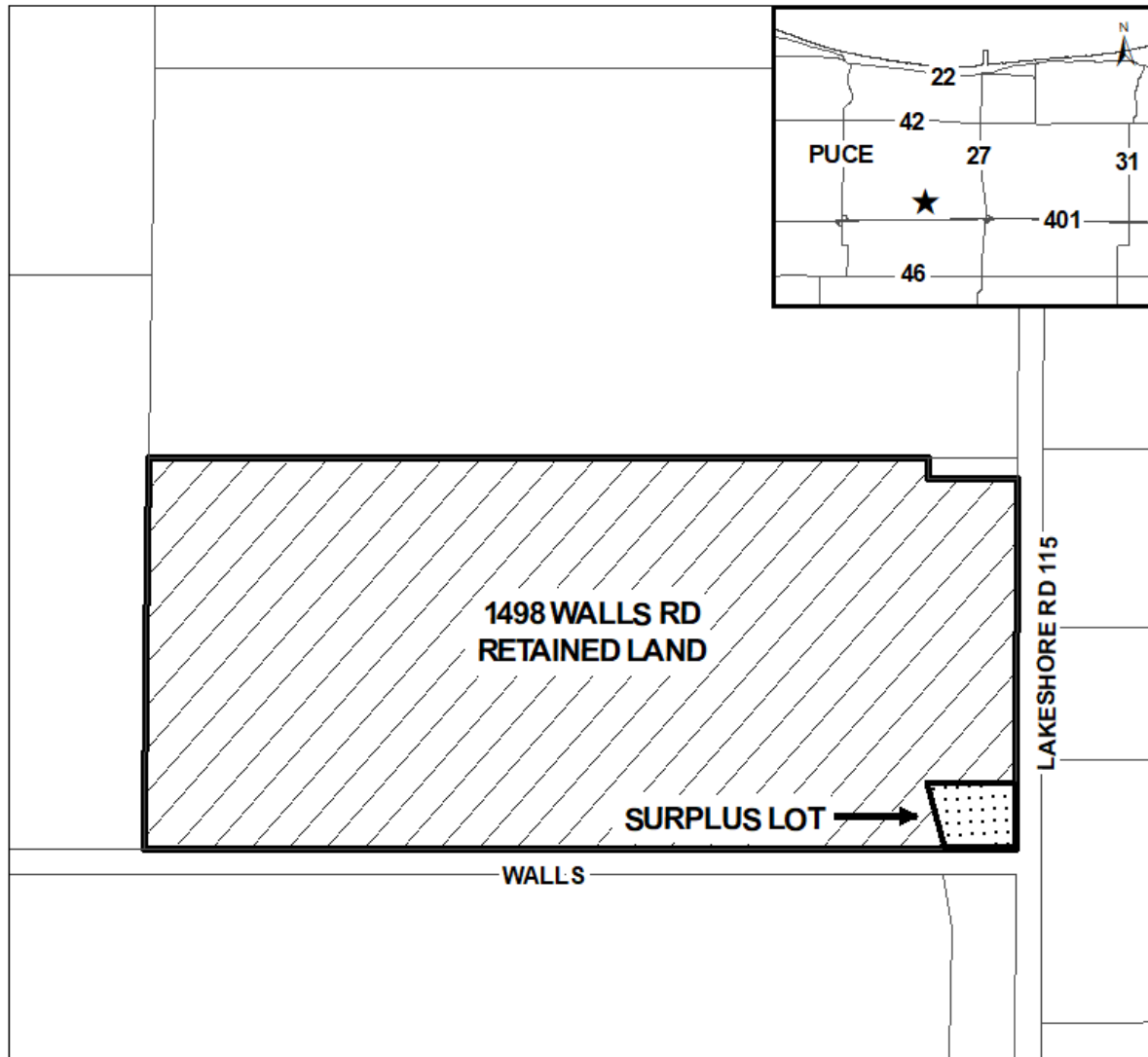
Document Title:	ZBA-02-2022 - 1498 Walls Rd - Angela Marie Willis - Edwin C. Hooker - Surplus Rezoning.docx
Attachments:	- Appendix A - Key Map.pdf - Appendix B - ERCA Comments.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Ian Rawlings

Submitted by Kristina Brcic, Ryan Donally and Tammie Ryall

Approved by Krystal Kalbol, Justin Rousseau and Truper McBride





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360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

April 18, 2023

Mr. Ian Rawlings

Corporation of the Municipality of Lakeshore
Community Planning, Planning Division
419 Notre Dame Street
Belle River, ON N0R 1A0

Dear Mr. Ian Rawlings:

RE: Zoning By-Law Amendment ZBA-02-2022 1498 WALLS RD
ARN 375114000000300; PIN: 750260091
Applicant: WILLIS ANGELA MARIE

The Municipality of Lakeshore has received an Application for Zoning By-Law Amendment for the subject property. Provisional consent (B-02-2022) was granted to sever a surplus dwelling lot from the farm parcel located at 1498 Walls Rd. As a condition of consent, the applicants are required to rezone the retained farmland to prohibit residential dwellings, as required in the Lakeshore Official Plan and Provincial Policy Statement. The Zoning of the property will be amended from Agriculture (A) to Agriculture Zone Exception 1 (A-1) to prohibit residential dwellings. The subject area to be rezoned is 20.05 ha in area with 621.17 m of frontage along Walls Rd. The following is provided as a result of our review of Zoning By-Law Amendment ZBA-02-2022.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel partially falls within the regulated area of the Lower Part of Browns Creek Drain. The property owner will be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

FINAL RECOMMENDATION

ERCA has no objection to the Application for Zoning By-Law Amendment ZBA-02-2022.

Mr. Ian Rawlings
April 18, 2023

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Kathleen Schnekenburger
Resource Planner
/ks

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ian Rawlings, Planner I

Date: April 27, 2023

Applicant: Edward & Denise Mailloux Pavlakovich (Owner)
James Damphouse (Agent)

Subject: Zoning By-law Amendment ZBA-12-2022 – 865 Lakeshore Rd 115

Recommendation

Approve Zoning By-law Amendment Application ZBA-12-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 14, Concession 2 West of Belle River, Maidstone designated as Parts 2 and 3 on Plan 12R11616; Lakeshore, and municipally as 865 Lakeshore Rd 115, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 35-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The subject property known as 865 Lakeshore Rd 115, legally described as Part of Lot 14, Concession 2 West of Belle River, Maidstone designated as Parts 2 and 3 on Plan 12R11616; Lakeshore, is a 23.10 ha parcel of farmland. The subject property is in the Essex Region Conservation Authority’s regulated area and is not part of any hazard lands, significant valley lands, or wetlands. The subject property is located on the western side of Lakeshore Rd 115, north of Rogers Rd and contains a woodlot in the western portion of the property.

A provisional consent (File: B/19/2022) was granted to sever a surplus dwelling lot from the farm parcel located at 865 Lakeshore Rd 115. Condition #9 of the Consent required that the applicant obtain a Zoning By-law Amendment respecting the remnant farm parcel to prohibit the construction of a residential dwelling, in order to conform with the Provincial Policy Statement and both the County of Essex and Lakeshore Official Plans. In order to meet the conditions of the provisional consent, the applicants have submitted an application to rezone the remnant (retained) farmland to agriculture uses only.

Subject Land: 23.10 ha
Existing Use – Farming/Agriculture
Proposed Use – impose a zone amendment to prohibit residential dwellings.
Access — Lakeshore Rd 115
Services — municipal water, septic, storm drainage: ditches

Surrounding Uses: North: Agricultural Lands
South: Agricultural Lands
East: Agricultural lands
West: Agricultural lands

Official Plan: Agricultural

Existing Zoning: Agricultural (A)

Comments

Provincial Policy Statement (PPS)

The proposed application was reviewed under the lot creation and lot adjustments agricultural policies of the 2020 Provincial Policy Statement (PPS) and it was determined to be consistent with section 2.3.4.1 c) 2) which states: that “*a residence surplus to a farming operation as a result of farm consolidation,*” to be severed is permitted “*provided that the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance.*”

County of Essex Official Plan

The proposed application conforms to the County of Essex’s Official Plan and is consistent with their land use policies:

3.3.3.4 Lot Creation

c) Lot creation to accommodate a habitable residence surplus to a farming operation as a result of farm consolidation is permitted subject to the local Zoning By-law being amended, to prohibit new residential dwellings on the vacant remnant parcel of farmland created by the severance.

Municipality of Lakeshore Official Plan

The subject property is designated Agricultural in the Lakeshore Official Plan and the application is to rezone the remnant farm parcel to prohibit the construction of any dwellings and therefore conforms to the land use and consent policies of the Lakeshore Official Plan.

6.2.3 Agricultural Lot Creation & Lot Adjustment

A consent to sever may be granted for the following purposes:

b) Where a previous or current farm acquisition has rendered a habitable farm dwelling surplus to the needs of a farm operation, subject to the following conditions:

i) the remnant farm parcel will be zoned so as to prohibit the construction of any additional dwellings;"

Zoning By-law 2-2012, as Amended

The subject property is currently zoned Agriculture (A), in the Lakeshore Zoning By-law 2-2012, as amended.

In order to satisfy the condition of the provisional consent to sever a surplus dwelling the farm parcel (File: B/19/2022), a Zoning By-law Amendment Application has been submitted to rezone the remnant parcel to prohibit residential dwelling units. The subject property conforms to the regulations detailed within the Lakeshore Zoning By-law 2-2012 being that the property is 23.10 ha with approximately 176.17 m of frontage along Lakeshore Rd 115. The minimum lot size is 19 ha and the minimum lot frontage is 75 m. Therefore, the proposal conforms to the Lakeshore Zoning By-law 2-2012 as amended.

Correspondence from external and internal agencies

The application was circulated to external and internal agencies and comments are included below:

Internal Departments

No comments of significance were produced. Engineering has expressed that all comments have been addressed during the circulation of the Committee of Adjustment application.

The Essex Region Conservation Authority

The ERCA states that they have no objections to the proposal. Full comments can be found within Appendix B.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-12-2022 (By-law 35-2023) as per the Recommendation section of this report.

Others Consulted

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and Regulations. As of the writing of this report, no comments were

received from the public and no concerns were expressed by any agencies.

Financial Impacts

There are no financial impacts as a result of the proposed zoning by-law amendment.

Attachments

Appendix A – Key Map
Appendix B – ERCA Comments

Report Approval Details

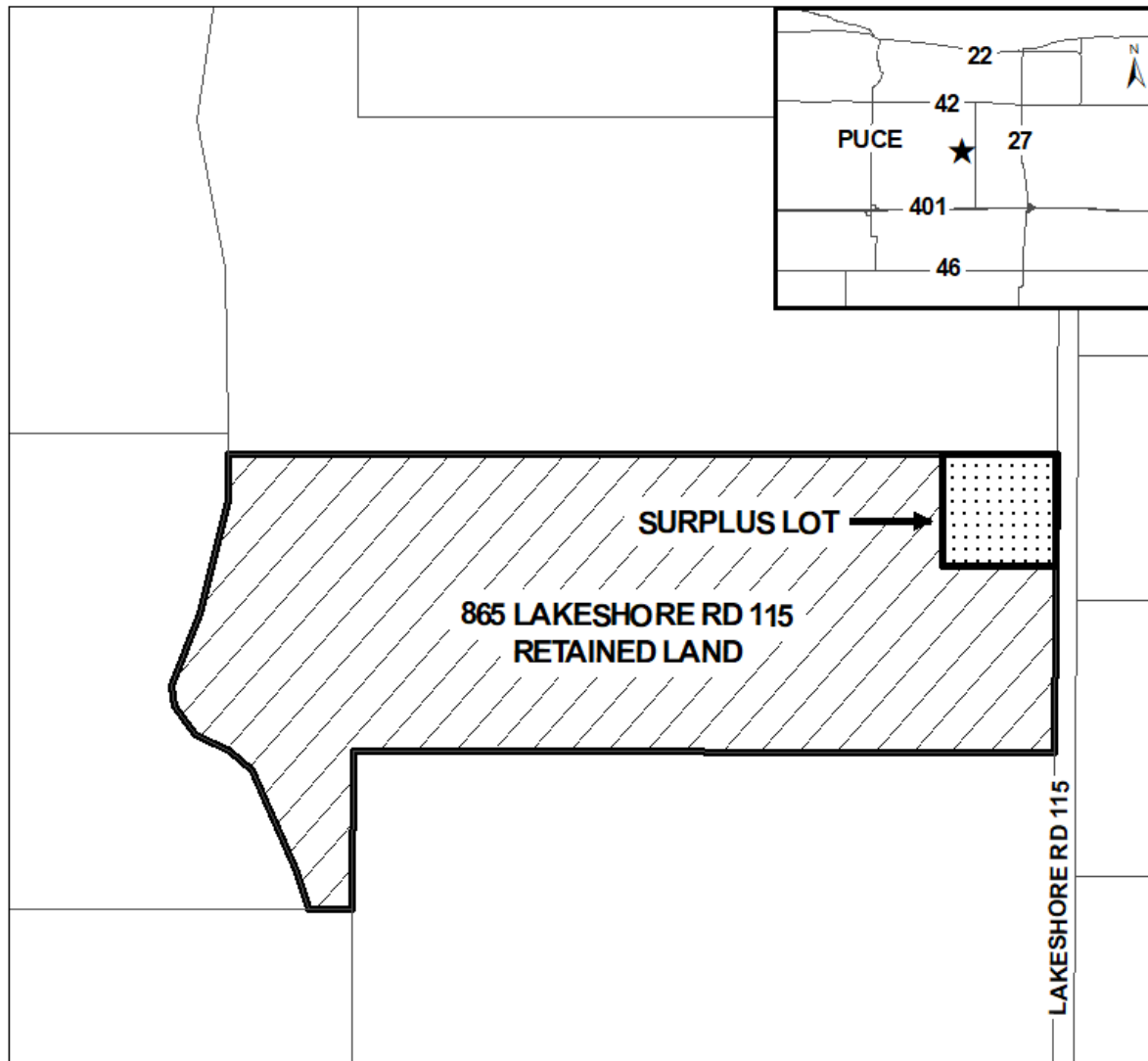
Document Title:	ZBA-12-2022 - 865 Lakeshore Rd 115 - Pavlakovich - Damphouse - Surplus Rezoning.docx
Attachments:	- Appendix A - Key Map.pdf - Appendix B - ERCA Comments.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Ian Rawlings

Submitted by Kristina Brcic, Ryan Donally and Tammie Ryall

Approved by - Krystal Kalbol, Justin Rousseau and Truper McBride





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April 18, 2023

Mr. Ian Rawlings

Corporation of the Municipality of Lakeshore
Community Planning, Planning Division
419 Notre Dame Street
Belle River, ON N0R 1A0

Dear Mr. Ian Rawlings:

RE: Zoning By-Law Amendment ZBA-12-2022 865 LAKESHORE RD 115
ARN 375114000000750; PIN: 750260081
Applicant: PAVLAKOVICH EDWARD

The Municipality of Lakeshore has received an Application for Zoning By-Law Amendment for the subject property. A provisional consent (B-19-2022) was granted to sever a surplus dwelling lot from the farm parcel located at 865 Lakeshore Rd 115. As a condition of consent, the applicants are required to rezone the retained farmland to prohibit residential dwellings, as required in the Lakeshore Official Plan and Provincial Policy Statement. The Zoning of the property will be amended from Agriculture (A) to Agriculture Zone Exception 1 (A-1) to prohibit residential dwellings. The subject area to be rezoned is 23.10 ha in area with 176.17 m of frontage along Lakeshore Rd 115. The following is provided as a result of our review of Zoning By-Law Amendment ZBA-12-2022.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel partially falls within the regulated area of the Girard Drain and Lower Part Of Browns Creek Drain. The property owner will be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

FINAL RECOMMENDATION

ERCA has no objection to the Application for Zoning By-Law Amendment ZBA-12-2022.

Mr. Ian Rawlings
April 18, 2023

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Kathleen Schnekenburger
Resource Planner
/ks

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ian Rawlings, Planner I

Date: May 9, 2023

Applicant: Gurcharan Dhaliwal, Gagandeep Grewal, Hardeep Grewal

Subject: Zoning By-law Amendment ZBA-13-2022 – 1066 County Rd 42

Recommendation

Approve Zoning By-law Amendment Application ZBA-13-2022 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lots 6 and 7, Plan 26, Maidstone, as in R1412055; Lakeshore, subject to an easement over Part 1 on Plan 12R22403 as in CE196410, and municipally as 1066 County Rd 42, from “Agriculture (A)” to “Agriculture Zone Exception 113 (A-113)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 36-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The subject property known as 1066 County Rd 42, legally described as Part of Lots 6 and 7, Plan 26, Maidstone, as in R1412055; Lakeshore, subject to an easement over Part 1 on Plan 12R22403 as in CE196410, is a 11.3 ha parcel of farmland. The subject property is in the Essex Region Conservation Authority’s regulated area and is not part of any hazard lands, significant valley lands, woodlands or wetlands. The subject property is located on the northern side of County Rd 42, west of Lakeshore Rd 111.

A provisional consent (File: B/18/2022) was granted to sever a surplus dwelling lot from the farm parcel located at 1066 County Rd 42. Condition #9 of the Consent required that the applicant obtain a Zoning By-law Amendment respecting the remnant farm parcel to prohibit the construction of a residential dwelling and recognize the deficient lot area of the farming parcel, in order to conform with the Provincial Policy Statement, the Lakeshore Zoning By-law, and both the County of Essex and Lakeshore Official Plans. In order to meet the conditions of the provisional consent, the applicants have submitted an application to rezone the retained farmland to agriculture uses only.

Subject Land: 11.3 ha
Existing Use – Farming/Agriculture
Proposed Use – impose a zone amendment to prohibit residential dwellings.
Access — County Rd 42
Services — municipal water, septic, storm drainage: ditches

Surrounding Uses: North: Agricultural Lands
South: Agricultural Lands
East: Agricultural lands
West: Agricultural lands

Official Plan: Agricultural

Existing Zoning: Agricultural (A)

Comments

Provincial Policy Statement (PPS)

The proposed application was reviewed under the lot creation and lot adjustments agricultural policies of the 2020 Provincial Policy Statement (PPS) and it was determined to be consistent with section 2.3.4.1 c) 2) which states: that “*a residence surplus to a farming operation as a result of farm consolidation,*” to be severed is permitted “*provided that the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance.*”

County of Essex Official Plan

The proposed application conforms to the County of Essex’s Official Plan and is consistent with their land use policies:

3.3.3.4 Lot Creation

c) Lot creation to accommodate a habitable residence surplus to a farming operation as a result of farm consolidation is permitted subject to the local Zoning By-law being amended, to prohibit new residential dwellings on the vacant remnant parcel of farmland created by the severance.

Municipality of Lakeshore Official Plan

The subject property is designated Agricultural in the Lakeshore Official Plan and the application is to rezone the remnant farm parcel to prohibit the construction of any dwellings and therefore conforms to the land use and consent policies of the Lakeshore Official Plan.

6.2.3 Agricultural Lot Creation & Lot Adjustment

A consent to sever may be granted for the following purposes:

b) Where a previous or current farm acquisition has rendered a habitable farm dwelling surplus to the needs of a farm operation, subject to the following conditions:

i) the remnant farm parcel will be zoned so as to prohibit the construction of any additional dwellings;"

Zoning By-law 2-2012, as Amended

The subject property is currently zoned Agriculture (A), in the Lakeshore Zoning By-law 2-2012, as amended.

In order to satisfy the condition of the provisional consent to sever a surplus dwelling the farm parcel (File: B/18/2022), a Zoning By-law Amendment Application has been submitted to rezone the remnant parcel to prohibit residential dwelling units and recognize the deficient lot area of the farming parcel.

As a result of the surplus severance the retained farmland is deemed deficient in size being that the property is 11.3 ha with approximately 217.4 m of frontage along County Rd 42. The Lakeshore Zoning By-law 2-2012, as amended requires a minimum lot area of 19 ha for farming parcels. The site-specific zoning being "Agriculture Zone Exception 113 (A-113)" accounts for the deficient lot size and prohibits the construction of residential dwellings. Therefore, conforming to the Lakeshore Zoning By-law 2-2012 as amended.

Correspondence from external and internal agencies

The application was circulated to external and internal agencies and comments are included below:

Internal Departments

No comments of significance were produced. Engineering has expressed that all comments have been addressed during the circulation of the Committee of Adjustment application.

County of Essex

The County of Essex has provided Engineering comments only. The County states no objection to the proposed Zoning Amendment. Full Comments can be found within Appendix B.

The Essex Region Conservation Authority

The ERCA states that they have no objections to the proposal. Full comments can be found within Appendix C.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-13-2022 (By-law 36-2023) as per the Recommendation section of this report.

Others Consulted

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and Regulations. As of the writing of this report, no comments were received from the public and no concerns were expressed from any agencies.

Financial Impacts

There are no financial impacts as a result of the proposed zoning by-law amendment.

Attachments

Appendix A – Key Map
Appendix B – County of Essex Comments
Appendix C – ERCA Comments

Report Approval Details

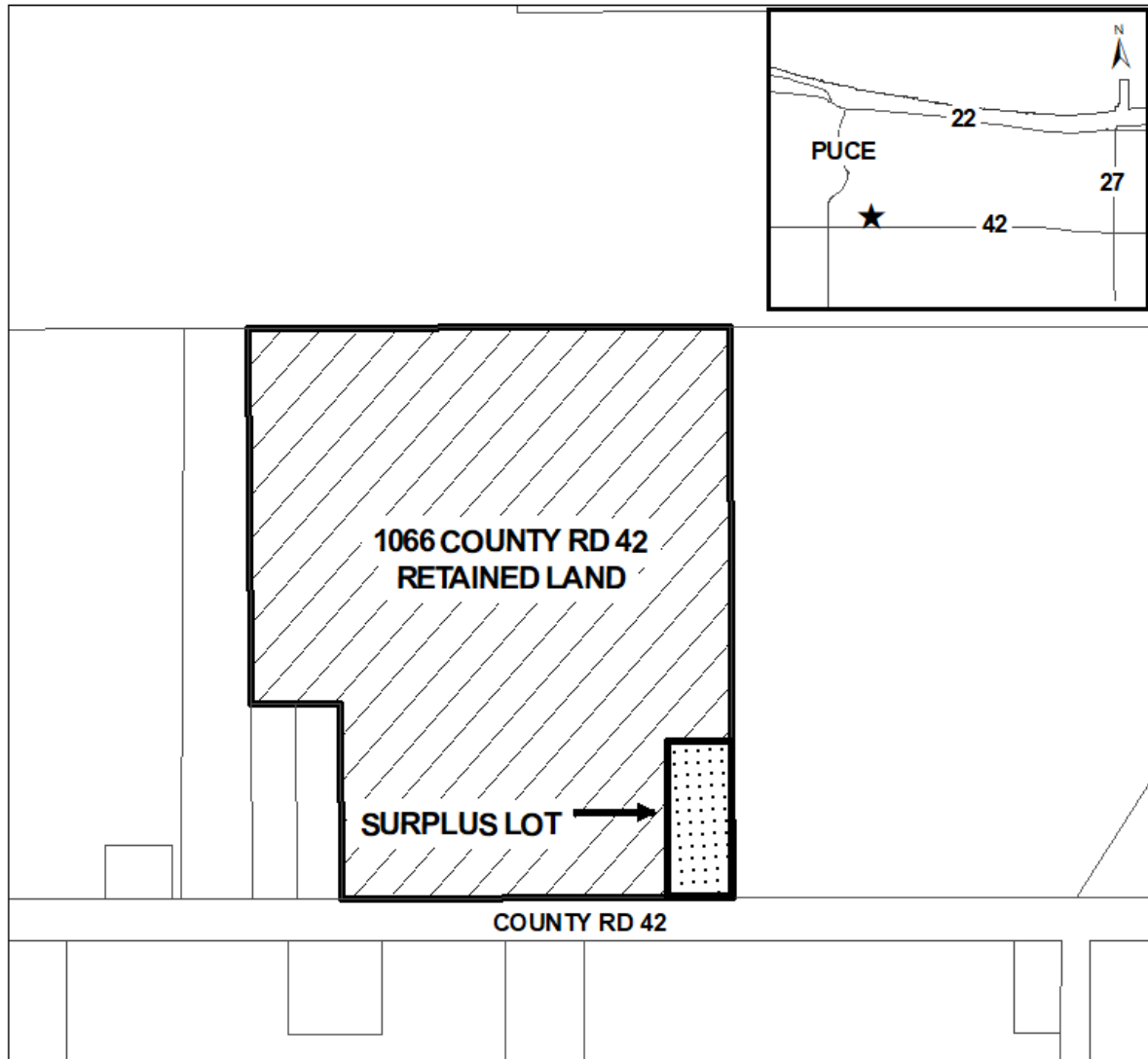
Document Title:	ZBA-13-2022 - 1066 County Rd. 42 - Grewal - Dhaliwal - Surplus Rezoning.docx
Attachments:	- Appendix A - Key Map.pdf - Appendix B - County of Essex Comments.pdf - Appendix C - ERCA Comments.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Ian Rawlings

Submitted by Kristina Brcic, Ryan Donally and Tammie Ryall

Approved by Krystal Kalbol, Justin Rousseau and Truper McBride





April 25, 2023

Mr. Ian Rawlings
Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N0R 1A0

**Re: Zoning By-law Amendment, ZBA-13-2022, Gurcharan Dhaliwal,
Gagandeep Grewal, Hardeep Grewal**

Please be advised that the County has reviewed the aforementioned application. Comments are engineering-related only, and the application has not been reviewed from a planning perspective. The subject lands have frontage on County Road 42. The Applicant will be required to comply with the following County Road regulation:

County By-Law Number 2481 – A By-Law to Provide for the Protection of Highways and to Provide for the Installation of Entrance Ways.

County By-Law Number 2480 – A By-Law of the Corporation of the County of Essex to Regulate the Location of Buildings and Structures on Land Adjacent to County Roads.

The minimum setback for any proposed structures on this property must be 85 feet from the centre of the original ROW of County Road 42. Permits are necessary for any changes to existing entrances and structures, or the construction of new entrances or structures.

We are requesting a copy of the Decision of the aforementioned application. Thank you for your assistance and cooperation in this matter.

Should you require further information, please contact the undersigned by email at kbalallo@countyofessex.ca or by phone at extension 1564.

Regards,

Kristoffer Balallo
Engineering Technologist

519-776-6441
TTY 1-877-624-4832

360 Fairview Ave. W.
Essex, ON N8M 1Y6

countyofessex.ca



planning@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

April 18, 2023

Mr. Ian Rawlings

Corporation of the Municipality of Lakeshore
Community Planning, Planning Division
419 Notre Dame Street
Belle River, ON N0R 1A0

Dear Mr. Ian Rawlings:

RE: Zoning By-Law Amendment ZBA-13-2022 1042 COUNTY 42 RD (1066 COUNTY RD 42)
ARN 375119000007800; PIN: 750050630
Applicant: DHALIWAL GURCHARAN KAUR

The Municipality of Lakeshore has received an Application for Zoning By-Law Amendment for the subject property. A provisional consent (B-18-2022) was granted to sever a surplus dwelling lot from the farm parcel located at 1066 County Rd 42. As a condition of consent, the applicants are required to rezone the retained farmland to prohibit residential dwellings, as required in the Lakeshore Official Plan and Provincial Policy Statement. The Zoning of the property will be amended from Agriculture (A) to an Agriculture Zone Exception that prohibits residential dwellings and recognizes the deficient lot area of the farming parcel. The subject area to be rezoned is 11.3 ha in area with 217.4 m of frontage along County Rd 42. The following is provided as a result of our review of Zoning By-Law Amendment ZBA-13-2022.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel partially falls within the regulated area of the Kennedy Award Drain. The property owner may be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

FINAL RECOMMENDATION

ERCA has no objections to the Application for Zoning By-Law Amendment ZBA-13-2022.

Mr. Ian Rawlings
April 18, 2023

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Kathleen Schnekenburger
Resource Planner
/ks

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ian Rawlings, Planner I

Date: April 27, 2023

Applicant: Helen, David & Stacie Diemer (Owner)
Jim Renick (Agent)

Subject: Zoning By-law Amendment ZBA-17-2022 – 2889 Lakeshore Rd 225

Recommendation

Approve Zoning By-law Amendment Application ZBA-17-2022, (Zoning By-law 2-2012, as amended), to rezone lands known legally as, Part of Lot 28, Concession 1 East of Belle River, Rochester, Lakeshore, and municipally as 2889 Lakeshore Rd 225, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (Indicated on the Key Map, Attachment 1), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 37-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The subject property, 2889 Lakeshore Rd 225, is a 19.31 ha parcel of farmland. The subject property is in the Essex Region Conservation Authority’s regulated area and is not part of any hazard lands, significant valley lands, woodlands or wetlands. The subject property is located on the western side of Lakeshore Rd 225, north of County Rd 8, and contains a wind turbine at the rear of the property.

A provisional consent (File: B/25/2022) was granted to sever a surplus dwelling lot from the farm parcel located at 2889 Lakeshore Rd 225 Condition #5 of the Consent was that the applicant obtain a Zoning By-law Amendment respecting the remnant farm parcel to prohibit the construction of a residential dwelling, in order to conform with the Provincial Policy Statement and both the County of Essex and Lakeshore Official Plans. In order to meet the conditions of the provisional consent, the applicants have submitted an application to rezone the remnant (retained) farmland to agriculture uses only.

Subject Land: 19.31 ha
Existing Use – Farming/Agriculture

Proposed Use – impose a zone amendment to prohibit residential dwellings.
Access — Lakeshore Rd 225
Services — municipal water, septic, storm drainage: ditches

Surrounding Uses: North: Agricultural Lands
South: Agricultural Lands
East: Agricultural lands
West: Agricultural lands

Official Plan: Agricultural

Existing Zoning: Agricultural (A)

Comments

Provincial Policy Statement (PPS)

The proposed application was reviewed under the lot creation and lot adjustments agricultural policies of the PPS and it was determined to be consistent with section 2.3.4.1 c) 2) which states: that “a residence surplus to a farming operation as a result of farm consolidation,” to be severed is permitted “provided that the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance.”

County of Essex Official Plan

The proposed application conforms to the County of Essex’s Official Plan the land use policies:

3.3.3.4 Lot Creation

c) Lot creation to accommodate a habitable residence surplus to a farming operation as a result of farm consolidation is permitted subject to the local Zoning By-law being amended, to prohibit new residential dwellings on the vacant remnant parcel of farmland created by the severance.

Municipality of Lakeshore Official Plan

The subject property is designated Agricultural in the Lakeshore Official Plan and the application is to rezone the remnant farm parcel to prohibit the construction of any dwellings and therefore conforms to the land use and consent policies of the Lakeshore Official Plan.

6.2.3 Agricultural Lot Creation & Lot Adjustment

A consent to sever may be granted for the following purposes:

b) Where a previous or current farm acquisition has rendered a habitable farm dwelling surplus to the needs of a farm operation, subject to the following conditions:

i) the remnant farm parcel will be zoned so as to prohibit the construction of any additional dwellings;"

Zoning By-law 2-2012, as Amended

The subject property is currently zoned Agriculture (A), in the Lakeshore Zoning By-law 2-2012, as amended.

In order to satisfy the condition of the provisional consent to sever a surplus dwelling the farm parcel (File: B/25/2022), a Zoning By-law Amendment Application has been submitted to rezone the remnant parcel to prohibit residential dwelling units. The subject property conforms to the regulations detailed within the Lakeshore Zoning By-law 2-2012 being that the property is 19.31 ha with approximately 243 m of frontage along 2889 Lakeshore Rd 225. The minimum lot size is 19 ha and the minimum frontage is 75 metres. Therefore, the proposal conforms to the Lakeshore Zoning By-law 2-2012 as amended.

Correspondence from external and internal agencies

The application was circulated to external and internal agencies and comments are included below:

Internal Departments

No comments of significance were produced. Engineering has expressed that all comments have been addressed during the circulation of the Committee of Adjustment application.

The Essex Region Conservation Authority

The ERCA states that they have no objections to the proposal. Full comments can be found within Appendix B.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-17-2022 (By-law 37-2023) as per the Recommendation section of this report.

Others Consulted

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and Regulations. As of the writing of this report, no comments were received from the public and no concerns were expressed by any agencies.

Financial Impacts

There are no financial impacts as a result of the proposed zoning by-law amendment.

Attachments

Appendix A – Key Map
Appendix B – ERCA Comments

Report Approval Details

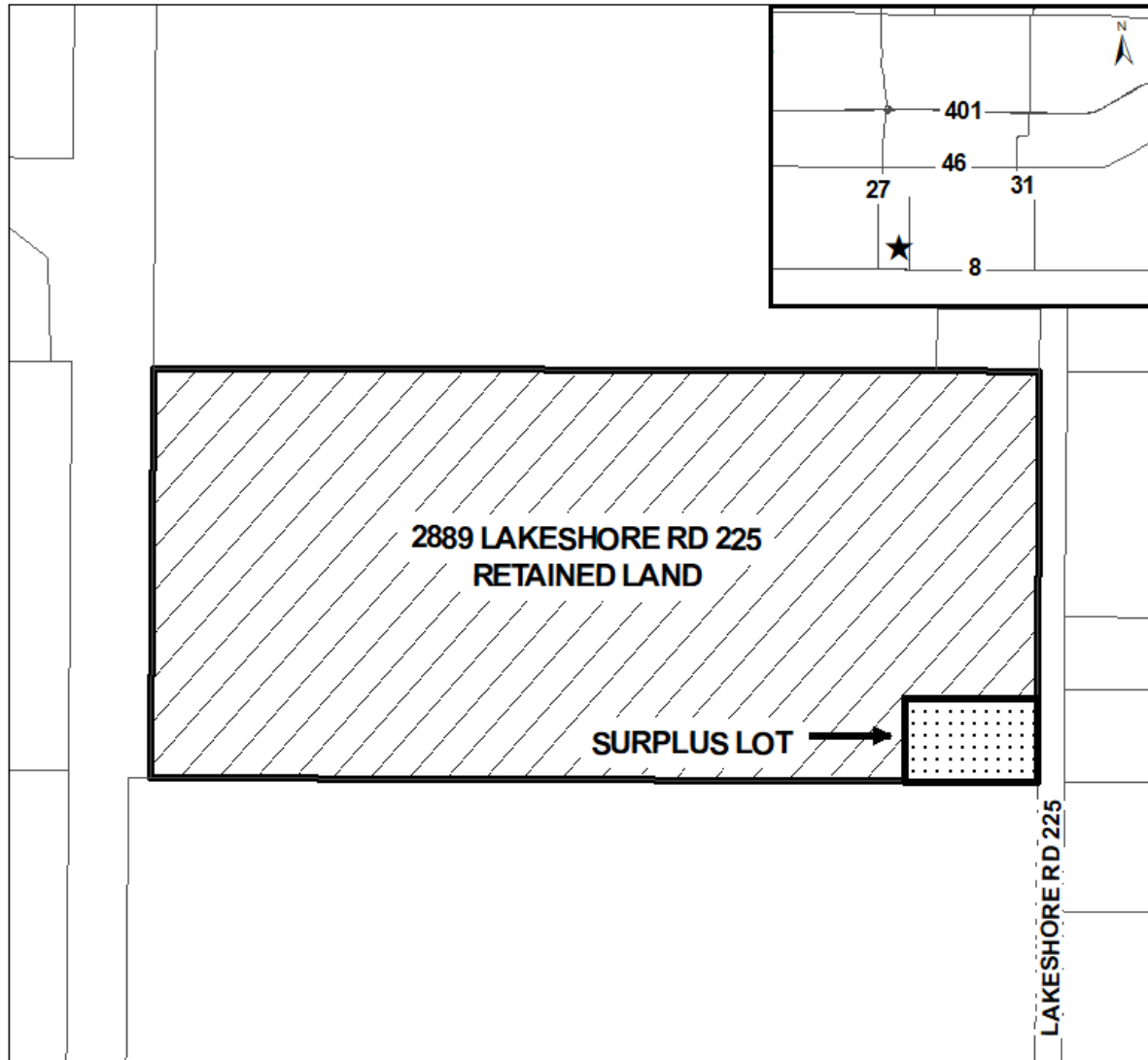
Document Title:	ZBA-17-2022 - 2889 Lakeshore Rd. 225 - Diemer - Renick - Surplus Rezoning.docx
Attachments:	- Appendix A - Key Map.pdf - Appendix B - ERCA Comments.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Ian Rawlings

Submitted by Kristina Brcic, Ryan Donally and Tammie Ryall

Approved by Krystal Kalbol, Justin Rousseau and Truper McBride





planning@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

April 18, 2023

Mr. Ian Rawlings

Corporation of the Municipality of Lakeshore
Community Planning, Planning Division
419 Notre Dame Street
Belle River, ON N0R 1A0

Dear Mr. Ian Rawlings:

RE: Zoning By-Law Amendment ZBA-17-2022 2889 LAKESHORE RD 225
ARN 375148000001100; PIN: 750220106
Applicant: DIEMER DAVID MICHAEL

The Municipality of Lakeshore has received an Application for Zoning By-Law Amendment for the subject property. A provisional consent (B-25-2022) was granted to sever a surplus dwelling lot from the farm parcel located at 2889 Lakeshore Rd 225. As a condition of consent, the applicants are required to rezone the retained farmland to prohibit residential dwellings, as required in the Lakeshore Official Plan and Provincial Policy Statement. The Zoning of the property will be amended from Agriculture (A) to an Agriculture Zone Exception 1 (A-1) to prohibit residential dwellings. The subject area to be rezoned is 19.31 ha in area with 243 m of frontage along Lakeshore Rd 225. The following is provided as a result of our review of Zoning By-Law Amendment ZBA-17-2022.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel partially falls within the regulated area of the Wilcox Drain. The property owner may be required to obtain a Permit and/or Clearance from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

FINAL RECOMMENDATION

ERCA has no objection to the Application for Zoning By-Law Amendment ZBA-17-2022.

Mr. Ian Rawlings
April 18, 2023

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Kathleen Schnekenburger
Resource Planner
/ks

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Kristina Brcic, Team Leader – Development Approvals

Date: May 8, 2023

Subject: Zoning By-law Amendment file ZBA-06-2023 at 6804 County Road 8 by 1000048386 Ontario Inc. - Lisa Aronne

Recommendation

Approve Zoning By-law Amendment Application ZBA-06-2023 to amend Zoning By-law 2-2012 for the lands known municipally as 6804 County Road 8, to permit a Group Home on the property and provide relief from the rear yard setback in accordance with the site plan provided; and

Direct the Clerk to read By-law 48-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The applicants of 6804 County Road 8 wish to develop the site into a Group Home and intend to construct an addition to the main building and parking lot in the front yard. The existing building was previously utilized as a place of worship. A small shed in the rear yard will be demolished. The current Minor Institutional (I2) zoning of the property does not permit the proposed Group Home use therefore, the applicants are applying for a site specific zoning by-law amendment. The proposed addition to the main building will require relief from the rear yard setback where the minimum setback is 7.5 m and the proposed is 5.7 m. However, the existing building has a rear yard setback of 4.4 m that is not currently recognized in the zoning by-law and both reduced setbacks will be established in the site-specific amendment. Per the applicants site plan drawing in Appendix B, all other aspects of the zoning by-law appear to be met. Following approval from Council for the zoning by-law amendment, the applicant will file an application for Site Plan Control.

Subject Land: 1,819.8m²
Existing Use – Institutional, former church site
Proposed Use – Group Home
Access — County Road 8
Services — municipal water, septic, storm drainage:
municipally owned and operated piped water supply

Surrounding Uses: North: Agricultural Lands
South: Agricultural Lands
East: Agricultural lands
West: Agricultural lands

Official Plan: Agricultural

Existing Zoning: Minor Institutional (I2)

Comments

Provincial Policy Statement (PPS)

The proposed zoning by-law amendment is consistent with the PPS in that the redevelopment and repurpose of the site and existing building will provide the group home residential services needed in the community.

Municipality of Lakeshore Official Plan

The subject property is designated Agricultural in the Lakeshore Official Plan and lies within the Limit of Regulated area. The application was circulated to the Lower Thames Valley Conservation Authority, which manages the lower reaches of the Thames River and its tributaries. The Group Home falls under Residential uses which are permitted within the Agriculture designation. Therefore, the application conforms to the land use policies of the Lakeshore Official Plan.

Zoning By-law

The subject property is currently zoned Minor Institutional (I2) in the Lakeshore Zoning By-law 2-2012, as amended. The existing main building on the site was previously used as a church however, the new owners, propose to redevelop the site and repurpose the existing building into a Group Home.

The Lakeshore Zoning By-law 2-2012, as amended, details the provisions that apply to a group home dwelling:

6.24 Group Home Dwelling

- a) The *group home dwelling* shall be permitted in a *dwelling*, where it is permitted by this By-law, and provided that it complies with the regulations of the zone within which the *group home dwelling* is located
- b) A *group home dwelling* shall comprise the sole *use* of the *dwelling*.
- c) Approval of a site-specific zone amendment shall be required to accommodate a *group home dwelling* for more than 6 persons, to a maximum of 10 persons (exclusive of supervisory or attendant staff).
- d) Any existing *group home dwelling* which satisfies Provincial standards of operation but which fails to comply with the requirements of this By-law in the date that this By-law comes into effect, will be allowed to continue in operation, but will not be permitted to increase its number of occupants (exclusive of

supervisory or attendant staff). Physical *building* expansion that otherwise complies with the provisions of this By-law shall be permitted.

The proposed building addition will allow for more bedrooms and increased amenity space. As the proposal is to accommodate between 6 to 10 persons, a rezoning is required, as per Section 6.24 c) of the Zoning By-law. It was determined that the existing building does not currently comply with 7.5 m minimum rear yard setback minimum for the existing building and the proposed building addition will also require rear yard setback relief. The site specific zoning amendment will reflect the 4.4 m rear yard setback of the existing building and the 5.7 m rear yard setback of the proposed building addition. All other aspects of the proposed site plan are in compliance with the zoning by-law.

The adequacy of the septic system will be reviewed at the site plan approval and building permit stage.

Others Consulted

The application was circulated to external and internal agencies and comments are included below:

The Lower Thames Valley Conservation Authority (LTVCA) does not have any objections to the application. Full comments are provided in Appendix C.

The County of Essex Engineering Division provided that the change of use requires the County to review a Traffic Brief and circulation to MTO since the property also fronts Highway 77, which will be completed during the site plan control process. The minimum setback from the centre of the County Road 8 to any buildings or structures is 85 feet. The County has requested a copy of the decision. Full comments are provided in Appendix D.

Notice was given to owners of the neighbouring properties within 120 m of the subject property as required under the provisions of the *Planning Act*. At the time of writing this report, no comments were received.

Financial Impacts

There are no adverse financial budget impacts resulting from the recommendation. New development will result in additional building permit revenue as well a potential increase in tax assessment.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-06-2023 (By-law 48-2023) as per the Recommendation section of this report.

Attachments

Appendix A – Location Map

Appendix B – Site Plan Drawing

Appendix C – LTVCA Comments

Appendix D – County Engineering Comments

Report Approval Details

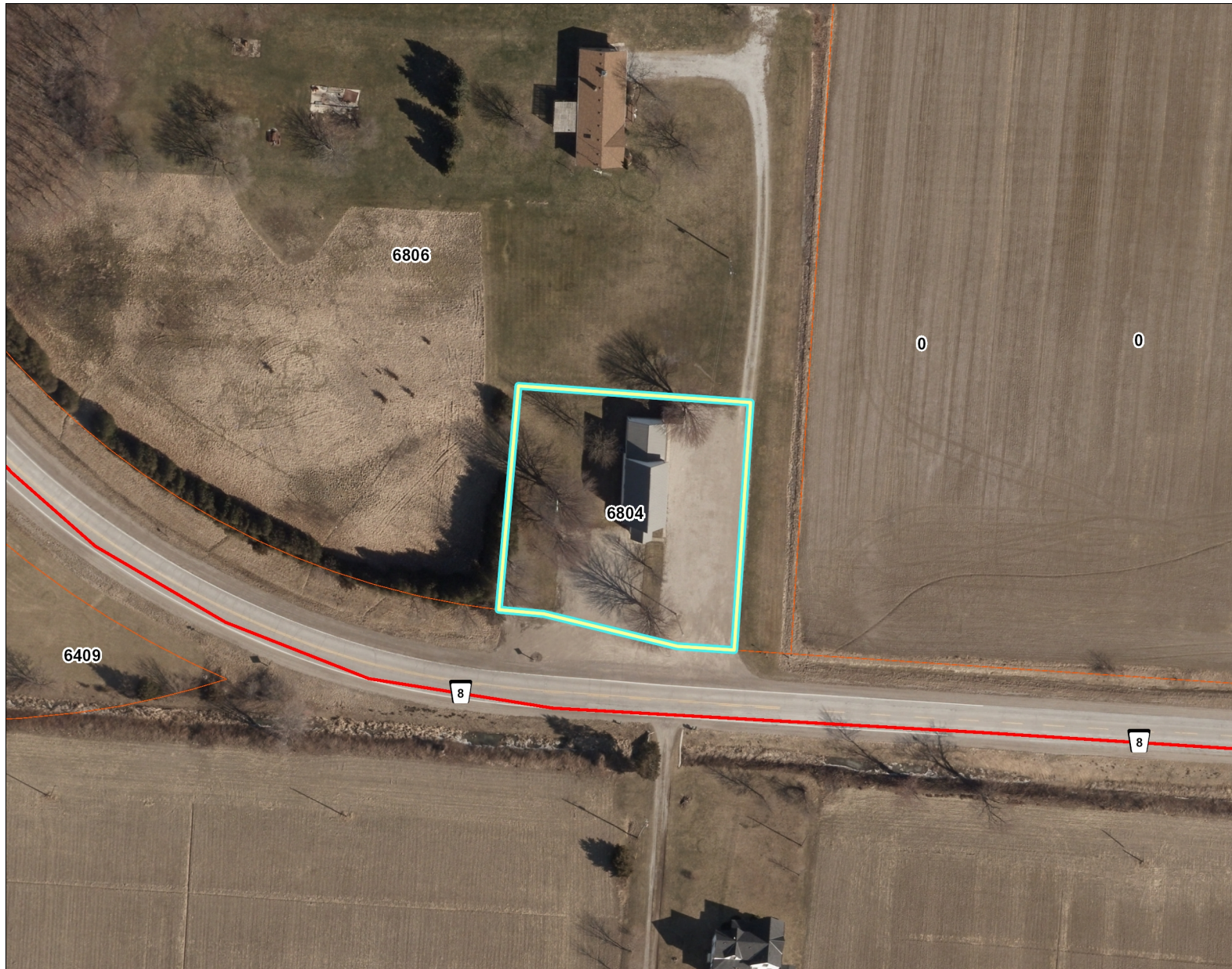
Document Title:	ZBA-06-2023 - 6804 Cty Rd. 8 - 1000048386 Ontario Inc. - Lisa Aronne.docx
Attachments:	<ul style="list-style-type: none">- Appendix A - Location Map.pdf- Appendix B - Site Plan Drawing.pdf- Appendix C - LTVCA Comments.pdf- Appendix D - County Engineering Comments.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Kristina Brcic

Submitted by Ryan Donally and Tammie Ryall

Approved by Krystal Kalbol, Justin Rousseau and Truper McBride



Legend

- Tax Parcel
- Address Label
- Street Centreline
- <all other values>
- CNTY
- LAK
- PRIV
- PROV

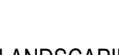

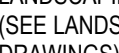


1: 1,206



Notes: 6804 County Rd 8

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION

[illegible]

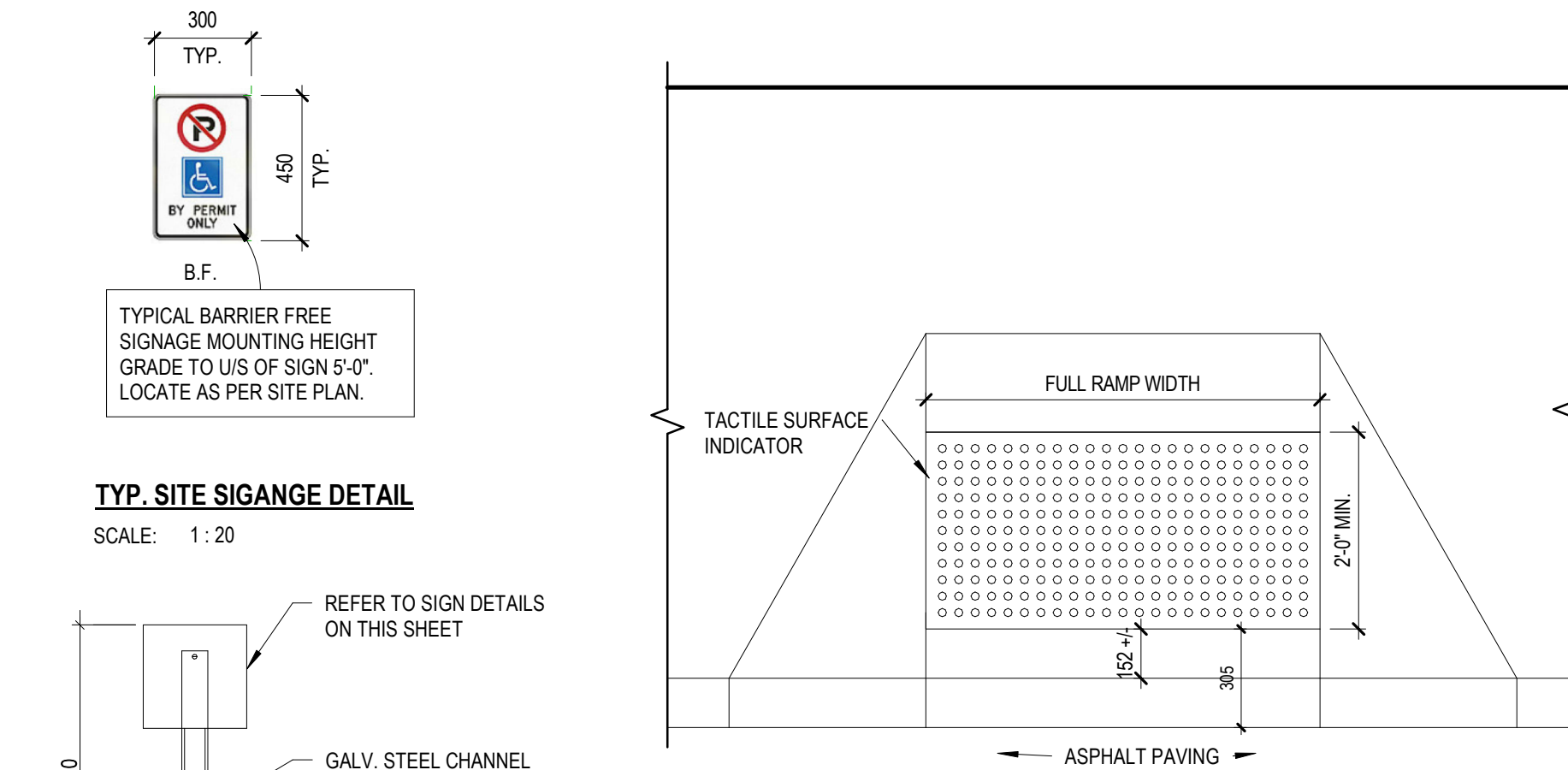
LEGEND		
	LANDSCAPING (SEE LANDSCAPE DRAWINGS)	
	CONCRETE SURFACE	
		
		

B.F. - "BARRIER FREE PARKING" SIGN
 F.R. - "FIRE-ROUTE - NO PARKING" SIGN
 B.D.O. - "BUS DROP OFF ZONE" SIGN
 S.S. - "STOP" SIGN

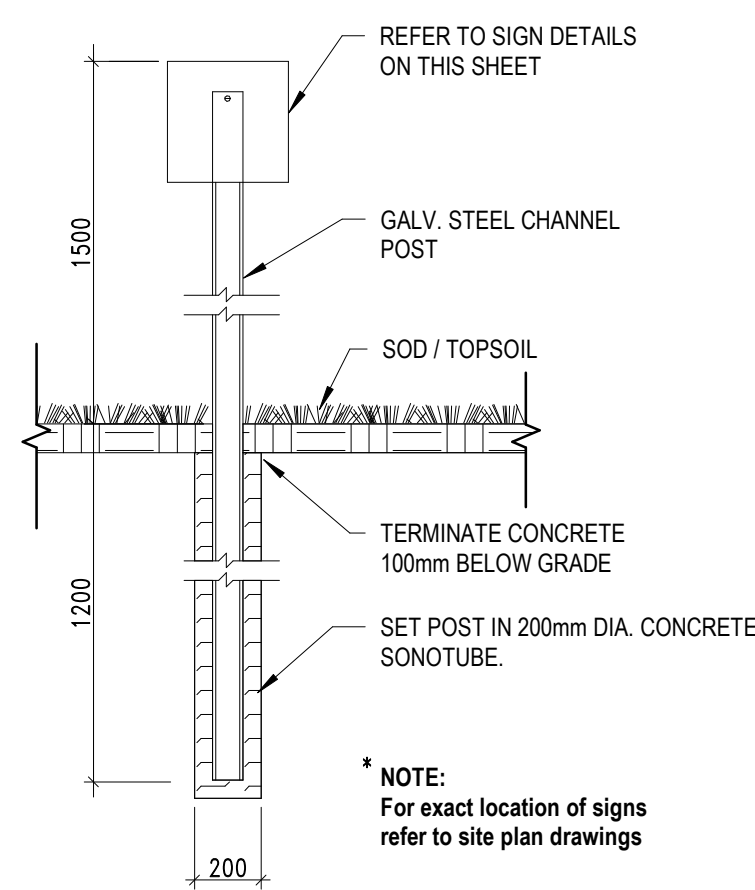
REFER TO PLAN FOR LOCATION OF ALL SIGNAGE
 (REVIEW w/ ARCHITECT PRIOR TO FINAL PLACEMENT)

NOTES:

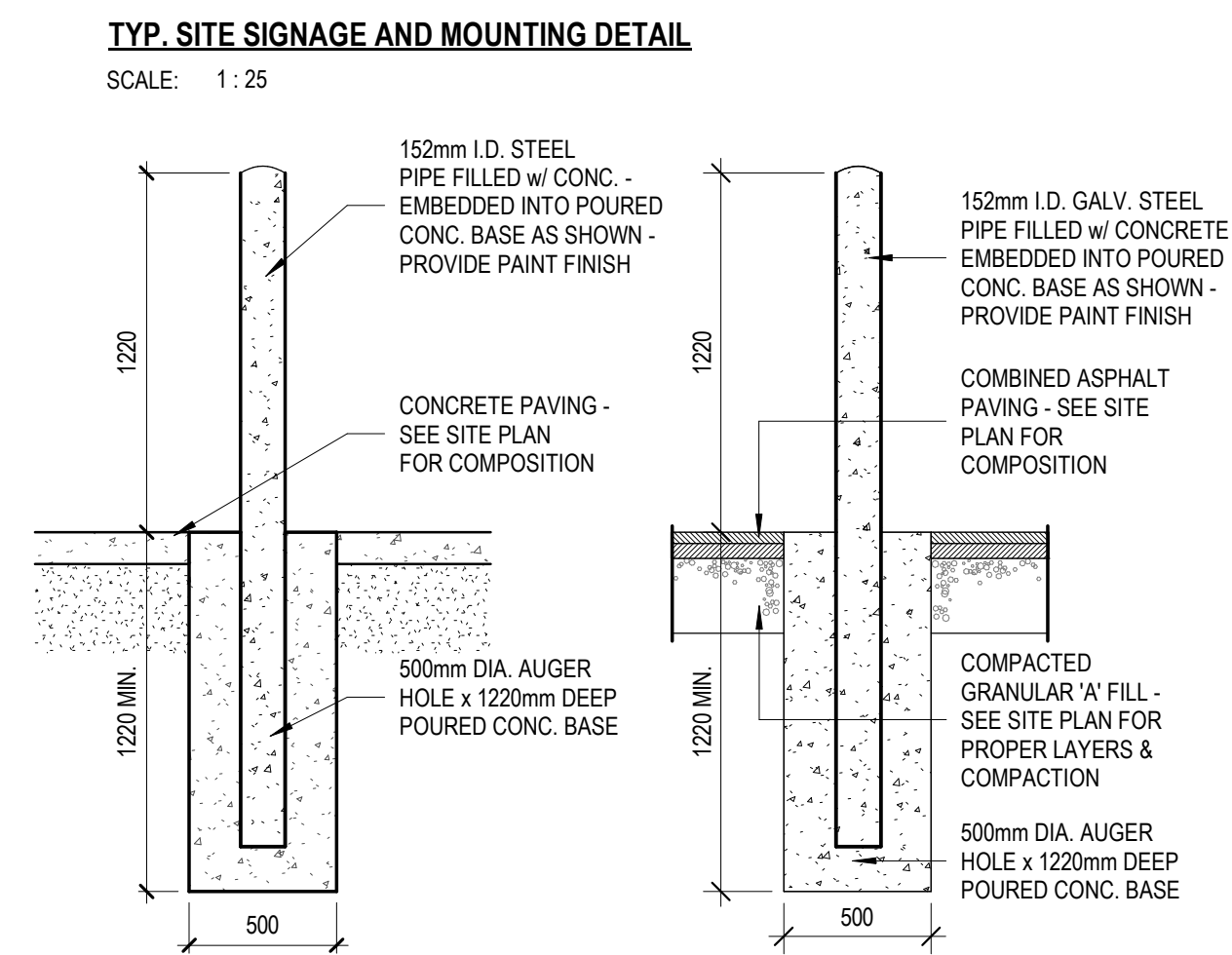
1. REFER TO CIVIL DRAWINGS FOR ALL PAVEMENT MATERIAL PROFILES AND BASE MATERIALS
2. REFER TO LANDSCAPE PLAN FOR LANDSCAPE INFORMATION.
3. REFER TO CIVIL DRAWINGS FOR ALL PROPOSED GRADES.
4. ALL CONCRETE APRONS AT EXTERIOR DOOR OPENINGS TO MEET FLUSH (BARRIER FREE).
5. PROVIDE BARRIER FREE CURB DROPS WHERE SIDEWALKS MEET ASPHALT PAVEMENT.



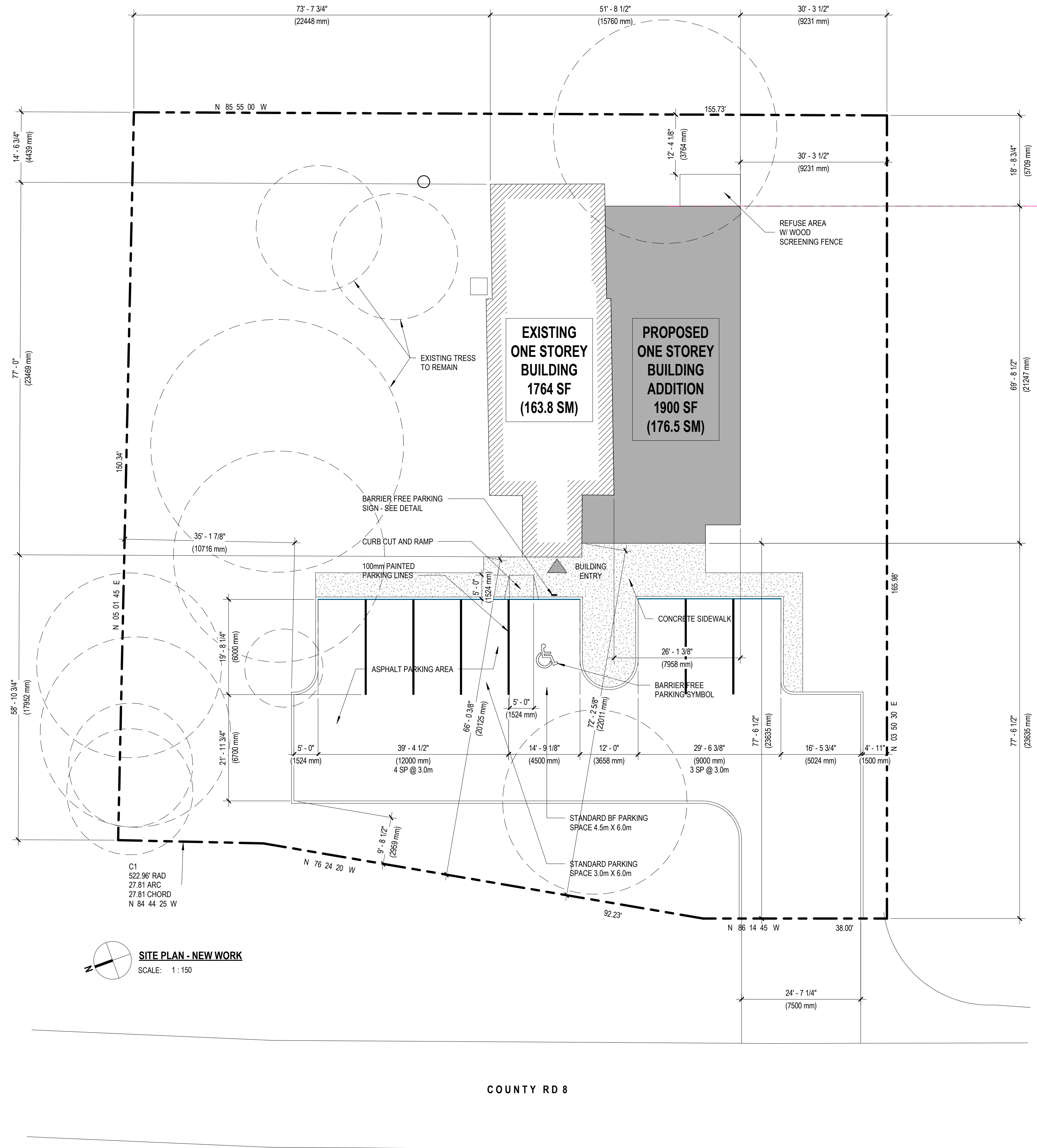
SCALE: 1 : 20



SCALE: 1 : 20



SCALE: 1 : 25



SCALE: 1 : 150

COUNTY RD 8

April 28, 2023

Town of Lakeshore
419 Notre Dame Street
Belle River, Ontario
NOR 1A0

Attn: **Kristina Brcic**

Re: **Zoning By-law Amendment (ZBA-06-2023)**
6804 County Road 8 (1000048386 Ontario Inc.)
Part Lot 6; Concession 11
Community of Tilbury (West)
Municipality of Lakeshore

Please be advised that the above-mentioned application has been reviewed by this office and staff have no objections to this proposal. The Conservation Authority is responsible for addressing the Natural Hazard Section of the Provincial Planning Policy Statement as well as the Conservation Authority's Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation, O. Reg. 152/06 under the Conservation Authorities Act. After reviewing our files and mapping, staff determined that the area is not subject to the Authority's regulations.

The lands are not subject to flooding of a general nature and therefore the flood proofing of structures on the property is not required. However, the flood proofing of structures for the purposes of prevention of flood damage from local drainage waters is always recommended.

Please be advised that the subject property is located in an Event Based Area [EBA] and an Intake Protection Zone [IPZ] as identified through the Lower Thames Valley Assessment Report in the Thames, Sydenham and Region Source Protection Region. For further information regarding this matter and how it may affect any proposed development please refer to the Thames, Sydenham and Region Source Protection website at www.sourcewaterprotection.on.ca.

I trust this is satisfactory, but if you should have any questions, or require more information, please call the office.

Yours truly



Connor Wilson
Planner



May 9, 2023

Kristina Brcic
Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N0R 1A0

Dear Ms. Brcic:

Re: Zoning By-law Amendment: ZBA-06-2023, 1000048386 Ontario Inc.

Please be advised that the County has reviewed the aforementioned application and the comments provide engineering-related related only. This application has not been reviewed from a planning perspective. The subject lands have frontage on County Road No. 8. The Applicant will be required to comply with the following County Road regulations:

Based on the change of land use, a Traffic Engineer to provide a Traffic Brief to the County. The brief to include the development's impact on County Rd 8 and road system.

The property also fronts Highway 77, MTO will be required to be circulated of the Zoning By-Law Amendment.

County By-Law Number 2481 – A By-Law to Provide for the Protection of Highways and to Provide for the Installation of Entrance Ways.

County By-Law Number 2480 – A By-Law of the Corporation of the County of Essex to Regulate the Location of Buildings and Structures on Land Adjacent to County Roads.

The minimum setback for any structures must be 85 feet from the centre of the original ROW of County Road No. 8. Permits are necessary for any changes to existing entrances and structures, or the construction of new entrances or structures.

We are requesting a copy of the Decision of the aforementioned application. Thank you for your assistance and cooperation in this matter.

519-776-6441
TTY 1-877-624-4832

360 Fairview Ave. W.
Essex, ON N8M 1Y6

countyofessex.ca

Should you require further information, please contact the undersigned by email at kbalallo@countyofessex.ca or by phone at extension 1564.

Regards,



Kristoffer Balallo
Engineering Technologist

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Kristina Brcic, Team Leader – Development Approvals

Date: May 8, 2023

Subject: Zoning By-law Amendment file ZBA-08-2023 at 1258 County Road 22 by Taras Natyshak (Owner) Denis Buj (Agent)

Recommendation

Approve Zoning By-law Amendment Application ZBA-08-2023 to amend Zoning By-law 2-2012 for the lands known municipally as 1258 County Road 22, to increase both the permitted home occupation floor area to 33% and the maximum parking spaces to 10; and

Direct the Clerk to read By-law 49-2023 during the Consideration of By-laws, all as presented at the May 30, 2023 Council meeting.

Background

The subject property, 1258 County Road 22, currently contains a single detached dwelling and two small outbuildings on the eastern side of the yard. The applicants wish to operate a Bed and Breakfast concurrently with a home occupation. The proposed home occupation will focus on health and wellness services in a group/class format. Due to the open concept design of the home and the space available within the house for studio space for group classes, the applicants have requested to increase the 25% floor area permitted for a home occupation to 33%. In addition, since there is additional space on the subject property, the owners request to increase the number of permitted off-street parking spaces for the home occupation from 3 to 10. As a result, application was made for a site-specific amendment to the R1 zone to recognize the 33% floor area and 10 parking spaces for a home occupation.

Subject Land: 8,079 m²
Existing Use – Residential
Proposed Use – include a Bed and Breakfast and Home Occupation to the residential use
Access — County Road 22
Services — municipal water, municipal sewage disposal, storm drainage: municipal

Surrounding Uses: North: Via Rail / Residential
South: County Rd 22 / Residential
East: Residential
West: Residential

Official Plan: Residential

Existing Zoning: Residential – Low Density (R1)

Comments

Provincial Policy Statement (PPS)

There are no issues of provincial or county significance raised by this proposed zoning by-law amendment.

Municipality of Lakeshore Official Plan

The subject property is designated Residential in the Lakeshore Official Plan. Bed and Breakfast establishments are permitted in the current Official Plan policy without a zoning by-law amendment, provided that all the required parking is accommodated on the same lot, and subject to criteria in the Zoning By-law.

Home occupations are also permitted in the Residential designation, in a dwelling, provided the use does not change the residential character of the building and lot, and residential remains the principal use. The use must be compatible with the surrounding residential uses, and sufficient parking must be available on site. The proposed increase in floor area and parking spaces for a home occupation conforms to the Lakeshore Official Plan policies as a home occupation is permitted in the Residential designation as long as it is compatible with surrounding land uses and does not alter the character of the building and lot.

Zoning By-law

The subject property is currently zoned Residential – Low Density (R1), in the Lakeshore Zoning By-law 2-2012, as amended. Both Home Occupation and Bed and Breakfast establishments are permitted in the R1 Zone, therefore complying to the Lakeshore Zoning By-law. Section 6.27 of the Zoning By-law outlines the specific regulations for a Home Occupation. Specifically, the maximum permitted floor area is 25% and the maximum designated parking spaces is 3. The applicant has proposed to utilize 33% of the floor space within the existing single-detached dwelling due to the open floor layout and size of the dwelling.

As a result of the size of the dwelling and lot, the applicants believe they can accommodate additional persons for the health and wellness group classes, therefore, they have requested to increase the parking to 10 spaces. Ample space on the property remains for the Bed and Breakfast and Residential uses. The Site Plan Drawing the applicant provided in Appendix B identifies the parking spaces on the site. All other provisions of the zoning by-law appear to be met.

Others Consulted

Notice was given to neighboring owners within 120 m of the subject property as required under the provisions of the *Planning Act*. At the time of writing this report, no comments were received.

The Essex Region Conservation Authority (ERCA) does not have any objections. The property owner will be required to obtain a Permit from ERCA prior to any construction or site alteration or other activities affected by Section 28 of the Conservation Authorities Act. Full comments are provided in Appendix C.

County of Essex Engineering provided Engineering comments that do not currently apply to the proposed zoning by-law amendment since site construction of new buildings or entrances is not proposed. Full comments are provided in Appendix D.

Lakeshore engineering has no objections to the proposal.

Financial Impacts

There are no financial impacts as a result of the proposed zoning by-law amendment.

Conclusion

Based on the foregoing, Administration recommends that Council approve ZBA-08-2023 (By-law 49-2023) as per the Recommendation section of this report.

Attachments

Appendix A – Location Map

Appendix B – Site Plan Drawing

Appendix C – ERCA Comments

Appendix D – County Engineering Comments

Report Approval Details

Document Title:	ZBA-08-2023 - 1258 Cty Rd 22 - Taras Natyshak - Denis Buj.docx
Attachments:	<ul style="list-style-type: none">- Appendix A - Location Map.pdf- Appendix B - Site Plan Drawing.pdf- Appendix C - ERCA Comments.pdf- Appendix D - County Engineering Comments.pdf
Final Approval Date:	May 25, 2023









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

Prepared by Kristina Brcic

Submitted by Ryan Donally and Tammie Ryall

Approved by Krystal Kalbol, Justin Rousseau and Truper McBride



-  Tax Parcel
 Address Label
 WorkingParcel
 Street Centreline
 <all other values>
 CNTY
 LAK
 PRIV
 PROV

1: 2,055



Notes: 1258 County Rd 22

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION



R1-15
STEVENSON G&L
TRANSPORT COMPANY

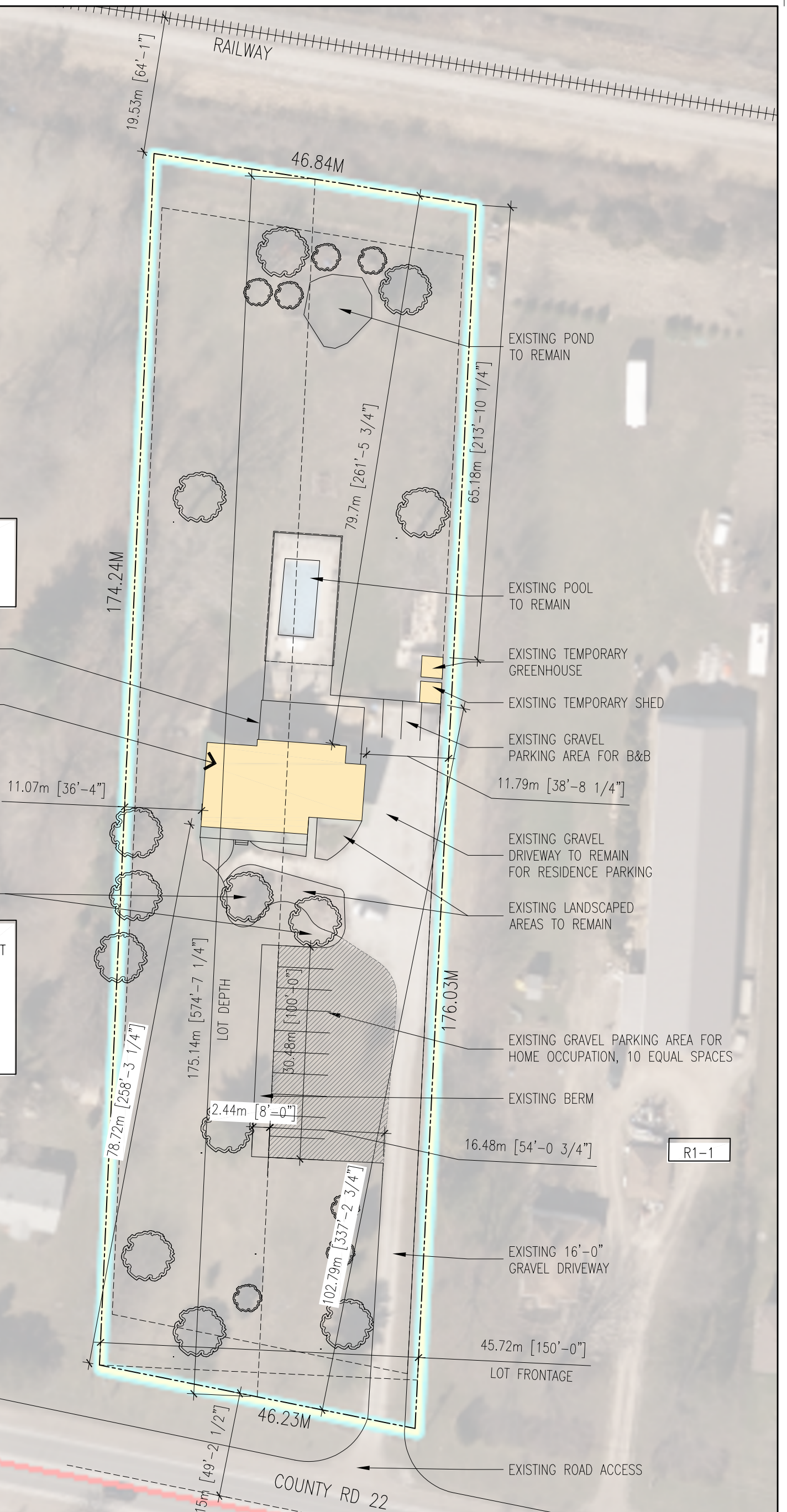
EXISTING RESIDENCE
BUILDING AREA: 2,880FT²
BASEMENT AREA: 2,327FT²
FIRST FLOOR: 2,090FT²
SECOND FLOOR: 1,895FT²

EXISTING REAR
DECK TO REMAIN

EXISTING SINGLE
FAMILY DWELLING UNIT
ZONED R1

PROPOSED PARKING:
SINGLE FAMILY DWELLING UNIT
= 2 SPACES
SLEEPING ROOMS
= 3 SPACES
HOME OCCUPATION
= 10 SPACES
TOTAL PROPOSED
= 15 SPACES

R1-1

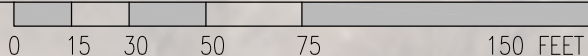


R1-1



SITE PLAN

SCALE : 1" = 50'-0"





planning@erca.org

P.519.776.5209

F.519.776.8688

360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

May 03, 2023

Ms. Kristina Brcic

Team Leader - Development Approvals, Community Planning
419 Notre Dame St
Belle River ON
N0R1A0

Dear Ms. Kristina Brcic:

RE: Zoning By-Law Amendment ZBA-08-2023 1258 COUNTY RD 22
ARN 375119000042900; PIN: 750040438
Applicant: Taras & Jen Natyshak

The Municipality of Lakeshore has received an Application for Zoning By-Law Amendment for the subject property.

The subject property currently contains a single family dwelling and two small outbuildings on the eastern side of the yard. The applicants wish to operate a bed and breakfast concurrently with a home occupation. The proposed home occupation will focus on health and wellness services in a group/ class format. Due to the open concept design of the home and the space available within the house for studio space for group classes, the applicants have requested to increase the 25% floor area permitted for a home occupation to 33%. In addition, since there is plenty of space on the subject property the owners request to increase the number of permitted offstreet parking spaces for the home occupation from 3 to 10. As a result, application was made for a site-specific amendment to the R1 zone to recognize the 33% floor area and 10 parking spaces for a home occupation.

The following is provided as a result of our review of Zoning By-Law Amendment ZBA-08-2023.

DELEGATED RESPONSIBILITY TO REPRESENT THE PROVINCIAL INTEREST IN NATURAL HAZARDS (PPS) AND REGULATORY RESPONSIBILITIES OF THE CONSERVATION AUTHORITIES ACT

The following comments reflect our role as representing the provincial interest in natural hazards as outlined by Section 3.1 of the Provincial Policy Statement of the *Planning Act* as well as our regulatory role as defined by Section 28 of the *Conservation Authorities Act*.

Ms. Kristina Brcic
May 03, 2023

The above noted lands are subject to our Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation under the *Conservation Authorities Act* (Ontario Regulation No. 158/06). The parcel falls within the regulated area of Lake St. Clair and the Trudell Drain. The property owner will be required to obtain a Permit from the Essex Region Conservation Authority prior to any construction or site alteration or other activities affected by Section 28 of the *Conservation Authorities Act*.

FINAL RECOMMENDATION

ERCA has no objection to Zoning By-Law Amendment ZBA-08-2023.

If you have any questions or require any additional information, please contact the undersigned.

Sincerely,



Kathleen Schnekenburger
Resource Planner
/ks



May 9, 2023

Kristina Brcic
Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N0R 1A0

Dear Ms. Brcic:

Re: Zoning By-law Amendment: ZBA-08-2023, Taras & Jen Natyshak

Please be advised that the County Infrastructure Services has reviewed the aforementioned application pertaining to an Official Plan Amendment & Zoning By-law Amendment. The comments provided are engineering-related only and this application has not been reviewed from a planning perspective.

The subject lands have frontage on County Road No. 22. This road was formerly King's Highway 2 until it was downloaded to the County of Essex. Therefore, setback and entrance requirements will be as per MTO corridor control procedures.

Based on the change of land use, a Traffic Engineer to provide a Traffic Assessment Memo to the County. The memo to include the development's impact on County Rd 22 and road system.

Fronting County Road 22, permits are necessary for any changes to existing entrances and structures, or the construction of new structures and entrances. Any additional works within the right-of-way will require permits and/or approvals.

Should you require further information, please contact the undersigned by email at kbalallo@countyofessex.ca or by phone at extension 1564.

Regards,

Kristoffer Balallo
Engineering Technologist

519-776-6441
TTY 1-877-624-4832

360 Fairview Ave. W.
Essex, ON N8M 1Y6

countyofessex.ca

Municipality of Lakeshore – Report to Council

Finance & Technology

Accounting & Revenue



To: Mayor & Members of Council

From: Justin Rousseau, Corporate Leader – Chief Financial Officer
Kate Rowe, Division Leader - Accounting and Revenue

Date: February 22, 2023

Subject: 2021 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2021 Parkland Dedication Reserve Statement

Recommendation

The Audited Consolidated Financial Statements for the year ended December 31, 2021, be approved;

The Audit Findings Report of KPMG for the year ended December 31, 2021, be received;

Administration be authorized to post the 2021 Consolidated Financial Statements on the Municipality of Lakeshore website;

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2021, be received;

The Development Charges Reserve Funds Statement, for the year ended December 31, 2021, be received; and,

The Parkland Dedication Reserve Statement, for the year ended December 31, 2021, be received.

Background

The *Municipal Act, 2001* requires that all municipalities undertake an annual audit of their accounts and that the external auditors express an opinion on the Consolidated Financial Statements (Statements) based on the audit (Section 296); and that the audited financial statements of the municipality for the previous year be published (Section 294).

The *Development Charges (DC) Act*, section 43(1), requires the Treasurer of the municipality to annually provide Council with a statement about each Reserve Fund

established under the Act. Ontario Regulation 82/98, paragraphs 12 and 13 indicate the information to be included in the report.

The *Building Code Act*, subsection 7(4) requires that an annual Statement of Revenue and Expenses and Accumulated Net Revenue (Expense) be completed. Ontario Regulation 332/12 (Building Code) Division C, Section 1.9.1.1 Annual Report, outlines the information to be included in the report.

The *Planning Act* has annual report provisions for disclosure of Parkland Dedications. This is a requirement under Section 42 of the Planning Act, resulting from the proclamation of the Smart Growth for Our Communities Act (Bill 73).

Under Section 42 of the *Planning Act* a municipality may require, as a condition of development, that land be conveyed to the municipality for park or other public recreational purposes. Alternatively, the Council may require a payment-in-lieu to the value of the land otherwise required to be conveyed. Those funds must be held in a special account (reserve fund), allocated interest income and spent only for the acquisition of land to be used for park or other recreational purposes including the erection, improvement or repair of buildings and the acquisition of machinery

Comments

In accordance with these legislative requirements outlined above, this report transmits the following statements for the year ended December 31, 2021:

1. 2021 Consolidated Financial Statements (audited) (Attachment A),
2. Development Charge Reserve Funds Statement (Attachment B),
3. Statement of Revenue and Expenses and Accumulated Net Expense for Building Services (Attachment C), and
4. Parkland Dedication Reserve Statement (Chart Below).

In addition, it transmits KPMG's Audit Findings Report (AFR) (Attachment D).

The 2021 Consolidated Financial Statements (attached in draft) are prepared in accordance with Canadian generally accepted accounting principles for governments, as recommended by the Public Sector Accounting Board (PSAB) and are a snapshot of the Municipality's financial position and performance that provides important information to financial institutions and the public.

These statements are prepared on an accrual basis of accounting; as such they differ from the figures presented in the cash-based budget for the determination of the municipal tax levy. The main reasons they differ include accounting treatment of amortization, inter-company transfers, principal and interest (P&I) payments and capital financing.

Together with management reporting on actual performance against budget (variance reports), these Statements provide a good picture of the financial state of affairs of the Municipality of Lakeshore.

KPMG's Audit Findings Report provides an overview of the 2021 year-end audit process and assists in the review of the results of the audit of the Consolidated Financial Statements of the Municipality.

It should be noted that there are no material misstatements of note in the audit finding report.

The Development Charge (DC) Reserve Fund Statement is part of the year-end financial accounting process, resulting in the statement as outlined in Attachment B.

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2021 (Attachment C) outlines the financial results as well as continuity for the building operations and capital reserve funds. The 2021 actual figures include allocated overhead costs (indirect) for building services and exclude costs not related to Building Code Act operations.

Adjustments

Administration spent a considerable amount of time reviewing the audit working papers for the 2021 year-end as several accounts had insufficient audit evidence to substantiate the balances on numerous accrued liabilities and or booked accounts receivable. The 2021 Audit was also built for the first time in a complete audit package in a paperless format which the auditors prefer vs several piecemeal excel files for audit evidence.

During the process of detailed review and tying accounts back to source documents a significant amount of audit adjustments were required and a lack of business process around financial reporting was discovered in many areas of the organization.

The tables below show a list of adjustments made as a result of the financial review by Administration and includes the reason for which they were required.

Lakeshore has always received unqualified audit opinions meaning that no material misstatements exist in the financial statements. Materiality for the statements in Lakeshore is viewed as \$1,290,000 in 2020. That means there is a tolerance for presentation errors of this amount in the financial statements.

During the audit preparation work for 2021 several adjustments which have a total impact of \$172,492 (\$881,366 of recoveries and \$1,053,860 of expenses) have been

made and adjusted. Many of these issues date back several years and some as far back as 15-20 years and some are from pre-amalgamation. These amounts have been posted to the miscellaneous expense and revenue.

The following is a summary table of the adjustments made by management:

Reason	Amount
To record interest on late 2021 payroll Source Deductions	\$24,000
To record interest on late 2020 payroll Source Deductions	\$24,000
To fix reserves and equity close-out carryforward errors since 2016	\$457,789
To correct unrecoverable drainage and drain grants and sanitary connection from prior to 2016	\$402,837
To record interest on late 2021 HST filings	\$6,000
HST adjustment for non-collectable HST findings from Audit in 2019	\$139,209
Total Expenses	\$1,053,860

Reason	Amount
Greenshield refund of premiums from 2019 & 2020 not recorded to proper accounts	\$199,063
Unclaimed debentures from 1980s-1990s	\$33,444
HST carryforward issues 2016-2020 including interest and penalties	\$118,685
Unclaimed stale dated cheques on bank reconciliations from 2015-2021	\$39,853

Activenet and P2P revenue posting period errors	\$135,399
Various capital project Hold Backs and developer deposit adjustments dating back to early 2000s	\$82,090
Adjustment for fund surplus allocation error from unbalanced computer program error	\$272,832
Total Revenue	\$881,366

These items are below the level of a material misstatement for audit purposes which would have not been of concern to the external auditors. However, it is important to identify these items (as it does not appear that they were identified in the past), adjust for them, and report them to Council as the governing body of the organization.

In addition, while doing a detailed review of reserves and the Municipality's development charge tracking and compliance with legislation it was determined that for several years, the municipality was tracking a significant amount of 'due to', and 'due from' Development Charges reserves for capital projects that dated back as far as 2008. This is permissible under the *Development Charges Act* however interest on these must be paid. Many of these projects were funded in one of two ways either back by development charge-supported debt payments or tracked as an amount due back to the reserves of the municipality.

At the end of 2020 there were \$30,454,502 in Development Charge approved projects of which 15,445,428 were tied to long-term debt which means a significant amount of the Development Charges could be used to reduce the amounts financed by another municipal reserve. These projects are Development charge eligible and as such can be moved from the restricted development charge reserve back to the other reserves of the municipality. This, however, was never done even as Development charges were collected.

Administration made adjustments to the 2021 Development Charges so that the only remaining 'due to' and 'due from' amounts are tied to the existing long-term debt related to the DC-eligible projects in a total of \$15,905,696. This has also created a draw of 14,548,806 and an additional adjustment to capital reserves of \$11,874,157.

This significant reclassification between the Development Charge Reserve and other reserve funds is consistent with best practice and shows the true balance of growth-related funds for the municipality. Prior to this adjustment, development charges were overstated and reserves were understated. This may have led to assumptions in

financial studies done in the past being incorrect and possible funding decisions being imprecise and could affect future financial funding models.

It is important to note that regarding wastewater and the expansion of the Dennis St. Pierre Treatment Plant, there is very little in the way of adjustment to wastewater development charges.

Council has made significant investments in improving the service level and staffing in the Department of Finance, however, the report does outline a number of risk areas and business processes and internal control weaknesses that need to be addressed for finance to reach a more mature state of business support and advisement. It is anticipated that the year-end for 2022 will also be delayed due to resources and commitments of time to rectify the issues with the payroll system. However, once approved, staffing and better business process are in place it is expected to stabilize.

Others Consulted

KPMG- Cynthia Swift- Partner

Financial Impacts

Highlights of the **2021 Consolidated Financial Statements** (Attachment A) include the following:

i) Overview of the Consolidated Statement of Financial Position compared with the prior year:

- Cash has increased by \$13.4 million (15%) Due to positive swings in cash flow management as well as increases in holding of Development Charges, Provincial Grants and Encumbrance Funds for Capital Projects; all of which are held in reserves and reserve funds.
- Taxes receivable has decreased by 0.7 million (21%). The decrease is a result of property tax arrears being collected within 2 years. This is a positive trend based on increased collection efforts by the municipality.

Administration regularly reviews the tax arrears status of properties and continues to work with residents to reduce their arrears and to avoid future arrears through registration in the pre-authorized payment program.

- Trade and other receivables have experienced a decrease of \$0.35 million (9%).
- Water receivables and unbilled revenue have decreased by \$0.4 million (11%) as water consumption levels rose in 2020 due to the pandemic as more and more

people were working from home which added to water volumes in 2020 and seemed to stabilize back to normal by end of 2021.

- Drainage receivables and other Drainage recoverable Increased by \$1.35 million (61%) reflecting amounts due from landowners for new drainage construction projects in progress at yearend and drain maintenance works during the year. There was a significant backlog of drainage billing due to the resourcing issues at year-end 2021.
- Investment reflects the own debentures of the municipality A breakdown of the investment is provided in Note 2 to the Consolidated Financial Statements.
- Short-term loans increased by \$0.02 million (2%) resulting from borrowing on temporary loans for the construction of municipal drains.
- Accounts payable and accrued liabilities have decreased by \$1.4 million (16%) primarily due to fewer large construction payments being due at the end of 2021.
- Deposits for building and planning applications increased by \$0.1 million (7%) as there are several significant developments with planning deposits in 2021.
- The balance of deferred revenue decreased by \$4.9 million (23%) to \$16.5 million. These funds are held as obligatory reserve funds, for a prescribed purpose, and consist of the Development Charges Reserve Funds, Federal Gas Tax Reserve Fund, Provincial Grant (OCIF) Reserve Fund and Others. The decrease is a result of an adjustment for development charge-supported projects which had been internally financed by the municipalities reserves accounts. Schedule 2 to the Consolidated Financial Statements provides a summary of the transactions during the year.
- Accrued interest on long-term debt had a decrease of \$0.02M (11%) due to a reduction of loan holdings that require accrued interest calculations.
- Municipal debt decreased by \$2.5 million (9%) to \$24.7 million. The decrease resulted from the annual loan repayment. A breakdown of long-term debt is provided in Note 6 to the Consolidated Financial Statements.
- Employee future benefit obligations have decreased by \$0.03 million this was because of a decrease in cost escalation of \$0.03 million for the municipality's total employee future benefit costs in 2021. In 2022 we will move to calculations based on full actuarial assumptions. The municipalities will contribute to the actuarial liability on a cash basis as actual payments are required. The actuarial valuation/projection considers post-retirement life insurance for members, and corporate obligations for post-retirement health insurance and post-retirement

dental insurance. A breakdown of the various components of the employee's future benefit obligations is provided in Note 8 to the Consolidated Financial Statements.

- Accumulated sick leave, as well as landfill closure cost liabilities, saw very little change from 2020.
- Tangible Capital Assets (TCA) at the end of the year have a net book value of \$352 million, an increase of \$0.9 million (1%). The municipality and developers made a net investment of \$9.9 million in capital assets during the year which largely consisted of asset renewals and improvements for roads, water and wastewater infrastructure. The change to the net book value of TCA includes the annual amortization of the capital assets in the amount of \$9.4 million. The amortization represents the proportionate cost of the assets used up as of 2021, based on their estimated useful life. Schedule 1 of the Consolidated Financial Statements details the activity during the year.
- Inventory of supplies had very little change from 2020
- Prepaid expenses decreased by \$0.05 million (68%) in 2021 and the main decrease is due to the timing of payment on software licencing and prepaid amounts for the disposal contract in 2020.
- The Accumulated Surplus summarizes the municipality's consolidated equity which identifies the financial position, including TCAs and financial resources of the Municipality. Included in determining the surplus are several expenses mandated by PSAB for financial reporting purposes, for example, employee future benefits, accrued interest on long-term debt, TCA amortization and accrued receivables and payables. Schedule 4 of the Consolidated Financial Statements details the components of the Accumulated Surplus, which indicates the municipality's assets outweigh the municipalities liabilities by \$403.6 million, an increase of \$13.8 million (4%).
- Reserves and Reserve Funds balances have Increased by \$23 million (37%), as disclosed within the Accumulated Surplus position. The main cause for this is the adjustment noted above between Development charges and the reserves. The details of the Reserves and Reserve Funds can be found in Schedule 3 to the Consolidated Financial Statements, which is the schedule that provides Reserves and Reserve Funds continuity and balances at year-end.

ii) Review of Statement of Financial Activities compared with the prior year:

As noted above, the figures disclosed in the Consolidated Financial Statements are based on the accrual basis of accounting, in accordance with PSAB reporting requirements. As such the revenue and expense amounts reported do not reflect the results reported in relation to the municipalities annual cash-based budget.

Revenues:

- Taxation, which includes property taxes and user fees, increased by \$1.7 million (5%) based on the fiscal levy increase, the net impact of in-year assessment changes and increased supplementary tax revenue from new housing, which all account for \$1.7 million.
- Wastewater charges increased by \$0.3 million (5%). The increase reflects the net impact of 2021 wastewater rates applied to a decreased flow volume.
- Water charges increased by \$0.5 million (6%) resulting from applying 2021 water rates against decreased water usage volume, and fees based on an increase in demand for new water service connections.
- Recreation Revenue decreased by \$0.16 million (10%) resulting from the loss in revenue due to the closure forced by the pandemic which still impacted 2021 results.
- Government transfers and Other Revenue increases of \$0.2 Million as grant funding remained consistent from the prior year.
- Deferred Revenue earned is up by \$13.2 million (521%) as more capital projects are funded with Development charges and a reconciliation of past projects that were development charge supported but financed with internal reserves has been completed and adjusted for in fiscal 2021.
- Loss on disposal of tangible capital assets of \$0.9 million is the calculated accounting loss from the sale of full-expired assets. As well as a reclassification of \$1.2 million due to the realignment of reporting classifications in the TCA inventory.

Expenses:

In accordance with PSAB reporting requirements, capital expenditures and principal repayments for long-term debt are removed and amortization expenses are included in the total expenses reported in the Consolidated Financial Statements.

- General government expenses increased by approximately \$1.8 million (39%) primarily due to increases in actuals cost of salaries and benefits and insurance premiums cost charged to the taxations budget centre.
- Protection of persons & property expenses Increased by \$0.3 million (4%). This increase is due to increased costs in the OPP contract and Fire cost increases as well.

- Transportation services expenses decreased by \$.3 million (4%) resulting from an increase in transportation capital expenditures in 2021 over 2020 amounts.
- Environmental Services expenses decreased by \$0.16 million (1%) due to fewer capital expenses in 2021 vs 2020. As well as some cost increases in operating costs in 2021.
- Recreation and Cultural Services expenses decreased by \$.7 million (10%) resulting from a decrease in wages and benefits cost. Which was a result of COVID-19
- Planning and Development expenses decreased by \$0.3 million (26%) primarily due to staffing cost changes from year to year and realignment of reporting structure for the organization.

The Annual Surplus of \$25.7 million in 2021 (\$26.2 million in 2020) resulted from the items as outlined above; the surplus includes adjustments based on the consolidation of equity in Union Water and mandatory PSAB reporting requirements which include the recognition of grants revenue as received in the year. As a result of these adjustments, the accrual-based annual surplus reported in the Statements is not comparable to the cash-based budget surplus/deficit reported to the Council.

Highlights of the **2021 Development Charge Reserve Funds Statement** (Attachment B):

- Development Charges of \$6.1 million were collected in 2021.
- Interest income of \$0.03 million was earned on the investment in the reserve fund.
- A withdrawal of \$14.54 million was made to adjust for the cost of the DC-eligible loan payment and adjustments and eligible capital projects that had been internally funded by other municipal reserves.

Highlights of the **2021 Statement of Revenue and Expenses and Accumulated Net Expense for Building Services** (Attachment C) include the following:

This statement outlines the financial results as well as the continuity of building operations and capital reserve funds.

The 2021 actual figures include allocated overhead costs (indirect) and actual costs for delivery of building services under the Building Code Act.

The statement shows that 2021 resulted in a net deficit of \$19,875, decreasing the accumulated surplus reflected in the Building Services – Operations reserve fund. The net balance of the Building Services reserve funds, equal to the accumulated net surplus, totals \$2 million at the end of 2021. It is expected that accumulated surpluses or accumulated expenses will occur over time based on fluctuations in development activity.

Any future surpluses from building services will be transferred to draw down on the accumulated expense, and Administration will continue to monitor and provide recommendations with respect to building services fee adjustments and expense containment, as appropriate.

2021 Parkland Dedication Reporting

Chart 1 - 2021 Treasurer's Statement - Parkland Dedication Reserve Fund, shown below, outlines the Parkland Dedication activity for the year ended December 31, 2021. Total cash-in-lieu collections were \$206,602 in 2021.

Parkland Dedication Reserve Funds spent on capital projects totalled \$Nil for 2021.

**Municipality of Lakeshore
 Treasurer Statement under Section 42 of the Planning Act
 For the Year Ended December 31, 2021**

Parkland Dedication		
Opening Balance		\$380,774
Contributions	\$206,602	
Interest	\$ 1,148	
Total Funds Available		\$588,524
Less: Capital Projects	\$Nil	
Closing Balance		\$588,524

Financial Information Reporting

Municipalities are also required to complete their audit and file their Annual Information Return. Section 294 (1) of the Municipal Act states that ***the treasurer of a municipality shall in each year provide the Minister with a return containing information designated by the Minister with respect to the financial affairs of the municipality.*** This takes the form of the annual Financial Information Return (FIR). Municipalities must submit FIRs annually to the Ministry of Municipal Affairs and Housing by May 31.

OMPF and Grant Funding can be impacted if the FIR is not filed by September 30th of the following year. In December of 2022 Grant funding was reduced temporarily until the FIR was filed in January of 2023. The Municipality of Lakeshore has historically been late in filing the FIR and Administration has implemented significant process improvements and Council has approved additional staffing to mitigate these concerns moving forward.

Year	Financial Statements Filed	FIR Filed
2021	5/10/2023	1/30/2023
2020	3/15/2022	12/16/2021
2019	12/8/2020	10/30/2020
2018	8/14/2019	8/20/2019
2017	10/9/2018	9/19/2018

Attachments

- 2021 Consolidated Financial Statements (audited) (Attachment A),
- Development Charge Reserve Funds Statement (Attachment B),
- Statement of Revenue and Expenses and Accumulated Net Expense for Building Services (Attachment C), and
- KPMG's Audit Findings Report (AFR) (Attachment D)

Report Approval Details

Document Title:	2021 Year End Reporting Audited Consolidated Financial Statements.docx
Attachments:	- Appendix A - 2021 Consolidated Financial Statements.pdf - 2021 - DC Reserve Fund Reporting.pdf - 2021 Building Services Statement.pdf - Lakeshore AFR 2021.pdf
Final Approval Date:	May 25, 2023

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

Prepared by Justin Rousseau and Kate Rowe

Approved by Truper McBride

DRAFT

Consolidated Financial Statements of

**THE CORPORATION OF THE
MUNICIPALITY OF LAKESHORE**

And Independent Auditors' Report thereon

Year ended December 31, 2021

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Financial Statements

Year ended December 31, 2021

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INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of the Corporation of the Municipality of Lakeshore

Opinion

We have audited the consolidated financial statements of the Corporation of the Municipality of Lakeshore (the Municipality), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipality as at December 31, 2021, and its results of operations and its changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our auditors’ report.

We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Municipality's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Municipality's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

Approval date

Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of The Corporation of the Municipality of Lakeshore (the "Municipality") are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Management meets with the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Municipality. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash and temporary investments	\$ 100,123,363	\$ 86,706,180
Taxes receivable	2,635,597	3,344,409
Trade and other receivables	3,496,438	3,848,963
Water receivables and unbilled revenue	3,216,734	3,612,478
Drainage receivables	3,584,784	2,227,951
Drainage recoverable from others	522,940	715,666
Inventory held for resale	18,147	18,147
Investments (note 2)	807,450	1,049,000
	\$ 114,405,453	\$ 101,522,794
Financial liabilities		
Short-term loans (note 4)	\$ 1,020,000	\$ 1,000,000
Accounts payable and accrued liabilities	7,538,280	8,938,846
Deposits	2,492,693	2,323,706
Deferred revenue (note 5)	16,506,970	21,399,526
Accrued interest on long-term liabilities	152,890	171,788
Net long-term liabilities (note 6)	24,789,632	27,379,756
Post-employment benefits (note 8)	1,293,402	1,263,891
Accumulated vested sick leave (note 9)	5,036	5,036
Landfill closure cost liability (note 10)	588,712	617,735
	54,387,615	63,100,284
Net financial assets	60,017,838	38,422,510
Non-financial assets		
Tangible capital assets (Schedule 1)	352,046,166	351,088,481
Unfunded capital in progress	3,139,303	-
Inventories of supplies	180,830	180,830
Prepaid expenses	128,284	76,263
	355,494,583	351,345,574
Contractual obligations and contingencies (notes 13 and 15)		
Accumulated surplus (Schedule 4)	\$ 415,512,421	\$ 389,768,084

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget	2021 Actual	2020 Actual
Revenue:			
Taxation	\$ 37,464,733	\$ 37,572,205	\$ 35,827,531
User charges:			
Wastewater	6,338,141	6,746,241	6,428,370
Water	9,505,007	10,120,029	9,581,333
Recreation	1,989,535	1,542,539	1,706,408
Other	985,905	1,331,855	1,375,458
Government transfers (Schedule 2)	952,490	2,025,610	2,442,190
Other (note 11)	1,915,960	3,114,229	2,450,839
Deferred revenue earned (Schedule 2)	765,156	2,610,311	550,901
	<u>59,916,927</u>	<u>65,063,019</u>	<u>60,363,030</u>
Expenses (note 14):			
General government	5,318,971	6,599,010	4,735,398
Protection to persons and property	9,030,067	9,219,579	8,854,735
Transportation services	9,187,160	9,506,706	9,152,726
Environmental services	15,782,561	16,936,113	17,098,422
Recreation and cultural services	7,563,162	6,583,888	7,317,463
Planning and development	1,576,453	1,626,779	1,292,528
	<u>48,458,374</u>	<u>50,472,075</u>	<u>48,451,272</u>
Net revenue	11,458,553	14,590,944	11,911,758
Other:			
Grants and revenues (expenses) related to capital:			
Loss on sale of capital assets	-	(989,513)	(72,692)
Deferred revenue earned (Schedule 2)		13,288,648	2,002,867
Government transfers		-	387,252
Contribution from developers	-	-	11,693,714
Other	-	99,893	148,029
Capital assets decommissioned	-	(1,245,635)	134,779
	<u>-</u>	<u>11,153,393</u>	<u>14,293,949</u>
Annual surplus	11,458,553	25,744,337	26,205,707
Accumulated surplus, beginning of year	389,768,084	389,768,084	363,562,377
Accumulated surplus, end of year	<u>\$ 401,226,637</u>	<u>\$ 415,512,421</u>	<u>\$ 389,768,084</u>

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ 25,744,337	\$ 26,205,707
Amortization of tangible capital assets	9,041,640	10,805,570
Acquisition of unfunded tangible capital in progress	(3,139,303)	-
Acquisition of tangible capital assets	(12,301,926)	(25,169,340)
less additions from prior year unfunded capital (non-cash)	-	-
Loss on sale of tangible capital assets	989,513	72,692
Capital assets decommissioned	1,245,635	-
Proceeds on sale of tangible capital assets	67,453	3,094
	21,647,349	11,917,723
Acquisition of inventories	(180,830)	(180,830)
Acquisition of prepaid expenses	(128,284)	(76,263)
Consumption of inventories	180,830	159,112
Consumption of prepaid expenses	76,263	165,383
Change in net financial assets	21,595,328	11,985,125
Net financial assets, beginning of year	38,422,510	26,437,385
Net financial assets, end of year	\$ 60,017,838	\$ 38,422,510

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 25,744,337	\$ 26,205,707
Items not involving cash:		
Amortization of tangible capital assets	9,041,640	10,805,570
Loss on sale of tangible capital assets	989,513	72,692
Capital assets decommissioned	1,245,635	
Change in non-cash operating working capital:		
Taxes, trade and water receivables	1,457,081	(460,097)
Prepaid expenses	(52,021)	89,120
Inventories	-	(5,265)
Drain receivables and debt recoverable from others	(1,164,107)	1,105,525
Accounts payable, accrued liabilities and deposits	(1,231,579)	(868,193)
Deferred revenue	(4,892,556)	7,223,229
Unfunded liabilities - interest, benefits, landfill	(18,410)	(73,139)
	31,119,533	44,095,149
Investing:		
Decrease (increase) in investments	241,550	(271,022)
	241,550	(271,022)
Capital:		
Acquisition of unfunded tangible capital in progress	(3,139,303)	-
Acquisition of tangible capital assets (net)	(12,301,926)	(25,169,340)
Proceeds on disposal of tangible capital assets	67,453	3,094
	(15,373,776)	(25,166,246)
Financing:		
Debenture principal repayments	(2,590,124)	(2,431,827)
	(2,590,124)	(2,431,827)
Increase in cash and cash equivalents	13,397,183	16,226,054
Cash and cash equivalents, beginning of year	85,706,180	69,480,126
Cash and cash equivalents, end of year	\$ 99,103,363	\$ 85,706,180
Supplemental cash flow information:		
Cash and temporary investments	\$ 100,123,363	\$ 86,706,180
Short term capital loan	(1,020,000)	(1,000,000)
Cash and cash equivalents, end of year	\$ 99,103,363	\$ 85,706,180

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements

Year ended December 31, 2021

1. Significant accounting policies:

(a) Management responsibility:

The consolidated financial statements of The Corporation of the Municipality of Lakeshore ("Municipality") are the representations of management, prepared in accordance with accounting principles for local government as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants Canada.

(b) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(c) Basis of consolidation:

The consolidated financial statements reflect financial assets, liabilities, operating revenues and expenses, reserves, reserve funds, and changes in investment in tangible capital assets of the Municipality.

The Municipality's proportionate share in the Union Water Supply System is accounted for on a proportionate consolidation basis, consistent with the Canadian public sector accounting standard's treatment for government units.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(d) Taxes receivable and related revenues:

Property tax billings are prepared by the Municipality based on assessment rolls issued by the Municipal Property Assessment Corporation ("MPAC"). Tax rates are established annually by Municipality Council, incorporating amounts to be raised for local services and amounts the Municipality is required to collect on behalf of the Province of Ontario in respect to education taxes and the County of Essex in respect of upper tier taxes. A normal part of the assessment process is the issuance of supplementary assessment rolls, which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the Municipality determines the taxes applicable and renders supplementary tax billings. Taxation revenues are recorded at the time tax billings are issued. Assessment and the related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded based upon management's estimate of the outcome taking into consideration historical trends. The Municipality is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied. Tax revenue is recorded net of reductions. Taxes receivable are reported net of any expense or allowance for doubtful accounts.

(e) Government transfers:

Government transfer payments, which include legislative grants, are recognized as revenue in the consolidated financial statements when the transfer is authorized and eligibility criteria are met, except to the extent that the transfer stipulations give rise to an obligation that meets the definition of a liability. When the transfer stipulations give rise to a liability, government transfers are recognized as deferred revenue until the stipulations are settled.

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the Change in Net Financial Assets for the year.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land improvements	20 – 50 years
Buildings	40 – 50 years
Machinery and equipment	10 – 30 years
Vehicles	8 – 20 years
Water and waste plants and networks:	
Underground networks	40 – 100 years
Treatment plants and water storage towers	70 – 75 years
Processing equipment	10 – 60 years
Transportation:	
Roads	10 – 20 years
Bridges and structures	50 – 75 years
Sidewalks	30 years
Storm sewers	25 – 100 years
Trails and walking paths	15 years
Pooled assets	5 – 25 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use, at which time it is capitalized.

The Municipality has a capitalization threshold of \$10,000 – \$25,000, depending on the asset so that individual tangible capital assets of lesser value are expensed, unless they are pooled because, collectively, they have significant value, or for operational reasons. Examples of pooled assets are computers, bunker gear and other fire equipment, generators, road signs and street lights.

(ii) Contribution of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

(iii) Inventories:

Inventories held for consumption are recorded at the lower of cost or replacement cost.

(g) Investments:

Investments are recorded at cost. When there is a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss.

(h) Inventory:

Inventory of goods held for resale is recorded at the lower of cost and net realizable value.

(i) Deferred revenue:

Funds received for specific purposes that are externally restricted by legislation, regulation or agreement and not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations and accumulated surplus in the year in which it is used for the specified purpose.

(j) County and school boards:

The Municipality collects taxation revenue on behalf of the school boards and the County of Essex. The taxation, other revenues, expenses, assets, and liabilities with respect to the operations of the school boards and the County of Essex are not reflected in these consolidated financial statements. Amounts due from/to the County of Essex and the school boards are included in trade and other receivables/accounts payable and accrued liabilities on the consolidated statement of financial position.

(k) Employee future benefits:

The Municipality accounts for its participation in the Ontario Municipal Employees Retirement System ("OMERS"), a multi-employer public sector pension fund, as a defined contribution plan. The OMERS plan specifies the retirement benefits to be received by employees based on length of service and pay rates.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(k) Employee future benefits (continued):

Employee benefits include vacation entitlement, sick leave benefits and certain post-employment benefits. Vacation entitlements are accrued as entitlements are earned. Sick leave benefits and other post-employment benefits that accumulate over the period of service provided by the employees are subject to actuarial valuations and are accrued in accordance with the projected benefit method, prorated on service and management's best estimate of salary escalation and retirement ages of employees, inflation rates, investment returns, health care cost trends and discount rates. Actuarial gains and losses are amortized on a straight-line basis over the expected average remaining service life of the employee group.

(l) Leases:

Leases are classified as capital or operating leases. Leases which transfer substantially the entire benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(m) Purchase premium:

Purchase premium arising on the acquisition of a government business enterprise will be deferred and amortized over a period to twenty years.

(n) Use of estimates:

The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Significant items subject to such estimates and assumptions include the valuation of taxes and other accounts receivable, the carrying value of tangible capital assets, accruals and employee benefits payable. Actual results could differ from management's best estimates as additional information becomes available in the future.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(o) Liability for contaminated sites:

The Municipality recognizes a liability associated with the remediation of contaminated sites when a contamination exceeds an environmental standard, the Municipality has direct or has accepted responsibility for the remediation and a reasonable estimate can be made for the costs to remediate.

(p) Future accounting changes:

Effective for fiscal periods beginning on or after April 1, 2022, all governments will be required to adopt PSAB Section 3280, Asset Retirement Obligations. The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use.

Effective for fiscal periods beginning on or after April 1, 2022, all governments will be required to adopt PSAB Section 3450 Financial Instruments, Section 2601 Foreign Currency Translation, Section 3041 Portfolio Investments, Section 1201 Financial Statement Presentation, and Section 3280 Asset Retirement Obligations. These standards provide guidance on how to account for and present financial instruments, asset retirement obligations and foreign currency translation.

Management is in the process of evaluating the potential impact of adopting those standards.

2. Investments:

	2021	2020
Debentures	\$ 807,450	\$ 1,049,000
	\$ 807,450	\$ 1,049,000

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

3. Equity in the Union Water Systems Board of Management:

The equity in the Union Water System Board of Management is made up as follows:

	2021	2020
Cash and investments	\$ 739,909	\$ 730,944
Accounts receivable	59,655	41,290
Accounts payable	(130,936)	(58,999)
	668,628	600,826
Long-term debt	(315,026)	(336,365)
Tangible capital assets	1,649,402	1,328,973
	2,003,004	1,704,898
Reserves	256,746	336,538
Reserve funds	411,882	376,696
	668,628	713,234
Tangible Capital Assets - net book value:		
Water – land, land improvements, buildings and equipment	1,027,776	807,269
Water – linear	540,568	513,667
Water – assets under construction	81,058	8,037
	\$ 1,649,402	\$ 1,328,973

Included in the consolidated statement of operations and accumulated surplus is the Union Water System's share of:

	2021	2020
Amortization expense	\$ 50,303	\$ 44,576
Interest on long-term debt	35,881	37,694

The equity interest of each municipality shall be determined according to their proportional water consumption from the system, with the equity share being updated every four years per the Ownership Agreement. Lakeshore's equity in the System was reset to 3.36% effective January 1, 2021 with the next equity share reset to be effected January 1, 2025. The order also provides for the establishment of a Board of Management to govern the system.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

4. Short term loans:

The Municipality has a demand line of credit for current operations and drainage construction. Credit is available to a maximum of \$6,700,000 and bears interest at prime minus 0.25%. All amounts under these facilities are repayable immediately on demand to TD Canada Trust. The balance at the end of the year is \$1,020,000 (2020 - \$1,000,000) for drainage construction. This loan is offered on an unsecured basis.

5. Deferred revenue:

	2021	2020
Obligatory reserve funds:		
Development Charges Act and Agreements	\$ 8,042,639	\$ 15,713,560
Parking and trees	167,102	186,683
Parkland dedication	681,625	380,774
Federal gas tax	5,599,455	3,390,169
Building code	2,016,149	1,728,340
	<u>\$ 16,506,970</u>	<u>\$ 21,399,526</u>

The net change during the year in the deferred revenue balances is detailed in the Schedule 2 - Deferred Revenue.

6. Long-term liabilities:

The balance of long term liabilities reported on the consolidated statement of financial position is comprised of the following:

	2021	2020
Total debentures payable	\$ 24,474,606	\$ 27,043,391
Share of Union Water System obligations	315,026	336,365
	<u>\$ 24,789,632</u>	<u>\$ 27,379,756</u>

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

6. Long-term liabilities (continued):

Principal payments for the next five fiscal years and thereafter are as follows:

2021	\$ 2,601,352
2022	2,595,860
2023	2,582,430
2024	2,580,214
2025	2,161,885
Thereafter	12,267,891

Principal repayments on long-term debt will be funded as follows:

	2021	2020
Taxation	\$ 11,247,448	\$ 11,926,674
User rates:		
Water	8,076,045	9,203,586
Wastewater	4,897,143	5,533,830
Benefitting landowners	568,996	715,666
	\$ 24,789,632	\$ 27,379,756

Interest rates range from 2.205% to 6.0%. Total interest charges included in reporting on the consolidated statement of operations and accumulated surplus is \$925,666 (2020 - \$1,011,179). Of this amount, \$218,957 (2020 - \$245,274) was paid from wastewater rates, \$289,742 (2020 - \$332,220) from water rates, \$380,074 (2020 - \$401,010) from tax rates and \$36,893 (2020 - \$32,675) from benefitting landowners.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

7. Pension agreement:

The Municipality makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan on behalf of eligible members of its staff. The plan is funded through equal contributions from the employer and its member employees. The plan provides defined pension benefits to employees based upon their length of credited service and rates of pay. However, as OMERS does not segregate its pension assets and liabilities information by individual employer, there is not sufficient information to enable the Municipality to account for the plan as a defined benefit plan.

During the year, the Municipality paid \$979,712 (2020 - \$879,450) in contributions towards the OMERS plan which are recorded in the statement of operations. At December 31, 2021, the OMERS plan is in an actuarial deficit position, which is being addressed through rate contributions and benefit reductions. Contribution rates are determined by OMERS, based on the funding status of the plan, investment projections and other actuarial assumptions. Ongoing adequacy of the current contribution rates will need to be monitored as fluctuations in the financial markets may lead to increased future funding requirements.

8. Post-employment benefits

Employees who meet the criteria of having a minimum of 10 years of service and are a minimum age of 55 can retire, with the Municipality paying for dental and health benefits to the age of 65. The following assumptions were applied in estimating post-employment benefit liability:

- (a) a discount factor of 4.0% (2020 - 4.0%)
- (b) an annual increase of 5.0% (2020 - 5.0%) for health and dental benefits
- (c) an employee will retire when they meet the criteria for a full pension from OMERS
- (d) for those that will not meet the OMERS criteria, assume that they will retire at the age of 65
- (e) all employees will stay until retirement

There are currently 15 (2020 - 18) former employees who are receiving these benefits.

The liability based on the above assumptions at the year-end date is \$1,293,402 (2020 - \$1,263,891).

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

9. Liability for vested sick leave benefits:

Under the sick leave benefit plan, unused sick leave as at January 1, 2000 to a maximum of 100 days may be paid out at 50% when an employee leaves the Municipality's employment.

Days may be used while waiting for short term disability, to top up short term disability to 100% of their normal wages, and to top up long term disability to 90% of their normal wages.

Subsequent to January 1, 2000, 7 sick days per year are granted to all full-time employees, and if unused, may be paid out or accumulated to a maximum of 30 days. At the year end, the liability for the accumulated days amounted to \$295,589 (2020 - \$265,625) and is included in accounts payable.

The liability for these accumulated days, to the extent that they have vested and payment could be taken in cash by an employee upon termination, amounted to \$5,036 (2020 - \$5,036).

10. Landfill closure cost liability:

Essex County Landfill #3 was closed in 1997 and requires care consisting of hauling and treating leachate for an estimated period of 35 to 40 years. This landfill is the joint responsibility of the Municipality of Lakeshore, Municipality of Tecumseh and City of Windsor. The site is administered by the Essex-Windsor Solid Waste Authority. The liability was calculated assuming a 4% (2020 - 4%) discount rate and 2% (2020 - 2%) rate of inflation using current annual contributions. Payments are made on a bi-monthly basis. The liability calculated using the above assumptions amounted to \$588,712 at the yearend date (2020 - \$617,735).

11. Other income:

	2021	2020
Penalties and interest on taxation	\$ 707,925	\$ 336,363
Investment income	423,754	815,299
Permits and licenses	1,101,183	1,299,177
Miscellaneous	881,367	
	<u>\$ 3,114,229</u>	<u>\$ 2,450,839</u>

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

12. Operations of School Boards and the County of Essex:

During the year, the following taxation revenue was raised and remitted to the school boards and the County of Essex:

	2021	2020
School boards	\$ 11,966,860	\$ 13,161,853
County of Essex	27,783,443	26,671,581
	\$ 39,750,303	\$ 39,833,434

13. Contractual obligation – Ontario Clean Water Agency:

In accordance with a service agreement entered into by the Municipality with the Ontario Clean Water Agency, the primary sewage system is operated by the Agency. The Municipality is obligated to meet all operating and capital costs and repay the long-term liabilities related to these projects.

14. Budget amounts:

The operating budget approved by Municipality Council for 2021 is reflected on the consolidated statement of operations and accumulated surplus. The budgets established for capital investment in tangible capital assets are on a project-oriented basis, the costs of which may be carried out over one or more years and, therefore, may not be comparable with current year's actual expenditure amounts. As well, the Municipality does not budget activity within reserves and reserve funds, with the exception being those transactions, which affect either operations or capital investments. Budget figures have been reclassified for the purposes of these consolidated financial statements to comply with PSAB reporting requirements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

15. Contingencies:

During the normal course of operations, the Municipality may be subject to various legal actions. The settlement of these actions, if any, is not expected to have a material effect on the consolidated financial statements of the Municipality.

16. Segmented information:

The Municipality of Lakeshore is a diverse lower tier municipal government that provides a wide range of services to its citizens. The Municipality's operations and activities are organized functionally based on services provided and their activities are summarized by reportable segment in these statements.

For each reportable segment, the Municipality has reported expenses that represent both amounts that are directly attributable and amounts that are allocated on a reasonable basis. Revenues have not been presented by segment based on their nature and instead are shown by object as shown in Schedule 5.

The Municipality's reportable segments and their associated activities are as follows:

- (i) General government provides functions of general governance and corporate management comprised of tax levy revenue, council, council services, finance and administration activities.
- (ii) Protection services: are comprised of Police, Fire and Protective Inspection activities including building, by-law enforcement and animal control.
- (iii) Transportation services: includes Roads and related Asset Management and responsibility for road maintenance, hard-top and loose-top maintenance, road patrol, salt, sanding, snow removal, street lighting and administration of facilities.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

17. Segmented information (continued):

- (iv) Environmental services: are comprised of water, sanitary and storm sewers, solid waste collection, disposal and recycling.
- (v) Recreation and cultural services: Recreational and cultural services are comprised of parks cultural activities and recreation facilities and responsibility for providing and facilitating the development and maintenance of high quality parks, recreation and cultural services.
- (vi) Planning and development: includes Planning, Agricultural Drainage and Engineering, responsible for administration of land use plans and policies for sustainable development of the Municipality.

The accounting policies used in these segments are consistent with those followed in preparation of the consolidated financial statements as disclosed in Note 1.

18. Impact of COVID-19:

On March 11, 2020, the World Health Organization declared the COVID-19 outbreak a global pandemic, which has had a significant financial, market, and social dislocating impact. At the time of approval of these financial statements, the Municipality has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic.

- The closure of a number of indoor and outdoor facilities to the general public.
- Revisions to the delivery of a number of municipal services in order to contribute towards physical distancing.
- Enhanced protocols implemented in line with Public Health guidelines.
- Put in place measures to limit and control access to the premises by staff and the general public; and
- In certain instances, the Municipality has reduced penalty and interest charges.

The federal and provincial governments have implemented various government programs to respond to the negative economic impacts of COVID-19.

For the year ended December 31, 2020, the Municipality received \$1,927,172 in funding under the federal-provincial Safe Restart Agreement to support municipal operating pressures as a result of COVID-19. This funding that was used to offset expenses in 2021 is included in the consolidated statement of operations.

The continued development and impact of COVID-19 on the Municipality and the overall economy are highly uncertain and cannot be determined at this time. Management is actively monitoring the situation.

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2021

19. Comparative figures:

Prior year comparative figures have been reclassified to conform to current year presentation.
The Municipality's annual surplus for the prior year has not been impacted.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Tangible Capital Assets

Schedule 1

Year ended December 31, 2021, with comparative information for 2020

	General					Infrastructure					Totals	
	Land	Land improvements	Buildings	Equipment	Vehicles	Plants and facilities	Roads	Underground	Bridges	Assets under construction	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cost:												
Beginning of year	6,890,108	13,895,855	67,130,995	28,394,644	8,859,548	75,569,064	133,369,509	168,413,725	7,306,814	14,148,239	523,978,501	499,176,667
Additions	12,165	449,833	2,605,310	1,593,475	32,751	324,625	876,479	60,553	-	9,839,627	15,794,818	29,955,259
Disposals	-	(3,379)	(1,977,417)	(135,984)	(146,540)	(1,774)	(603,202)	(82,162)	-	(2,845,035)	(5,795,493)	(5,153,425)
Donations and transfers										-	-	-
Balance, end of year	6,902,273	14,342,309	67,758,888	29,852,135	8,745,759	75,891,915	133,642,786	168,392,116	7,306,814	21,142,831	533,977,826	523,978,501
Accumulated Amortization:												
Beginning of year	-	2,867,671	11,406,917	13,632,225	5,097,343	14,676,536	82,483,875	39,257,976	3,467,477	-	172,890,020	162,376,170
Amortization	-	318,790	1,682,069	1,085,902	532,122	1,045,484	4,904,235	1,815,205	101,147	-	11,484,954	10,805,570
Accumulated amortization on disposals	-	(3,379)	(949,160)	(135,818)	(146,540)	(1,179)	(1,076,207)	(130,117)	(914)	-	(2,443,314)	(291,720)
Balance, end of year	-	3,183,082	12,139,826	14,582,309	5,482,925	15,720,841	86,311,903	40,943,064	3,567,710	-	181,931,660	172,890,020
Net book value of tangible capital assets	6,902,273	11,159,227	55,619,062	15,269,826	3,262,834	60,171,074	47,330,883	127,449,052	3,739,104	21,142,831	352,046,166	351,088,481

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Deferred Revenue

Schedule 2

Year ended December 31, 2021, with comparative information for 2020

	Balance December 31, 2020	Interest earned	Contributions received (refunded)	Deferred revenue allocated	Balance December 31, 2021
Parkland	380,774	1,148	299,703	-	681,625
Development charges	13,244,620	33,621	6,151,089	(14,548,806)	4,880,525
Building Code	1,728,340	4,434	283,375	-	2,016,149
Federal Gas Tax	3,390,169	33,863	3,643,751	(1,468,328)	5,599,455
Trees	185,970	417	-	(20,000)	166,387
Provincial Grants	2,468,940	7,182	2,573,427	(1,887,434)	3,162,114
Parking	713	2	-	-	715
	21,399,526	80,667	12,951,346	(17,924,569)	16,506,970

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Reserves and Reserve Funds

Schedule 3

Year ended December 31, 2021, with comparative information for 2020

	Balance December 31, 2020	Interest earned	Contributions received	Inter fund transfers	Transfer from (to) capital	Transfer from (to) operations	Balance December 31, 2021
Reserve Funds							
Water	12,142,557	29,318	189,600	7,788,061	(4,022,527)	2,876,611	19,003,620
Union water system	376,696	-	35,186	-	-	-	411,882
Wastewater	3,324,234	3,360	491,562	63,286	(9,394,885)	1,612,016	(3,900,426)
Future employee benefits	713,308	1,691	-	-	-	-	714,999
ELK sale proceeds	1,188,719	3,114	-	-	-	248,920	1,440,753
	17,745,514	37,483	716,348	7,851,347	(13,417,411)	4,737,547	17,670,827
Reserves							
Working capital	2,866,306	8,310	1,376,406	-	(100,000)	-	4,151,022
Contingencies	1,455,841	3,274	-	-	-	(134,454)	1,324,661
Accumulated sick leave	55,000	130	-	-	-	-	55,130
Water operating	1,061,541	2,517	-	-	-	-	1,064,058
Union water system	336,538	-	-	-	-	(79,792)	256,746
Roads	9,599,926	24,966	-	92,491	(4,077,506)	5,844,300	11,484,177
Acquisition of capital assets	25,843,995	78,573	124,496	5,443,098	8,989,848	6,663,900	47,143,910
Future operating expenses	5,869,559	14,513	401,740	273,223	(497,728)	(471,689)	5,589,618
	47,088,706	132,284	1,902,642	5,808,812	4,314,614	11,822,265	71,069,323
	64,834,220	169,766	2,618,990	13,660,159	(9,102,797)	16,559,812	88,740,151

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Schedule of Accumulated Surplus

Schedule 4

December 31, 2021, with comparative information for 2020

	2021	2020
Reserves and Reserve Funds:		
Reserve Funds (Schedule 3)	17,670,827	17,745,514
Reserves (Schedule 3)	71,069,323	47,088,706
	<u>88,740,151</u>	<u>64,834,220</u>
Surpluses:		
Tangible capital assets	331,142,905	324,673,954
Deficit - unfunded tangible capital in progress	(3,139,303)	
General revenue fund	175,590	1,886,764
General reduction of user charges	811,193	681,162
Benefitting landowners related to special charges and special areas	(178,075)	(249,566)
Unfunded:		
Post employment liabilities and sick leave	(1,298,438)	(1,268,927)
Landfill closure cost liability	(588,712)	(617,735)
Accrued interest on long-term debt	(152,890)	(171,788)
	<u>326,772,270</u>	<u>324,933,864</u>
Accumulated Surplus	<u>415,512,421</u>	<u>389,768,084</u>

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Segmented Disclosure

Schedule 5

Year ended December 31, 2021

	General Government	Protective Services	Transportation Services	Environmental Services	Recreation	Planning and Development	Total
Revenue							
Property taxes	37,572,205						37,572,205
Government transfers	169,622	33,911			17,500	108,462	329,495
User fees and sale of goods	1,283,388	118,855	145,944	16,866,267	1,154,491	171,719	19,740,664
Investment income	467,804						467,804
Gain or (Loss) on sale of tangible capital assets	(989,513)						(989,513)
Donated assets							-
Deferred revenue earned	1,925,828	45,444	795,190	8,456,454	6,328,551		17,551,467
Fines and penalties							-
Other revenues	1,536,758	24,001		17,877		1,067,789	2,646,425
	41,966,092	222,211	941,134	25,340,598	7,500,542	1,347,970	77,318,547
Expenses							
Salaries, wages and employee benefits	3,476,586	2,315,183	1,654,026	3,669,364	2,629,116	1,363,383	15,107,658
Interest on long-term debt	-	-	-	508,677	380,074	36,915	925,666
Materials	2,428,109	913,985	2,864,742	4,239,021	1,968,681	143,127	12,557,665
Contracted services	575,421	5,209,172	486,973	5,149,796	295,417	83,354	11,800,133
Rents and financial expenses	34,494	5,591	-		19,216	-	59,301
External transfers	-	508,828	-	471,184	-	-	980,012
Amortization	84,400	266,820	4,500,965	2,898,071	1,291,384	-	9,041,640
Inter-functional adjustments	-	-	-	-	-	-	-
	6,599,010	9,219,579	9,506,706	16,936,113	6,583,888	1,626,779	50,472,075
Annual surplus (deficit)	35,367,082	(8,997,368)	(8,565,572)	8,404,485	916,654	(278,809)	26,846,472

Figure 1
The Corporation of the Municipality of Lakeshore
Development Charge Reserve Funds Statement
Year Ended December 31, 2021

Description	Services to which the Development Charge Relates						Total
	Non-Discounted Services						
	Services Related to a Highway	Water	Wastewater	Protection(3)	Parks and Recreation(4)	Administration	
Opening Balance, January 1, 2021	3,699,118	2,165,249	1,862,167	1,850,669	3,229,075	438,343	13,244,621
Plus:							
Development Charge Collections	1,624,098	989,558	2,234,840	199,795	972,466	130,333	6,151,089
Accrued Interest	10,588	4,647	5,050	4,625	7,885	826	33,621
Repayment of Monies Borrowed from Fund and Associated Interest	-	-	-	-	-	-	-
Sub-Total	1,634,686	994,205	2,239,889	204,420	980,350	131,159	6,184,710
Less:							
Amount Transferred to Capital (or Other) Funds (1)	92,491	7,735,937	(173,289)		6,223,098	670,569	14,548,806
Amounts Reallocated							-
Amounts Loaned to operations for Interim Financing Credits (2)							-
Sub-Total	92,491	7,735,937	(173,289)	-	6,223,098	670,569	14,548,806
Closing Balance, December 31, 2021	5,241,313	(4,576,483)	4,275,345	2,055,089	(2,013,672)	(101,067)	4,880,525

1 See Attachment 1 for details

2 See Attachment 2 for details

3 Service category includes: Police Services and Fire Services

4 Service category includes: Indoor Recreation Services and Parkland Development Services

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act*, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.

Attachment 1

The Corporation of the Municipality of Lakeshore

Amount Transferred to Capital (or Other) Funds - Capital Fund Transactions

Capital Fund Transactions	Gross Capital Cost	DC Recoverable Cost Share					Non-D.C. Recoverable Cost Share				
		D.C. By-Law Period			Post D.C. By-Law Period		Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/Capacity Interim Financing	Grants, Subsidies Other Contributions					
<u>Services Related to a Highway</u>											
Kubota compact skid-steer-track loader	102,768	92,491					10,277				
Sub-Total - Services Related to Highways	102,768	92,491	-	-	-	-	10,277	-	-	-	-
<u>Parks and Recreation</u>											
ATRC Phase 1	21,810,643	3,053,490						18,757,153			
ATRC Phase 2 Adjustment to DC supported Debt Principal Balance	3,013,489	3,013,489									
Old Tecumseh Trail	1,455,002	43,650					1,411,352				
Recreation vehicle 1/2 ton	22,671	11,018					11,653				
Ice Resurfacer (ATC) - Olympia Millennium H	98,002	45,277					52,725				
Ice Resurfacer (Olympia)	135,098	56,174					78,924				
Sub-Total - Parks and Recreation	26,534,904	6,223,098	-	-	-	-	1,554,654	18,757,153	-	-	-
<u>Administration</u>											
Water master plan	69,499	52,124					17,375				
Wastewater master plan	257,128	236,575					20,553				
Official plan and zoning bylaws	32,432	21,892					10,540				
Secondary plans	236,627	212,964					23,663				
Secondary plans	42,630	38,367					4,263				
Parks and recreation master plans	102,063	93,101					8,962				
Fire location study	20,728	15,546					5,182				
Sub-Total - Administration	761,107	670,569	-	-	-	-	90,538	-	-	-	-
<u>Water</u>											
Water Tower Adjustment to DC supported Debt Principal Balance	3,488,662	3,488,662									
Water Plant Adjustment to DC supported Debt Principal Balance	1,529,518	1,529,518									
County Road 22 Water Main	4,076,259	2,282,705					1,793,554				
Gracey Sideroad main replacements	1,003,439	273,939					729,500				
Rourke line main replacements	782,099	161,112					620,987				
Sub-Total - Water	10,879,977	7,735,937	-	-	-	-	3,144,041	-	-	-	-
<u>Wastewater</u>											
N Woodslee Plant Adjustment to DC supported Debt Principal Balance	(53,090)	(53,090)									
Sewage Plant Adjustment to DC supported Debt Balance	(704,016)	(704,016)									
Oakwood Trunk Sewer - Cty Rd 25 to W. Puce	2,560,598	583,816	-		-	-	1,976,781	-		-	-
Sub-Total - Wastewater	1,803,492	(173,289)	-	-	-	-	1,976,781	-	-	-	-

Amount Transferred to Capital (or Other) Funds - Operating Fund Transactions

Operating Fund Transactions	Annual Debt Repayment Amount	D.C. Reserve Fund Draw		Post D.C. By-Law Period			Non-D.C. Recoverable Cost Share		
		Principal	Interest	Principal	Interest	Source	Principal	Interest	Source
<u>Services Related to a Highway</u>	-	-	-	-	-	-	-	-	
Sub-Total - Services Related to Highways	-	-	-	-	-	-	-	-	
<u>Recreation</u>									
Growth related portion of ATC Debt				-	-	-			
Sub-Total - Wastewater	-	-	-	-	-	-	-	-	

Attachment 2
Town of Lakeshore
Statement of Credit Holder Transactions

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year 2021	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year 2021
Lakeshore New Centre Estates Ltd.	Wastewater	31,976		12,409	19,567
Alpha Holdings Ltd	Wastewater	38,190		14,850	23,340
Marcel St John	Wastewater	7,718		2,970	4,748
1156756 Ontario Ltd	Wastewater	91,616		35,771	55,845

The Corporation of the Municipality of Lakeshore

Statement of Revenue and Expenses and Accumulated Net Expense for Building Services

Year ended December 31, 2021

	2021 Budget	2021 Actual	2020 Actual
Revenue:			
Permit fees	818,300	1,119,339	1,274,712
Other revenue	-	-	
	<u>818,300</u>	<u>1,119,339</u>	<u>1,274,712</u>
 Expenses:			
Direct	922,238	999,214	850,373
Indirect	198,599	140,000	140,964
	<u>1,120,837</u>	<u>1,139,214</u>	<u>991,337</u>
 Net Surplus	(302,537)	(19,875)	283,375
Add: Accumulated net expense, beginning of year	-	2,011,715	1,897,940
Add: Transfers & Interest in the year	-	4,434	24,685
Less: prior year adjustment			(194,285)
Accumulated net expense, end of year	<u>(302,537)</u>	<u>1,996,274</u>	<u>2,011,715</u>
 Building Reserve Fund - Operating:			
Balance, beginning of the year		1,844,488	1,732,927
Net transfer from/(to) operating		(19,875)	283,375
Prior Year Adjustment			(194,285)
Interest income		4,038	22,471
Balance,end of the year		<u>1,828,651</u>	<u>1,844,488</u>
 Building Reserve Fund - Capital:			
Balance, beginning of the year		167,227	165,013
Net transfer from/(to) capital			
Interest income		397	2,214
Balance,end of the year		<u>167,624</u>	<u>167,227</u>

The Municipality of Lakeshore

Audit Findings Report
for the year ended
December 31, 2021

KPMG LLP

Licensed Public Accountants

Prepared May 10, 2023

kpmg.ca/audit



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KPMG contacts

The contacts at KPMG in connection with this report are:



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Our refreshed Values

What we believe



We do what is right.



We never stop learning
and improving.



We think and act boldly.



We respect each other
and draw strength from
our differences.



We do what matters.

Audit Quality: How do we deliver audit quality?

Transparency report



Quality essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contributes to its delivery.

‘Perform quality engagements’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define **‘audit quality’** as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics, and integrity**.



Visit our [Resources](#) page for more information.

Doing the right thing. Always.

Audit highlights

Purpose of this report¹

The purpose of this report is to assist you, as a member of Council, in your review of the results of our audit of the financial statements as at and for the period ended December 31, 2021.

Status of the audit

As of May 10, 2023, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing our discussions with Council
- Obtaining evidence of Council's approval of the financial statements.
- Obtaining the signed management representation letter
- Receipt of legal letters

We will update Council, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditors' report, a draft of which is provided in Appendix: Draft Auditors' Report, will be dated upon the completion of any remaining procedures.

Significant risks and other significant matters

There are no significant findings to communicate related to significant risks or other significant matters.

Uncorrected audit misstatements

No matters to report.

Control deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Other matters

Nothing to report.

Independence

We are independent with respect to the Municipality (and its related entities), within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation.

¹ This report to Council is intended solely for the information and use of Management and Council, and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Significant risk

Fraud risk from revenue recognition:

- This is a presumed fraud risk under Canadian Auditing Standards.
- There are generally pressures or incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition when performance is measured in terms of year-over-year revenue growth or profit.
- We have rebutted fraud risk from revenue recognition as this is not appropriate when we consider the manner in which performance is measured by the Municipality.

Fraud risk from management override of controls:

- This is a presumed fraud risk under Canadian Auditing Standards.
- We have not identified any specific additional risks of management override related to the audit of the financial statements of the Municipality.

Our response

- As the risk of management override of controls is not rebuttable, our audit methodology incorporated the required procedures in professional standards to address the risk. This included requisite testing over journal entries considered “high risk” and a retrospective review over complex estimates.
- No audit differences or control deficiencies were found.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Significant risk	New or changed?	Estimate?	Key audit matter?
<p>Taxes, trade and other receivables, including allowance for uncollectible taxes.</p> <p>We focused here due to the size of the balances in these accounts and the risk of material misstatement related to the existence, accuracy and valuation of the receivable balances.</p>	No	No	No

Our response

- Our procedures included:
 - Perform subsequent receipt testing over taxes receivable and accounts receivable.
 - Evaluate the reasonability of the allowance for doubtful accounts based on historical trends.

Significant findings

- The allowance for doubtful accounts was considered reasonable given the nature of the tax sale process on properties in arrears. Collections for fiscal 2021 were comparable to prior year despite the COVID-19 pandemic, therefore it is reasonable that the allowance was relatively consistent year over year.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Other area of focus	New or changed?	Estimate?	Key audit matter?
Accounts payable and expenses We focused here due to the volume of activity in these accounts and the risk of material misstatement related to the completeness and accuracy of accounts payable and expenses.	No	No	No

Our response

- Our procedures included:
 - Test adherence of the procurement process to the procurement policy including selecting a sample of projects from the year and ensuring appropriate authorization was obtained based on the policy.
 - Substantively test a sample of expenditures to verify the classification and accuracy of recorded amounts.
 - Vouch significant accruals and payables to supporting documentation.
 - Perform a search for unrecorded liabilities to test the completeness of payables and expenses.

Significant findings

- No adjustments or differences were identified.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Other area of focus	New or changed?	Estimate?	Key audit matter?
Reserves/reserve fund balances	No	No	No
We focused here due to the size of the balances and the large volume of activity in these accounts.			

Our response

- Our procedures included:
 - Discuss with management the process for establishing reserves and determining balances to record in the reserves.
 - Obtain the reserve fund continuity schedule and identify activity recorded in reserves in the current year.
 - Substantively test the reserve fund activity to ensure the appropriate amounts have been included in reserves at year-end.

Significant findings

- No adjustments or differences were identified.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Other area of focus	New or changed?	Estimate?	Key audit matter?
Salaries and benefits We focused here due to the size of the balance and the risk of material misstatement related to the completeness and accuracy of the expenses.	No	No	No
Employee future benefits We focused here as employee future benefits are based on a number of actuarial assumptions and computations subject to measurement uncertainty.	No	Yes	No

Our response

Salaries and benefits:

Our procedures included:

- Perform a substantive analytical procedure over salaries and benefits expenses.
- Test the completeness of employee headcount by selecting a sample of hires and terminations from the year, and ensuring they were appropriately added/removed from payroll and viewing supporting documentation.

Employee future benefits:

Our procedures included:

- Evaluate the reasonability of the discount rate and assumptions against the internal borrowing rate and industry standards.

Significant findings

- No adjustments or differences were identified for either area.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as well as any additional areas of focus identified.

Other area of focus	New or changed?	Estimate?	Key audit matter?
Tangible capital assets ("TCA") We focused here due to the risk of material misstatement related to the classification, completeness and accuracy of tangible capital assets.	No	No	No

Our response

- Our procedures included:
 - Perform substantive tests of details over additions, disposals and assets in progress, where significant.
 - Test the completeness of TCA by sampling repairs and maintenance expenses and determining if they were classified correctly as expenses.
 - Perform substantive analytical procedures over depreciation.
 - Discuss impairment with management.

Significant findings

- No adjustments or differences were identified.

Audit risks and results

We highlight our significant findings in respect of **other areas of focus** as identified in our discussion with you in the Audit Plan, as well as any additional areas of focus identified.

Other area of focus	New or changed?	Estimate?	Key audit matter?
Impacts of COVID-19 including government funding and related expenses. We focused here as these balances are still relatively new in 2021 due to the COVID-19 pandemic.	No	No	No

Our response

- Our procedures included:
 - Perform COVID-19 specific inquiries with management to identify any areas requiring disclosure and/or additional testing.
 - Test grants received for COVID-19 to verify existence. Ensure appropriate amounts were deferred or recognized as revenue based on funding guidance.

Significant findings

- KPMG has included a disclosure on COVID-19 in the financial statement notes based on discussions with management.
- A total of \$721,172 funding was allocated to the Municipality of Lakeshore by the Ministry of Municipal Affairs and Housing as part of the federal-provincial Safe Restart Agreement to cover operating costs and pressures related to COVID-19. KPMG test the cash receipt of 100% of the funding, and did not identify any differences or adjustments.
- No adjustments or differences were identified.

Uncorrected and corrected audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions.

Uncorrected audit misstatements

We did not identify any uncorrected adjustments.

Corrected audit misstatements

The management representation letter includes all misstatements identified as a result of the audit, communicated to management and subsequently corrected in the financial statements.

Other matters

Professional standards require us to communicate to Council other matters.

We have highlighted the following that we would like to bring to your attention:

Matter	KPMG comment
Timing of the year end financial reporting process and Finance staffing	<ul style="list-style-type: none">- The year end audit was delayed as there have been significant changes in staff in the Finance area, as well as their efforts to implement a new computer system. Given the importance of year end financial reporting, the Municipality should consider the number of positions within the Finance area to ensure that the year end process can be completed in a timely manner.

Appendices

Content

Appendix 1: Other required communications

Appendix 2: Management representation letter

Appendix 3: Technology in the audit

Appendix 4: Audit and assurance insights



Appendix 1: Other required communications

Audit Quality in Canada

The reports available through the following links were published by the Canadian Public Accountability Board to inform audit committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2021 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2020 Annual Inspections Results](#)

Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to Council.

Appendix 2: Technology in the audit

We have utilized technology to enhance the quality and effectiveness of the audit.

Technology	Our results and insights
KPMG Clara for Clients (KCfc)	<ul style="list-style-type: none">- We have introduced the KPMG Clara for Clients site to bring the best of KPMG to you. The site allows teams to work smarter, connect and collaborate, share insights and updates, and provide advanced solutions to communication.- The new tool allows us to track the progress and completion of audit work and facilitate safer and more efficient transfer of documents by our respective teams, especially given the virtual audit environment.
Journal Entry Analysis	<ul style="list-style-type: none">- The list of accounts provided, and journal entry details provided resulted in a successful roll of the accounts, concluding that the population of journal entries is complete, and the financial statements capture all entries and transactions throughout the year.- All high-risk journal entries selected for testing were appropriate and authorized by management. All entries tested reflected the underlying events and transactions and were recorded correctly

Appendix 3: Audit and assurance insights

Our latest thinking on the issues that matter most to audit committees, Boards and Management.

Featured insight	Summary	Reference
Accelerate 2022	The key issues driving the audit committee agenda in 2022	Learn more
Audit Committee Guide – Canadian Edition	A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada	Learn more
Unleashing the positive in net zero	Real solutions for a sustainable and responsible future	Learn more
KPMG Audit & Assurance Insights	Curated research and insights for audit committees and boards.	Learn more
Board Leadership Centre	Leading insights to help board members maximize boardroom opportunities.	Learn more
KPMG Climate Change Financial Reporting Resource Centre	Our climate change resource centre provides insights to help you identify the potential financial statement impacts to your business.	Learn more
The business implications of coronavirus (COVID 19)	Resources to help you understand your exposure to COVID-19, and more importantly, position your business to be resilient in the face of this and the next global threat.	Learn more
	KPMG Global IFRS Institute - COVID-19 financial reporting resource center.	Learn more
IFRS Breaking News	A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.	Learn more
Momentum	A quarterly Canadian newsletter which provides a snapshot of KPMG's latest thought leadership, audit and assurance insights and information on upcoming and past audit events – keeping management and board members abreast on current issues and emerging challenges within audit.	Sign-up now
Current Developments	Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.	Learn more
KPMG Learning Academy	Technical accounting and finance courses designed to arm you with leading-edge skills needed in today's disruptive environment.	Learn more



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Municipality of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, May 2, 2023, 4:30 PM

Council Chambers, 419 Notre Dame Street, Belle River



Members Present: Mayor Tracey Bailey, Deputy Mayor Kirk Walstedt, Councillor Ryan McNamara, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Ian Ruston, Councillor Larissa Vogler

Members Absent: Councillor Paddy Byrne

Staff Present: Chief Administrative Officer Truper McBride, Corporate Leader - Chief Financial Officer Justin Rousseau, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Corporate Leader - Strategic & Legal Affairs Kristen Newman, Division Leader - Building Morris Harding, Division Leader - Bylaw Robert Sassine, Division Leader - Civic Affairs Brianna Coughlin, Division Leader - Community Services Frank Jeney, Division Leader - Public Works Jeff Wilson, Division Leader - Workplace Development Lisa Granger, Drainage Superintendent Jill Fiorito, Fire Chief Don Williamson, Associate Lawyer Nuala Kenny, IT Technical Analyst Simon Barno

1. Call to Order

Mayor Bailey called the meeting to order at 4:35 PM in Council Chambers.

2. Closed Session

116-05-2023

Moved By Councillor McNamara

Seconded By Councillor Ruston

Council move into closed session in Council Chambers at 4:35 PM in accordance with:

- a. Paragraph 239(2)(d) of the *Municipal Act, 2001* to discuss labour relations or employee negotiations relating to a compensation policy for volunteer firefighters.

- b. Paragraph 239(2)(d) of the *Municipal Act, 2001* to discuss labour relations or employee negotiations, relating to IBEW collective bargaining.
- c. Paragraph 239(2)(c) and (f) of the *Municipal Act, 2001* to discuss a proposed or pending acquisition or disposition of land by the municipality and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, regarding lands and drains in Comber.
- d. Paragraph 239(2)(f) of the *Municipal Act, 2001* to discuss advice that is subject to solicitor-client privilege, including communications necessary for that purpose, regarding the River Ridge subdivision agreement and lands transfers.
- e. Paragraph 239 (2)(k) of the *Municipal Act, 2001* to discuss 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 relating to shared fire services.

Carried Unanimously

3. Return to Open Session

The closed session was adjourned at 5:46 PM and Mayor Bailey called a recess until 6:00 PM.

Mayor Bailey called the meeting back to order at 6:00 PM.

4. Land Acknowledgement

5. Moment of Reflection

6. Disclosures of Pecuniary Interest

7. Recognitions

8. Public Meetings under the Planning Act

9. Public Presentations

10. Delegations

1. Relief from Sign Bylaw 107-2007, being a By-law to Regulate the Erection of Signs, Other Advertising Devices and the Posting of Notices – 197 Auburn

The applicant, Mr. Dimitrievski, brought forward an amended request for 24 signs with solar powered lights.

117-05-2023

Moved By Councillor Santarossa

Seconded By Councillor Ruston

Provide relief from the Sign By-law for 197 Auburn Avenue to allow for 24 signs that must all be the same size, except on the angled side of the fence, as requested by the applicant and presented on May 2, 2023.

In Favour (6): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Santarossa, Councillor Kerr, and Councillor Ruston

Opposed (1): Councillor Vogler

Carried

11. Completion of Unfinished Business

12. Consent Agenda

118-05-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Ruston

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

1. March 31, 2023 Special Council Meeting Minutes
2. April 4, 2023 Regular Council Meeting Minutes
3. Essex Region Conservation Authority (ERCA) 2023 Draft Budget - 30 day Notice to Member Municipalities
4. Municipality of North Perth - School Bus Stop Arm Cameras
5. Municipality of Trent Lakes - Oath of Office
6. Municipality of Waterloo - Councillor J. Erb Notice of Motion
7. Township of Mulmur and County of Dufferin Resolution regarding Bill 5

Carried Unanimously

13. Reports for Information

119-05-2023

Moved By Councillor McNamara

Seconded By Councillor Vogler

Receive the Reports for Information as listed on the agenda.

1. Quarterly Building Activity Report – 2023 Q1
2. 2022-2023 MECP Drinking Water Inspections
3. Atlas Tube Recreation Centre Concession Operations

Carried Unanimously

120-05-2023

Moved By Councillor Ruston

Seconded By Councillor Vogler

Direct Administration to prepare a Request for Proposal for concessions at the Atlas Tube Recreation Centre.

Carried Unanimously

14. Reports for Direction

1. Tender Award – 2023 Asphalt Roads Resurfacing Program

121-05-2023

Moved By Councillor Santarossa

Seconded By Councillor Ruston

Award the tender for the 2023 Asphalt Road Resurfacing Program to Mill-Am Corporation in the of amount of \$899,965.44, including applicable HST, with the excess amount of \$733.44 to be funded from the roads reserve (as per Option 1), as presented at the May 2, 2023 Council meeting.

Carried Unanimously

2. Tender Award – 2023 Sidewalk Lifecycle Replacement Program

122-05-2023

Moved By Councillor Ruston

Seconded By Councillor McNamara

Award the tender for the 2023 Sidewalk Lifecycle Replacement Program to Signature Contractors in the amount of \$135,399.31 including applicable HST, as presented at the May 2, 2023 Council meeting.

Carried Unanimously

3. Contract Award, Programmable Logic Controller (PLC) Replacements at Stoney Point and John George Water Treatment Plant (WTP)

123-05-2023

Moved By Councillor Kerr

Seconded By Councillor Vogler

Award the contract for the Programmable Logic Controller (PLC) Replacement at both the Stoney Point and John George Water Treatment Plant (WTP) to ONYX Engineering through non-competitive selection in the amount of \$162,816.00, including non-recoverable HST, as presented at the May 2, 2023 Council meeting.

Carried Unanimously

4. Libro Centre – Lakeshore Karate Contract

124-05-2023

Moved By Councillor Santarossa

Seconded By Councillor Ruston

Approve an agreement with Mr. Wayne Currie for the use of the Libro Centre multi-purpose room for a 1-year term, with the option to extend the agreement for an additional two years, at a rate of \$450 plus tax per month and direct the Clerk to read By-law 41-2023 authorizing the Mayor and Clerk to sign the agreement, as presented at the May 2, 2023, Regular Council meeting.

Carried Unanimously

5. Ontario Lottery and Gaming Corporation – Charitable Gaming Centre Municipal Agreement

125-05-2023

Moved By Councillor Vogler

Seconded By Deputy Mayor Walstedt

Direct the Clerk to read By-law 33-2023, Being a By-law to Authorize an Agreement with the Ontario Lottery and Gaming Corporation, during the “Consideration of By-laws”, as presented at the May 2, 2023 Council meeting.

Carried Unanimously

6. Temporary Fire Chief Shared Services Agreement between Lakeshore and Leamington

126-05-2023

Moved By Councillor Santarossa

Seconded By Councillor McNamara

Direct the Clerk to read By-law 38-2023 being a By-law to Authorize a Temporary Fire Chief Shared Services Agreement with The Corporation of the Municipality of Leamington during the “Consideration of the By-laws”, as presented at the May 2, 2023 Council Meeting.

Carried Unanimously

15. Announcements by Mayor

16. Reports from County Council Representatives

The Deputy Mayor provided an update regarding County Council matters.

17. Report from Closed Session

18. Notices of Motion

1. Councillor Kerr - Light Trespassing

127-05-2023

Moved By Councillor Kerr

Seconded By Councillor Vogler

Whereas members of the community have been complaining about the lack of privacy related to scattered or excessive lighting on properties, including residential properties;

And recent lighting technology improvements related to the use of L.E.D.'s have contributed to lighting being much brighter and obtrusive;

And whereas security light fixtures create a condition where there is no control over when the lights are on or off;

And whereas Lakeshore current by-laws do not address this problem;

Now be it resolved that the issue of scattered or excessive lighting on properties be referred to administration to:

1. Investigate regulatory options; and
2. Assess what, if anything is being done in other communities; and
3. What standards could be applied to address this issue.

In Favour (4): Councillor McNamara, Councillor Santarossa, Councillor Kerr, and Councillor Vogler

Opposed (3): Mayor Bailey, Deputy Mayor Walstedt, and Councillor Ruston

Carried

19. Question Period

128-05-2023

Moved By Councillor McNamara

Seconded By Councillor Ruston

Direct Administration to prepare a report regarding options for traffic calming at East Pike Creek and Little Baseline.

Carried Unanimously

20. Non-Agenda Business

21. Consideration of By-laws

129-05-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Vogler

By-laws 33-2023, 38-2023, 39-2023, 40-2023, 41-2023 and 42-2023 be read and passed in open session on May 2, 2023.

Carried Unanimously

2. **By-law 38-2023, Being a By-law to Authorize an Agreement with the Municipality of Leamington relating to Temporary Fire Chief Shared Services**
 3. **By-law 39-2023, Being a By-law to Authorize an Agreement with TELUS Communications Inc.**
 4. **By-law 40-2023, Being a By-law to Amend By-law 11-2023, Being a By-law to Establish User Fees for Certain Services Provided by the Municipality of Lakeshore**
 6. **By-law 42-2023, Being a By-law to Confirm the Proceedings of the Council of the Municipality of Lakeshore**
 5. **By-law 41-2023, Being a By-law to Authorize a Facility Use Agreement with Wayne Currie**
22. **Adjournment**
- 130-05-2023**
- Moved By** Councillor Ruston
- Seconded By** Councillor Santarossa
- Council adjourn its meeting at 7:05 PM.

Carried Unanimously

Tracey Bailey
Mayor

Kristen Newman
Clerk

Municipality of Lakeshore

Minutes of the Special Council Meeting

Thursday, May 11, 2023, 9:00 AM

Atlas Tube Recreation Centre Renaud Room, 447 Renaud Line, Belle River



Members Present: Mayor Tracey Bailey, Deputy Mayor Kirk Walstedt, Councillor Ryan McNamara, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Larissa Vogler

Members Absent: Councillor Paddy Byrne, Councillor Ian Ruston

Staff Present: Chief Administrative Officer Truper McBride, Corporate Leader - Chief Financial Officer Justin Rousseau, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Corporate Leader - Strategic & Legal Affairs Kristen Newman, Division Leader - Building Morris Harding, Division Leader - Bylaw Robert Sassine, Division Leader - Civic Affairs Brianna Coughlin, Division Leader - Community Services Frank Jeney, Division Leader - Digital Transformation & Cloud Services Michael Martin, Division Leader - Economic Development & Mobility Ryan Donally, Interim Division Leader - Financial Planning & Analysis Bin Wu, Division Leader - Public Works Jeff Wilson, Division Leader - Workplace Development Lisa Granger, Drainage Superintendent Jill Fiorito, Fire Chief Don Williamson, IT Co-op Student Ryan Nocente

1. Call to Order

Mayor Bailey called the meeting to order at 9:19 AM in the Renaud Room at the Atlas Tube Recreation Centre.

2. Land Acknowledgement

3. Moment of Reflection

4. Disclosures of Pecuniary Interest

5. Strategic Planning Workshop

131-05-2023

Moved By Councillor Santarossa

Seconded By Councillor Vogler

Move into Committee of the Whole.

Carried Unanimously

1. 2023 – 2026 Strategic Plan Regional Scan Recommendation

JP Gedeon, Chief Executive Officer of Transformative Directions, led the workshop with Council and members of Administration to develop the 2023-2026 Strategic Plan. Participants held several breakout sessions for interactive discussions, which were presented to the group at large.

Mayor Bailey called a recess for lunch at 12:40 PM and reconvened the meeting at 1:40 PM.

132-05-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor McNamara

Receive the Report for Information as listed on the agenda.

Carried Unanimously

Mayor Bailey provided a summary report of the activities of the Committee of the Whole.

6. Adjournment

133-05-2023

Moved By Councillor Vogler

Seconded By Councillor Santarossa

Council adjourn its meeting at 3:25 PM.

Carried Unanimously

Tracey Bailey
Mayor

Kristen Newman
Clerk

Dear Ontario Mayors and Councillors,

As you are aware, there is growing **non-partisan advocacy** across this province calling for support of Bill 5- The Stopping Harassment and Abuse by Local Leaders Act - 'The Women of Ontario Say No'. This advocacy was borne out of a situation in Barrie, ON where a councillor was in litigation for sexual harassment while also running for Mayor, and Bill 5 itself is a result of the most appalling behaviour from a sitting councillor in Ottawa where council had no resource but to suspend pay for 90 days, four times.

There is an increasing number of municipalities in support (80 and growing DAILY), recognizing that this gap disproportionately affects women- and affects women in the most unconscionable ways. **Bill 5 was endorsed unanimously by the Ontario Big City Mayors a few weeks ago.** A list of current supporting municipalities can be found at the bottom of our home page [The Women of Ontario Support Bill 5 \(squarespace.com\)](https://www.squarespace.com).

Workplace safety is the foundation to supporting diversity of voice at the decision-making tables. **A working environment free of harassment for all is not a big 'ask' - it is a right.** You may recall the names of two Ontario women, Lori Dupont and Theresa Vince, detailed in this article [Ont. workplace harassment laws change | CBC News](#) Both were murdered in the workplace by co-workers. As a result, Bill 168 was passed to strengthen Occupational Health and Safety legislation. Bill 5 is a natural progression to ensure health & safety in municipal workplaces for both employees **and** elected officials.

The Canadian Medical Association says this about workplace harassment "Bullying can cause [stress](#), fatigue, presenteeism, anxiety, [burnout](#), [depression](#), substance abuse, broken [relationships](#), early retirement and even [suicide](#). It can affect performance, self-esteem/self-confidence, absenteeism and teamwork." <https://www.cma.ca/bullying-workplace>

Employers have a legal obligation to ensure psychologically safe workplaces. "A perfect legal storm is brewing in the area of mental health protection at work. This storm brings with it a rising tide of liability for employers in connection with failure to provide or maintain a psychologically safe workplace." Dr. Martin Shain [see PDF attachment Workforce Psychological Safety in the Workplace prepared for the Mental Health Commission of Canada](#).

From an article published in the National Post, Sept 2022 [Workplace bullying should be treated as a public health issue | National Post](#) "Multiple high profile incidents of workplace bullying have been in the media over the past few years, from the alleged toxic workplace culture created by former Governor General Julie Payette and the suicide of a Canadian Armed Forces reservist linked to constant harassment by co-workers..." "Like other health issues, the impact of workplace bullying has measurable diagnostic implications and the clustering of adverse physical and psychological symptoms of bullying victims is definable. Multiple studies have shown that it can negatively impact a person's mental health and can even lead to long-term psychological trauma.."

Multiple Ontario municipalities have learned the hard way about the lack of tools in the Municipal Act for holding councillors accountable for workplace harassment. Currently the most severe penalty that can be imposed on a municipal councillor is suspension of pay for 90 days. There is no process for removing councillors from office. This advocacy is not about upending our most sacred element of healthy societies- our democracy. **It about protecting the most basic of human rights for women, and all Ontarians. It is understood that that removal would only be pursued in the most egregious of circumstances, and even then, the courts would have to review the evidence and agree before removal would be enforced.** In fact, it is precisely the Bill's due process that has facilitated such rapid support.

There is discourse circulating that this legislation needs other elements. To that end, the legislation is in its infancy. Much of the worthy discussion on this will be captured in Committee and incorporated into regulation, if it passes second reading.

We NEED legislation now to address this shortcoming by amending the Municipal Act & City of Toronto Act to ensure (at a minimum): 1) municipally elected officials are accountable to violence and harassment in the workplace policies 2) there is a process for removal and restriction on re-election in cases where egregious acts of harassment are substantiated.

YOU have been elected to lead in our provincial municipalities and to represent the public's best interest. We are asking you to do just that. Human rights and the fundamental rights of women to work in an environment free of harassment can't wait. We are counting on you.

Sincerely,

Emily McIntosh
705-715-5018

Diane Noble
519 918 1966

On Behalf of
The Women of Ontario
Say No

#THEWOMENOFONTARIOSAYNO

An Overview for Bill 5*: The Stopping Harassment and Abuse by Local Leaders Act

The Issue at Hand

Municipally elected leaders do not have an appropriate accountability structure when it comes to perpetrating violence and harassment in the workplace. In fact, if a claim of egregious (the most severe) harassment is substantiated; the maximum penalty that can be imposed is three months without pay. But the councillor can retain their position, return to the workplace and seek re-election.

This differs from any other workplace in the province, where not only are workplaces mandated to have violence and harassment in the workplace policies (Bill 168), these policies outline consequences for egregious violation which includes termination.

Why this Bill is so important

The Bill was introduced as a private members bill, as a response to a sitting councillor in Ottawa who was able to seek re-election, even with outstanding claims of egregious sexual harassment (investigation by the Integrity Commissioner was underway). Other instances of councillors perpetrating harassment include Brampton, Barrie and Mississauga. Since this advocacy effort has started, there are further instances cited in many other municipalities across the province of Ontario.

What will the Bill do?

The Bill has three primary components:

1. Require councillors to comply with the workplace violence and harassment policies of the municipality they represent.
2. Permit municipalities to direct the Integrity Commissioner to apply to the court to vacate a member's seat for failing to comply with the municipality's workplace violence and harassment policies.
3. Restrict councillors—whose seat has been vacated—from seeking immediate subsequent re-election.

The Consequences of Doing Nothing

When councillors are able to perpetrate harassment without being held to account, a toxic message is sent to the community. It means that as an elected official:

1. You are immune to the communal standards of treatment we have come to expect from the population at large, and;
2. You can abuse your power, unchecked, and continue to have the privilege of serving the population that elected you.

A fundamental, underlying principle of broadening diversity, equity and inclusion in politics rests on the assumption that the workplace is SAFE. This is currently not the case. As such, despite the most recent municipal elections in October, 2022, councillors currently can perpetrate the most egregious acts of harassment and keep their jobs.

This has an immeasurably negative impact on communities.

1. Community members and/or municipal staff may not feel safe meeting with their local ward councillor.
2. If a person is harassed, they may not see the point of filing a complaint with the Integrity Commissioner—if suitable action cannot be taken.
3. There is no deterrent for councillors when it comes to perpetrating harassment when they know they can still keep their job.
4. It stifles diversity of voice at the local decision making table—when personal safety is at risk, quality people may be deterred from seeking election.
5. When councillors who have perpetrated harassment to staff or fellow councillors can retain their position, no matter how serious, it creates and protects toxic workplaces, which in turn has an adverse effect on mental health in the workplace and throughout the community.

To learn more check out:
thewomenofontariosayno.com



* In reference to Bill 5, once passed, it will be applicable to ALL municipalities in Ontario at the same time.

6. Lack of accountability supports current systems of privilege and immunity of a certain segment of the population, which is not optimal for healthy communities.
7. It sends the message that if you have power, you are different, and superior to the average citizen.

History of the Bill

Private Members' Bills do not often get passed. They usually deal with an issue of public interest. In this instance, the Bill has received all party support. It was introduced as Bill 260, then the legislature was prorogued when the Federal Election was called. It was then reintroduced as Bill 10, but died when the provincial election was called. It has since been introduced as Bill 5 and it is slated for its second reading in May, 2023. This Bill needs support from every avenue to become law.

The Bill will amend:

1. *Municipal Act, 2001*
2. *The City of Toronto Act, 2006*

How you can help:

1. **Share, Like and Follow** on Social Media: @womenofontariosayno.
2. **Deliver a presentation** to a municipal council in Ontario requesting support (materials provided). This is a unique approach to advocacy, but is appropriate to approach local councils, as it is their workplace.
3. **Provide social media content**- send us a video as to why you or your organization/business supports Bill 5. Better yet—capture the reaction of those who are unaware of this gap in legislation and see if they are comfortable providing their reaction on a video or a quote. It is hard to believe we need to advocate for this.
4. **Showcase your organization or community groups' logo** on our website to add credibility and legitimacy to the advocacy effort.
5. **Meet, write, or call your local MPP** and express that this legislation matters to you, your organization, and their constituents in the community.

6. **Share information** with your networks.
7. **Email the Ontario Human Rights Commission** and request a public inquiry into the issue:

legal@ohrc.on.ca

8. Make a financial contribution to ensure **this never happens to another person in any community in Ontario ever again**. Check out the gofundme page to help support a full-time advocate to speak with all MPPs in the province.

www.gofundme.com/f/basic-human-rights-in-ontario

9. Feel empowered to have the hard conversations. So much of grassroots change occurs at our dinner table, speaking with a neighbour, or your local councillor. Start talking about the issue. Express the change you want to see and never feel ashamed to advocate for basic human rights. We often feel we have to be experts in legislation to advocate for it. We are all experts in how we want to be treated. Let this be your guide.

Be part of the change

Make sure your municipality is in support! Below is a growing list of municipalities since September 2022 that have formally endorsed and communicated public support for Bill 5:

- | | |
|----------------------------|-------------------------------------|
| • Town of Collingwood | • City of Ottawa |
| • Town of Adjala-Tosoronto | • Town of Wasaga Beach |
| • Township of Ramara | • Township of Tiny |
| • Town of Midland | • Town of Bradford West Gwillimbury |
| • Township of Oro-Medonte | • Town of Penetanguishene |
| • City of Woodstock | • Township of the Archipelago |
| • Town of New Tecumseth | • City of Orillia |
| • Essa Township | • Town of Midland |
| • Township of Clearview | • City of London |
| • City of Barrie | • Municipality of Kincardine |
| • Township of Springwater | • City of Kenora |

To learn more check out:
thewomenofontariosayno.com



* In reference to Bill 5, once passed, it will be applicable to ALL municipalities in Ontario at the same time.

The Shain Reports on Psychological Safety in the Workplace – A Summary

Prepared for the Mental Health Commission of Canada | April 2010



A rapid and profound legal transition is underway, and it is affecting every Canadian workplace. In a 2009 report, ***Stress at Work, Mental Injury and the Law in Canada***, Dr. Martin Shain illuminates a dramatic evolution of the employee-employer relationship, stressing that employers who fail to understand the shifting legal terrain are at serious risk of liability.

For decades, Canadian employers have been required by law to protect employees' physical safety and health in the workplace. **But for the first time in Canadian history, employers are under pressure of an emerging legal duty to create and maintain not only a physically safe workplace, but also a psychologically safe work environment.** Dr. Shain defines a psychologically safe workplace as "one that does not permit harm to employee mental health in careless, negligent, reckless or intentional ways." Simply, it is "one in which every practical effort is made to avoid reasonably foreseeable injury to the mental health of employees."

In the *Stress at Work* report, prepared for the Mental Health Commission of Canada, Shain explains that a growing number of case law precedents, legislation changes and tribunal deliberations support a trend toward envisioning the duty to provide a psychologically safe workplace as an implicit term of the employment contract. The law is imposing increasingly restrictive limitations on management rights by requiring that the organization and management of work must lead to no lasting harm to employee mental health that impacts their ability to function at work or outside of work. The overall implications are highly similar in unionized and non-unionized contexts.

While Shain's 2009 report highlights this emerging legal duty, only one year later he is able to illuminate considerable further development, highlighting ways in which the duties are coming into focus as legal and tribunal findings continue to accumulate. Shain's April 2010 update report is titled ***Tracking the Perfect Legal Storm:***

Converging systems create mounting pressure to create the psychologically safe workplace. According to Shain:

A perfect legal storm is brewing in the area of mental health protection at work. This storm brings with it a rising tide of liability for employers in connection with failure to provide or maintain a psychologically safe workplace.

Remedies available to employees are multiplying and for the first time it appears that real redress for harm to psychological health is within the reach of many, if not most, workers. Shain summarizes the rapid and dramatic nature of the change:

From a time no more than ten years ago, when only egregious acts of harassment and bullying resulting in catastrophic psychological harm could give rise to legal actions for mental injury, we have arrived at a point where even the negligent and chronic infliction of excessive work demands can be the subject of such claims under certain conditions.

In a rapidly transforming uncertain legal environment, understanding the trajectory of change will be managers' key to responding effectively. This document outlines the most critical aspects of Shain's two reports, explains why managers must pay attention, and illustrates how they can begin to make changes that will not only protect their employees, but also enhance the competitiveness of their entire organization.

As a professor at the University of Toronto's Dalla Lana School of Public Health in the Faculty of Medicine, Shain is positioned well to understand the dramatic implications of mental injury at work. Employees (and their families), employers and society at large all face the consequences.



At the individual level, personal suffering can be severe, and there can be no doubt that mental health concerns are widespread. Seven million Canadians – approximately one in five – will experience a mental health problem this year, and many of these problems will relate in some way to the workplace. If addictions are included, the total is about one in three, and adding stress and burnout raises the figure considerably higher again.

Businesses face problems with loyalty and retention and rising costs from higher turnover, lower productivity and increased disability leave. In a recent major Canadian study, 82% of responding organizations ranked mental health conditions in their top three causes of short-term disability (72% for long-term). In fact, the average responding organization reported spending more than \$10.5 million annually on absence claims. **Overall, it is estimated that between \$2.97 billion and \$11 billion could be saved every year in Canada if mental injuries to employees attributable in whole or in part to negligent, reckless and intentional acts and omissions of employers, their agents and fellow employees were to be prevented.**

Employers are at the front line of the endeavour to protect mental health at work, but this should not be seen as a burden. In fact, a psychologically safe workplace provides a serious boost to competitiveness. Paying attention to psychological safety at work is simply good business. Employers who set a strategic direction of improving mental health are rewarded with dramatic cost and effectiveness benefits, enjoying significant and sustainable enhancements in:

1. **productivity** – happy and psychologically healthy employees work harder and more efficiently
2. **recruitment and retention** – today's top-quality employees expect a workplace that supports their personal and professional growth
3. **costs due to disability and absenteeism** – there is a strong link between mental health, physical well-being and injury prevention
4. **conflict reduction** – better mental health among employees means fewer grievances and complaints and a stronger corporate reputation

5. **operational success** – mentally healthy workplaces are characterized by higher levels of employee motivation, commitment, innovation and creativity, as well as fewer errors, better decision making and improved planning.

A focus on psychological safety is a critical part of an overall corporate social responsibility and risk management strategy. And from a less formal perspective, employers simply cannot ignore the benefits of having mentally healthy and loyal employees who want to come to work each day, and the satisfaction of being able to play a role in maximizing their potential.

The challenge for employers is developing long- and short-term strategies for making workplace mental health a priority. The following section further explores the ongoing transformation outlined in Shain's reports, highlighting specific areas of legal risk that managers must understand when shaping their strategies. This is followed by a list of steps employers can take now to begin making changes that will protect workers *and* enhance the financial bottom line.

In *Tracking the Perfect Legal Storm*, Shain elaborates upon the increasing momentum toward a broadening duty of workplace psychological safety. He says, "there is a trend in the law to condemn more and more mentally injurious conduct as unacceptable and to define it as having the potential to give rise to legal action." Remedies by the courts include financial awards and/or remedial orders against employers, requiring them to alter conditions of work that contribute to mental injury or harm. Overall, financial rewards for damages have increased in size over the past five years by as much as 700%.

The duty to provide and maintain a psychologically safe workplace is developing in different ways across Canadian jurisdictions and within various legislative and regulatory bodies, but a common thread is the increasing insistence of judges, arbitrators and commissioners upon more civil and respectful behaviour in the workplace and avoidance of conduct that a reasonable person should foresee as leading to mental injury. In addition to restricting management rights, adjudicators are also becoming more proactive in detailing how organizations must operate in order to meet this goal. Shain explains that "the failure to provide or maintain a psychologically safe workplace is already the



object of legal actions from at least seven sources that together may be characterized as a perfect legal storm.” An examination of the seven institutional/ jurisdictional components of the “perfect storm” illuminates a momentum of profound change to the employment relationship, and highlights areas of risk.¹

1 Human Rights Tribunals and Commissions

A provincial human rights tribunal found that employers who discover that an employee is suffering from clinical depression have a duty to accommodate that employee to a reasonable degree, *even in the absence of medical evidence*. Employers must pay particular attention to signs of mental disorder that would trigger concern in a reasonable person. Failure to do so may be characterized as discriminatory and an assault upon personal dignity. Damages may be awarded. A provincial appeal court held that the general duty to accommodate applies even when the complainant does not declare his or her existing mental disability before being hired.

2 Workers Compensation Law

The traditional refusal to accept claims for compensation of mental injury resulting in whole or in part from “gradual onset stress” (chronic stress) appears to be changing. A provincial court of appeal found that allowing compensation for mental injury *only if it was an acute reaction related to sudden traumatic workplace events* treats those suffering from mental disability differently from those suffering from physical disability. The standard of proof to meet the threshold of compensability for *physical* accidents is simply that they arose out of and in the course of employment, while in the case of *mental* injury there was an added criterion that limits compensation to those who have suffered from an acute reaction to a sudden and unexpected traumatic event. This higher standard of proof in legislative provisions has been characterized as discrimination based on mental disability, and has been the target of a successful *Charter of Rights and Freedoms* challenge. A provincial court of appeal also recently held that the mental injury resulting from chronic stress can be compensable if caused by events or situations that are unusual and excessive according to the norms of the industry or occupation in question. Mental injury as a result of both acute and chronic

stress is also being compensated through awards made to victims of heart attacks and their families when fatal or debilitating heart attacks are precipitated by abusive and mentally injurious acts or omissions.

3 The Law of Torts (Common Law)

The tort law governing non-union environments is framing more stringent requirements for how work should be organized and managed to avoid reasonably foreseeable harm to employee mental health. Courts are on the brink of extending the reach of the torts of negligent and intentional suffering to govern the employment relationship as a whole, not just at the point where it is being dissolved, making the quality of the employment relationship *in its entire course* a target for legal intervention.

4 Employment Contract

Employment contracts are no longer envisioned as strictly commercial agreements for the exchange of labour and wages. The employment contract is evolving as judges allow that it contains an implied duty to protect employee mental health, deemed to be included in the requirement that employers act in good faith *at all stages of the employment relationship*. This has been interpreted as meaning that harassment resulting in injury to an employee’s mental health was a breach of the employment contract itself. Additionally, the emergence of class action suits in employment law appears to represent genuine potential to attach claims for mental injury to suits for unpaid overtime. Many employers will be interested to learn that a judge has found that certain overtime policies create *systemic* problems that contribute to a *culture of overwork* that affects every employee. Creating *by policy* a work environment in which overwork is encouraged represents a breach of the duty of good faith.

5 Labour Law

Arbitrators now routinely import implied terms for the protection of mental health into collective agreements. This labour law shield offers an impressive array of remedies to employees with claims of harassment and other forms of abuse. Labour law is also evolving as it struggles with balancing the rights of employees with mental disorders and the needs of employers to manage and direct work. Such cases raise the question of the extent to which an employee

¹ Case details appear in the full reports.



living with a mental illness retains sufficient capacity to appreciate the impact he or she is having on coworkers. To what degree do such employees bear some responsibility for actively participating in the creation and maintenance of an equitable and psychologically safe work environment? “Hybrid” solutions giving direction to both the employee and employer are one method used to address these complex situations.

In a further development, an arbitrator has held that the same precautionary principles apply to the protection of both mental and physical health. If a threat to physical safety is identified, workers are not only allowed but required to remove themselves or be removed from the location of the danger. Similarly with psychosocial risks, any perceived hazard must be investigated, during which the worker must be removed from the source of threat.

6 Occupational Health and Safety Law

Occupational health and safety law across the country is becoming more consistent in its application to psychological safety through various amendments to governing legislation. In Ontario, harassment and violence have been added to the legislation as areas to which the general duty of due diligence applies. Every reasonable effort must be made to prevent harm to the mental health of employees.

7 Employment Standards

Quebec has led the country in placing protection from harassment at work and regulation of harm to mental health in general in the context of employment standards. Quebec case law also leads in detailing the boundary between frivolous and serious claims of mental injury.

A relatively recent development in the realm of employment standards is legislation dealing with accessibility and treatment of those with mental disorders. The intent of the legislators is to apply the same principles of respect for dignity, autonomy and integration to the employment relationship as apply to customer and client relations.

Beginning the Change to a More Psychologically Healthy Workplace

Large and small organizations can take readily achievable steps immediately to begin protecting workplace mental health. A good overall strategy includes:

1. designating an individual or group to lead the process of change and ensure accountability
2. a focus on prevention and early intervention to stop problems before they become more serious
3. assessing psychosocial risk within the organization
4. communicating a strategic vision throughout the organization, especially to managers/supervisors, human resources, union representatives and health and wellness teams
5. developing and implementing appropriate policies and programs for workplace psychological health
6. assessing the results of policies and programs and adjusting accordingly
7. focusing the recruitment, selection, training and promotion processes to a greater degree on individuals’ abilities to relate to others in psychologically healthy ways.

There is also a wealth of things managers, supervisors and others can do tomorrow to begin making positive change. *Stress at Work* makes it clear that common workplace mental health conditions such as depression, anxiety and burnout (the focus of much of the legal attention) can be precipitated or aggravated by management actions such as the chronic and consistent:

- Imposition of unreasonable demands
- Withholding of adequate levels of important information by choice or neglect
- Refusal to allow the exercise of reasonable discretion over the day-to-day means, manner and methods of work
- Failure to acknowledge or credit contributions and achievements
- Failure to recognize and acknowledge the legitimate claims, interests, and rights of others

Easily achievable workplace modifications to reverse sources of stress like those above can have powerful effects. A list of organizations providing helpful tools



appears below. Managers may want to consider starting with the innovative tool *Guarding Minds at Work* (GM@W), Canada's first formal framework for helping employers address risks to mental health embedded in the ways in which work is organized and managed. Funded by Great-West Life's Centre for Mental Health in the Workplace and originally inspired by Shain, GM@W is a free, web-based risk assessment and strategy implementation process developed by a team of researchers at Simon Fraser University led by psychologist Dr. Joti Samra. Implementing the GM@W process is a powerful step toward meeting the legal requirements to create and maintain a psychologically safe workplace.

Conclusion – A Precautionary Tale

Managers must create a strategic vision in support of psychological safety and communicate this vision explicitly through policy and operation and implicitly by example. The employment relationship should be conducted according to the precepts of psychological safety if the stress, disruption, costs and inefficiencies of employee claims of mental injury are to be avoided. This means taking every reasonable precaution to avoid foreseeable harm to employee mental health. The legal evolution outlined by Dr. Shain has been rapid, and employers cannot risk becoming a test case for a new legal concept. Every indication points to an intensification of the "perfect storm," making it more important than ever for employers to take proactive measures to avoid future problems as the law reaches more deeply into the activities of private and public organizations.

Find the Shain Reports Online at the Mental Health Commission of Canada Website

The Shain reports are available at:

www.mentalhealthcommission.ca

Stress, Mental Injury and the Law in Canada: A discussion paper for the Mental Health Commission of Canada (2009) ["The Shain Report"]

Tracking the Perfect Legal Storm: Converging systems create mounting pressure to create the psychologically safe workplace (2010)

Resources for Mental Health in the Workplace

A Leadership Framework for Advancing Workplace Mental Health

www.mhccleadership.ca

Tools for senior leaders. Includes videos of corporate, small business, government and union leaders talking about workplace mental health. The framework touches on business benefits, corporate social responsibility, risk management, recruitment and retention.

Guarding Minds at Work

www.guardingmindsatwork.ca

Guarding Minds at Work is Canada's first formal framework for helping employers assess and address risks to mental health that are embedded in the ways in which work is organized and managed. It provides a no-cost comprehensive set of tools for assessing and addressing psychosocial risk in the workplace. The online resources include surveys, automated scorecards, audit forms, evidence-based recommendations and evaluation methods.

Great-West Life Centre for Mental Health in the Workplace

www.gwlcentreformentalhealth.com

A public resource that includes a diversity of ideas and strategies from a variety of sources including top researchers as well as from promising practices from the business community. Includes videos, action plans, worksheets, forms, publications and strategies.

Working Through It

www.gwlcentreformentalhealth.com/wti

A collection of videos and supporting handouts by and for individuals who struggle with mental health concerns in the workplace.

The Health Communication Unit - Workplace Health Promotion

www.thcu.ca/Workplace/Workplace.html

A health promotion site focused on the workplace. Includes a planning framework, policy development guidelines and slide decks.

Workplace Mental Health Promotion

www.wmhp.cmhaontario.ca

A resource of the Canadian Mental Health Association -- Ontario. A research-based website with practical tools to improve the health of individuals and organizations. Focus is on creating mentally healthy workplaces that promote positive mental health and mental well-being for employees.

Mental Health Works

www.mentalhealthworks.ca

A resource of the Canadian Mental Health Association's initiative on workplace mental health. Information and statistics for both employers and employees. Includes information on free workshops and webinars.

Health Canada

www.hc-sc.gc.ca/ewh-semt/occup-travail/work-travail/index-eng.php

Strategies and resources related to best practices and statistics about workplace health. Includes worksheets, calculators and publications.

*The views represented herein solely represent the views of the Mental Health Commission of Canada.
Production of this report is made possible through a financial contribution from Health Canada.*



Municipality of Lakeshore – Report to Council

Chief Administrative Officer



To: Mayor & Members of Council
From: Truper McBride, Chief Administrative Officer
Date: May 15, 2023
Subject: 2022 Major Accomplishments

Recommendation

This report is for information only.

Background

The 2022 Major Accomplishments report is an annual report that aims to communicate and celebrate the achievements and contributions of Lakeshore employees.

Comments

This annual report documents and highlights the many projects and initiatives completed in 2022 as directed by Council through the 2022 Budget, Strategic Plan, master plans and studies.

The primary purpose of the Chief Administrative Officer is to ensure Council's priorities, goals and objectives are efficiently and effectively carried out. Some of the key accomplishments and initiatives the Municipality has delivered this year include:

CAO's Office

- Embarked on a Digital Transformation Strategy to modernize our operations, information security and bring focused attention to supporting all the various applications used across the organization.
- Delivered new technology to areas that needed it and new tablets for our field teams and Council Members.
- Deployment of Talkdesk for the PSU (Public Service Unit).
- Completed Network redesign.
- Provided new collaboration platforms such as Teams to help us work together.
- Workplace Improvement Team (WIT) that is focused on culture enhancements and helping us recognize the good work being done across the organization.
- Completed renovations to the Council Chambers.

Strategic and Legal Affairs

Workforce Development:

- Lakeshore was the recipient of the Healthy Workplace Award – gold level status for its health and wellness practices.
- Conducted 263 recruitments for staff positions (full time, part time, temporary, casual and volunteer firefighter).
- Applied for and received over \$85,531 in wage and training subsidies.
- Completed negotiations of the part time IBEW collective agreement and implemented changes to the agreement.
- Facilitated a Culture Review and led the implementation of a Workplace Improvement Team.
- Adoption of the Municipality's first Right to Disconnect Policy.
- Conducted training for leaders including building effective job descriptions, building effective business cases, and related other procedure training.
- Workplace injuries decreased in 2022 by about 50% from 2021 and continue to trend down since 2016 (as of Nov 4/22). There are no lost time WSIB claims for 2022 to date.
- Launched the first electronic monitoring policy engagement sessions with completion anticipated in 2023.

Civic Affairs:

- Conducted the first in-person election hosted by Lakeshore after successive vote by mail elections (including hiring/training of approximately 100 election officials).
- Facilitated Council's approval of the designation of Lakeshore's first charitable gaming site.
- Facilitated several days of Council Member onboarding, orientation and governance leadership with plans for ongoing education and development.
- Responded to over 63 access to information requests, issued 71 marriage licences and 85 death certificates.
- Finalized the adoption of a new Animal Care and Control By-law.
- Hosted 27 Council meetings and produced 61 Council meeting agendas (including 10 supplementary agendas).
- Implemented an internal Policy Review Committee to support the production of corporate and Council policy.
- Produced or supported the production of 102 by-laws.
- Introduced Lakeshore's first Land Acknowledgement Statement.
- Approval of Lakeshore's first Communications & Engagement Master Plan.
- Increased civic engagement by developing a monthly Lakeshore Splash feature in Lakeshore News (independent newspaper) and increased social media and website presence and communications.
- Hosted or supported the following large-scale civic engagement projects: Animal Care & Control, cGaming centre, St. Clair Shores Park, Stoney Point Community Park visioning, Greenhouse Study, Wallace Woods Secondary Plan.

Fire:

- Responded to almost 600 calls -- a record-breaking year for Lakeshore.
- Recruited and in process of certifying 19 new firefighters through 580 hours of mandated training.
- Highly successful promotions during Fire Prevention Week with 10 school visits for Junior Kindergarten through Grade 3 which included 90 class visits involving 110 teachers and 1860 students, along with 5 fire station open houses.
- Hosted Lakeshore Fire's first all stations staff appreciation dinner
- Worked with volunteer firefighters to update the Volunteer Firefighter Compensation and benefits Corporate Policy & Procedure to enhance volunteer firefighter benefits.

Financial Services

- Council approved the Municipality of Lakeshore Asset Management Plan (AMP) 2022.
- Offer residents paperless option for water billing and property taxes.
- Council approved debt management policy, local improvement, and drainage financing policy.
- Council approved Water and Wastewater Rate Study.
- Finance began to implement a conservative investment strategy to yield greater return on municipal funds.
- Council approved the updated Development Charge rates to deal with the revised cost of the Denis St. Pierre Sewage Treatment Plant.

Growth and Sustainability

Community Services:

- After 2 years of COVID related closures, summer day camps resumed in 2022. Staff created and implemented a third summer camp known as 'Little Lakeshore'. This camp is for 4-year-olds. The camp ran from July 4 – September 2, 2022, with 20 children enrolled per day.
- Community partnership with Classroom Champions was implemented. This is an educational course that provides children with mentorship and a look into the mindset of world-class athletes.
- Reopened the concession stand at the ATRC after a 2-year hiatus due to COVID. In addition to the main concession, the secondary concession (upstairs) was opened for Jr C games and large events.
- Opened two new Championship Lifestyle Locker rooms for Lakeshore Youth.
- Replaced all lights within the ATRC with LED lights, saving energy costs.
- Successfully implemented a Field Allocation Policy for Lakeshore sports fields.
- Aquatics Department had its busiest fall session ever, with almost 1,100 people registered for swimming lessons.
- Recreation Facility Scheduling Clerks transitioned into Public Service Representatives.
- Creation of Public Service Requests for all divisions in Lakeshore.

- Public Service Unit implemented warm transfer of telephone calls to all divisions in Lakeshore.

Building and By-law:

- Modernized and streamlined building approval process through Cloudpermit. We have positioned ourselves to have online submissions through our web portal starting in January 2023.
- Successfully issued 934 permits by end of 2022, of which 254 of those are new home construction, single detached, semi-detached and multi-unit dwellings.
- Transitioned the Dog Pound Crossing Guards, and Animal Control Officer to the By-law Division.
- Record number of By-law Enforcement calls for service (700 calls, representing 60% increase).
- By-law Division is working in a more functional operation utilizing the Public Service Unit contact centre for clarity of call directions.

Economic Development and Mobility:

- Lakeshore-Tecumseh shared economic development strategy for Manning Road area.
- Continued expansion of the CWATS (County Wide Active Transportation System) Network.
- Mobility Feasibility Study acceptance by Council – moves the Municipality towards a more inclusive and mobile community.
- Strategic planning and department launch – developed internal and external strategy for the successful launch of a new division.
- Committee Leadership – led or participated in 8 internal and external committees related to municipal or regional economic development and mobility initiatives.
- Regional Energy Plan approved in principle.

Community Planning:

- Recruited a Team Lead of Development Approvals position.
- Relocated the Planning Division back to Town Hall to improve the needs of the residents and cross team collaboration.
- Ongoing support of education and training of staff, including one planner obtaining the Registered Professional Planner designation.
- Nearing completion of the Official Plan review.

Operations Services

Overall Department:

- In 2022 the Operations Department has seen a significant increase in improvement in collaboration and teamwork with adoption of the Flood Mitigation and Protection Plan (that includes various divisions), the delivery of backlogged capital projects and the continuous demand in public works and water management.

- The Operations Departments continues to grow and define staff accountabilities, specifically related to the Storm and Sanitary Roles (Team Lead and Engineering Technologist).

Engineering & Infrastructure:

- The Flood Mitigation and Protection Framework kicked off this year with a focus on smoke testing (being undertaken in Puce, Amy Croft Area and Stoney Point). Additional inflow and infiltration (I&I) investigation measures were conducted such as dye testing, mainline and manhole camera work and monitoring capabilities.
- The Stormwater Master Plan, Phase 2 project was awarded, and the initial stages have commenced. This plan will include the remaining portion of the Municipality that was not included in Phase 1.
- Stormwater Management Facility Assessments were undertaken this year with the assessment of 5 key stormwater facilities including sediment volume and analysis, inspections, and maintenance plans. Based on these assessments, some ponds will have sediment removal in 2023.
- Engineering has spent some time in 2022 focusing on Traffic Operations in the Municipality and public requests for traffic operations review in the field. The goal is to provide the public with a consistent and transparent process to address concerns related to traffic operations throughout the Municipality. This commenced in 2022 and will finish in 2023.
- The high demand for fibre connectivity throughout the Municipality has continued this past year. The division has seen its highest amount of municipal consent permits with over 100 being issued in 2022, with the majority related to telecom builds. This also included a significant demand on our locators in Water Management.
- Engineering successfully completed the application process to the MECP for the Consolidated Linear Infrastructure (CLI) program and obtained approval in November of 2022.
- Successful in tendering and awarding the Water and Wastewater Master Plan (WWWMP) Update.

Capital Projects & Drainage

With construction feeling the economic and resource constraints based on the impacts of the pandemic, 2022 was considered a huge success in the commencement and/or delivery of many complex capital projects as noted below:

- Construction progression with the Dennis St. Pierre Wastewater Treatment Plant, maintaining schedule and costs.
- Melody Drive Project retender.
- Tender and award of First Street Pump Station and Pedestrian rail crossing.
- Strong Road Watermain replacement and road reconstruction completed.
- Railway Avenue watermain replacement and road reconstruction completed.
- County Road 22 watermain replacement detailed design awarded.
- Comber Sideroad Phase 1 watermain replacement detailed design awarded.
- Commencement of design of Puce, Major and Lilydale Drive for construction in 2023.

- St. Clair Shores Park visioning completed, and detailed design has been awarded.
- Stoney Point Park was awarded for visioning and detailed design.
- Successful implementation of a municipal-wide weather monitoring and recording program to assist with the Flood Mitigation and Protection Framework.
- Leffler Pump Station upgrades (from the Stormwater Master Plan Phase 1) detailed design was tendered and awarded.
- Creation and collection of invoices for Capital Drainage projects of over 2 years of projects.

Water Management:

- Completion of the Meter Replacement Project whereby approximately 4000 meters were replaced in 2022 by both Lakeshore staff and third-party contractor.
- A GAC (Granular Activated Carbon) filter study was undertaken at the Belle River Water Treatment Plant in conjunction with the University of Toronto which showed favourable results with respect to higher-than-normal filter performance.
- Well overdue server upgrades were completed at the Belle River water treatment plant with the support of IT department.
- Expedited review and approval by staff in order to make a critical change in the water treatment chemicals at the plant based on a force majeure from the initial supplier. This included significant testing and monitoring of water quality over several weeks.
- Staff commitment and dedication through winter shut down due to a watermain break in the east end that included a boil water advisory and various staff delivering notices through winter storm conditions.

Public Works (Roads, Parks and Facilities):

- The opening and initial operation in summer of 2022 of River Ridge Park including the splash pad as delivered by the Capital Projects Division
- Support set up of the “BBQ in the Park” show at West Beach showcasing Lakeview Park and West Beach for Lakeshore.
- Increased time and effort on the maintenance and upkeep of the ball diamonds and sports fields within various parks. Lots of feedback from the user groups on this effort.
- Successful hiring and onboarding of a journeyman electrician in the facilities division.
- Secure and install a temporary portable building to support the Essex County Library in Stoney Point Park.
- Completion of the renovations of Council Chambers.
- The continued success and implementation of the 2022 winter community lights program. Positive feedback and reviews from the community were received related to this program.
- Purchased and trained staff on the new crash attenuator which is now being used by Public Works operators to protect our workers for watermain repairs or projects along the busier, higher traffic volume roadways.
- Staff commitment and dedication through the Significant Weather Event during Christmas shut down.

Conclusion:

Administration is enormously proud of all the things we have accomplished this past year and there is much to look forward to in the years ahead. We are committed and excited to continue to work with Council, staff, and the community to enhance the quality of life in Lakeshore.

Administration would like to thank Council for their leadership and support and all of staff for their continued commitment to public service, our residents, and our communities.

Financial Impacts

There are no financial impacts as a result of this report.

Report Approval Details

Document Title:	2022 Major Accomplishments.docx
Attachments:	
Final Approval Date:	May 25, 2023

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

Prepared by Truper McBride

Approved by Justin Rousseau

Municipality of Lakeshore – Report to Council

Finance

Financial Planning & Analysis



To: Mayor & Members of Council

From: Justin Rousseau, Corporate Leader – Chief Financial Officer

Date: February 15, 2023

Subject: 2021 Year- End Financial Ratios and Indicators

Recommendation

This report is for information only.

Background

Financial ratios quantify many aspects of a business and are an integral part of the financial position analysis. Management and financial analysts use financial ratios to compare the strengths and weaknesses in various companies.

Administration monitors financial and operational effectiveness indicators and benchmarking to validate the Municipality's related policies and processes and to identify opportunities for change that would improve operational outcomes.

The financial ratio analysis focuses on important indicators such as the Municipality's ability to pay its short-term debts (liquidity ratios), to efficiently issue credit to its ratepayers/customers and collect funds from them in a timely manner (tax and accounts receivable ratios), and how much capital comes in the form of debt (loans) and or the Municipality's ability to meet its financial obligations (financial leverage ratios).

Comments

This report outlines key financial indicators and benchmarks for the Municipality based on the 2021 Audited Financial Statements, in comparison to the prior year ended. Calculation details are shown in the schedule attached to this report.

Liquidity Ratios

Current Ratio: This ratio is used to provide a picture of the Municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, receivables). The higher the current ratio, the more capable the Municipality is of paying its obligations. A ratio under 1 suggests that the Municipality would be unable to pay off its obligations if they came due at that point in time.

The Ministry of Municipal Affairs and Housing (MMAH) evaluates this ratio as a sustainability indicator and identifies a ratio of greater than 0.5 to 1 as low risk, while most commercial banks call for a current ratio of no less than 1:1 or 1.25:1 as part of the banking covenants.

	2021	2020	2019
Current Ratio (ratio of current assets to current liabilities)	10.19:1	8.19:1	6.23:1

The municipality's Current Ratio and cash liquidity has increased from 2020 and sits at a 10.19 to 1 ability to pay off all short-term debts.

It is important to note that some of the short-term assets (cash) are restricted for the purpose of future capital replacement.

The ratio is at an acceptable level and no corrective action is needed at this time.

Taxes Receivable as a Percentage of Total Tax Revenue: This ratio is used to determine how much of the Municipality's taxation revenue remains uncollected at year end. Uncollected tax revenues negatively affect the Municipality's cash flow, though the negative impact is offset through the application of interest and penalty charges on the tax arrears.

	2021	2020	2019
Taxes Receivable as a Percentage of Total Tax Revenue	7.01%	9.33%	9.97%

The amount of taxes receivable, as a percentage of total tax revenue, has decreased from the prior year. This ratio is a key indicator for both the Municipality's banking services provider and MMAH, which identifies 'low' risk as a factor of less than ten (10) percent.

Administration has been working for a number of years through collection efforts to reduce and maintain this number below 10%, as that target is viewed as a favourable by the MMAH.

Under the *Municipal Act, 2001* (Section 373), municipalities are provided with the authority to register a tax arrears certificate against a property that is two years in arrears. Lakeshore practice remains at three years as was allowed under the act. The possibility of moving collection up exists to help reduce the ratio however it requires more resources in the revenue department to process the additional tax sale registrations

The ratio reflects a positive trend in terms of decreased taxes receivable ratio at year end.

Total Accounts Receivable as a Percentage of Total Revenue: This ratio reflects how much of the total revenue remains uncollected at year end. Uncollected revenues negatively affect the Municipality's cash flow.

	2021	2020	2019
Accounts Receivable as a Percentage of Total Revenue	19.89%	22.78%	24.38%

The ratio reflects a positive trend due to a decrease of accounts receivable in all areas (taxes, trade, water and drainage); the decrease related to taxes receivable is discussed above.

Currently 19.89% of all annual revenue remains uncollected at year end.

The ratio reflects a positive trend; no corrective action is needed at this time.

Total Accounts Receivable over Accounts Payable (use of operating cash flow): This shows the amount of cash flow that the Municipality is financing at year end by comparing the amount of Accounts Receivable in relation to Accounts Payable.

Accounts Receivables over Accounts Payable	2021	2020	2019
Total Accounts Receivable	\$12,933,553	\$13,749,467	\$14,394,895
Total Accounts Payable	\$10,183,863	\$11,434,340	\$12,321,408
Use of Operating Cash Flow	\$2,749,690	\$2,315,127	\$2,073,487

Administration is committed to efforts to reduce accounts receivable and improve cash flow for the Municipality. Items such as local improvements and drainage works, which the Municipality finances for residents over long periods of time, place additional pressure on total accounts receivable and cash-flow.

In 2021, the increase in accounts receivable and the timing of large construction invoices included in accounts payable at year end created a timing difference that was unfavourable to the Municipality's cash-flow and shows a negative trend from the prior year. Administration will continue to review opportunities to optimize cash-flow going forward.

Financial Leverage Ratios

Total Long-term Debt to Long-term Assets: is defined as the ratio of total long-term debt to total assets, expressed as a percentage, and can be interpreted as the proportion of the municipalities assets that are financed by debt. The higher this ratio, the greater the municipalities financial risk.

Long-term Debt to Long-term Assets (Cost)	2021	2020	2019
Total Long-term Debt	\$24,942,522	\$27,551,544	\$30,002,216
Total Tangible Capital Assets (Cost)	\$533,977,826	\$523,978,500	\$499,176,667
Debt as a Percentage of Assets (Cost)	4.67%	5.26%	6.01%

The above ratio indicates that 4.67% of the original asset cost (Cost) of the municipalities total tangible capital assets is funded by debt.

Long-term Debt to Long-term Assets (NBV)	2021	2020	2019
Total Long-term Debt	\$24,942,522	\$27,551,544	\$30,002,216
Total Tangible Capital Assets NBV*	\$352,046,166	\$351,088,481	\$336,800,497
Debt as a Percentage of Assets NBV*	7.09%	7.85%	8.91%

*NBV (Net Book Value): The net value of an asset which is equal to its original cost (its book value) minus accumulated amortization.

The above ratio indicates that 7.09% of the net book value (depreciated value) of the municipalities total tangible capital assets is funded by debt.

The Municipality has seen improvement and reduction in both ratios, which reflects decreasing debt levels and increasing asset values, as legacy assets are replaced, and new assets are added.

The trends for these ratios are positive and Administration will continue to review opportunities to enhance the municipalities financial sustainability by reducing its reliance on long-term debt and reserve planning into the future.

Total Long-term Debt to Equity: This ratio indicates what proportions of equity and debt the Municipality is using to finance its assets. A high ratio usually indicates a higher degree of business risk because the entity must meet principal and interest payments on its obligations.

Long-term Debt to Equity	2021	2020	2019
Total Long-term Debt	\$24,942,522	\$27,379,756	\$30,002,216
Accumulated Surplus (Equity)	\$403,638,264	\$389,768,084	\$363,562,377
Debt as a Percentage of Accumulated Surplus	6.18%	7.07%	8.25%

This ratio reflects a positive trend as it indicates that the total debt has decreased as compared to total municipal equity position.

This positive trend is an indicator that the current funding models are improving the municipalities financial stability; however, there is still work to be done. Administration will continue to review opportunities to further reduce the municipalities reliance on long-term debt for large capital projects like the Denis St. Pierre Pollution Control Plant expansion. With a goal to increase reserve and reserve fund balances to support asset management through a strategy to reduce future debt loads and maintain desired service levels.

Other Financial Management Considerations

Annual Repayment Limit (ARL): is a long-term borrowing limit calculated based on 25% of certain annual revenues or receipts, less most ongoing annual long-term debt service costs (and similarly less most annual payments for other long-term financial obligations). The calculation of the municipalities Annual Repayment Limit (ARL) is based on data contained in the municipal Financial Information Return (FIR), as submitted to MMAH.

The Debt and Financial Obligation Limits regulation places a limit on how much a municipality can commit to principal and interest payments relating to debt and financial obligations, without first obtaining approval from the Ontario Municipal Board.

Annual Repayment Limit	2021	2020	2019
Total Revenue for ARL	\$59,490,967	\$57,342,378	\$55,260,783
25% of Revenue (Debt Limit) (maximum allowed)	\$14,872,742	\$14,335,595	\$ 13,815,196
Actual Principal and Interest Payments	\$3,404,197	\$3,582,704	\$ 3,613,872
Additional Room	\$11,468,545	\$ 10,752,891	\$ 10,201,324
Percentage of Revenue applied to Debt Repayment	5.7%	6.2%	6.5%

At 6.2%, the Municipality is within the maximum ARL for debt service (25%); no corrective action is required at this time.

However, MMAH considers this ratio a financial flexibility indicator and identifies 'low' risk as a factor of less than five (5) percent. Currently this indicator is the only area for Lakeshore that puts us a Moderate rating at on the MMAH indicators.

Others Consulted

Financial Impacts

In support of the key strategic goal of ensuring financial sustainability through a future long-term financial plan and maintenance of adequate reserves, Administration will continue to review opportunities to further reduce the municipalities reliance on long-term debt and to increase reserve and reserve fund balances to support asset management to achieve and maintain the desired service levels for the municipality.

Positive trends in debt reduction and improved financial stability are being observed with the results of 2021. No significant corrective actions are recommended at this time.

Attachments

Appendix A - 2021 Year End Financial Indicators

Report Approval Details

Document Title:	2021 Year End Financial Ratios and Indicators.docx
Attachments:	- 2021 Year End Financial Ratios and Indicators.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Justin Rousseau

Approved by Truper McBride

Municipality of Lakeshore
Ratio Analysis & Important Factors
Year ended December 31, 2021

Liquidity Ratios:	2021	2020	2019
(1) Current Ratio			
Current Assets:			
Cash	\$ 100,123,363	\$ 86,706,180	\$ 71,065,126
Taxes Receivable	2,635,597	3,344,409	3,335,502
Trade and Other Receivable	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,216,734	3,612,478	3,172,344
Drainage Receivable	3,584,784	2,943,617	4,049,142
Inventories	198,977	198,977	193,712
Investments	807,450	1,049,000	777,978
Prepaid Expenses	128,284	76,263	165,383
Total Current Assets	\$ 114,191,627 A	\$ 101,779,887 A	\$ 86,597,094 A
Current Liabilities:			
Short Term Indebtedness	\$ 1,020,000	\$ 1,000,000	\$ 1,585,000
Short Term Indebtedness	1,020,000	1,000,000	1,585,000
Accounts Payable and Accrued Liabilities	7,538,280	8,938,846	10,318,334
Deposits	2,492,693	2,323,706	1,812,411
Accrued Interest on Long Term Debt	152,890	171,788	190,663
Total Current Liabilities	\$ 11,203,863 B	\$ 12,434,340 B	\$ 13,906,408 B
Current Ratio (A/B)	10.19	8.19	6.23
(2) Tax Receivable as a percentage of total taxes	2021	2020	2019
Taxes	\$ 37,572,205 A	\$ 35,827,531 A	\$ 33,447,475 A
Taxes Receivable	\$ 2,635,597 B	\$ 3,344,409 B	\$ 3,335,502 B
Percentage of Receivables to taxes(A/B)	7.01%	9.33%	9.97%
(3) Total Accounts Receivable as a percentage of total income	2021	2020	2019
Total Revenue	\$ 65,019,412 A	\$ 60,363,030 A	\$ 59,047,773 A
Taxes Receivable	2,635,597	3,344,409	3,335,502
Trade and other Receivables	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,216,734	3,612,478	3,172,344
Drainage Receivables	3,584,784	2,943,617	4,049,142
	\$ 12,933,553 B	\$ 13,749,467 B	\$ 14,394,895 B
Percentage of Receivables to total income (A/B)	19.89%	22.78%	24.38%
(4) Accounts Receivable over Accounts Payable (use of cash flow)	2021	2020	2019
Taxes Receivable	\$ 2,635,597	\$ 3,344,409	\$ 3,335,502
Trade and other Receivables	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,216,734	3,612,478	3,172,344
Drainage Receivables	3,584,784	2,943,617	4,049,142
	\$ 12,933,553 A	\$ 13,749,467 A	\$ 14,394,895 A
Accounts Payable and accrued liabilities	\$ 7,538,280	\$ 8,938,846	\$ 10,318,334
Deposits	\$ 2,492,693	\$ 2,323,706	\$ 1,812,411
Accrued interest on long term debt	152,890	171,788	190,663
	\$ 10,183,863 B	\$ 11,434,340 B	\$ 12,321,408 B
Use of cash flow (A-B)	\$ 2,749,690	\$ 2,315,127	\$ 2,073,487

Municipality of Lakeshore
Ratio Analysis & Important Factors
Year ended December 31, 2021

Financial Leverage Ratios:

(5) Total Long Term Debt to Long Term Assets Ratio		2021		2020		2019	
Total Debt							
Municipal debt		\$	24,789,632	\$	27,379,756	\$	29,811,583
Accrued interest			152,890		171,788		190,633
		\$	24,942,522	A	\$	27,551,544	A
						\$	30,002,216
Tangible Capital Assets (NBV)		\$	352,046,166	B	\$	351,088,481	B
Debt as a percentage of Assets (NBV) (A/B)			7.09%		7.85%		8.91%
Tangible Capital Assets (Cost)		\$	533,977,826	C	\$	523,978,500	C
Debt as a percentage of Assets Cost (A/C)			4.67%		5.26%		6.01%
(6) Total Debt to Equity Ratio		2021		2020		2019	
Total Debt							
Municipal debt		\$	24,789,632	\$	27,379,756	\$	29,811,583
Accrued interest			152,890		171,788		190,633
		\$	24,942,522	A	\$	27,551,544	A
						\$	30,002,216
Accumulated Surplus		\$	403,638,264	B	\$	389,768,084	B
Debt as a percentage of Accumulated Surplus (A/B)			6.18%		7.07%		8.25%
Annual Repayment Limit (ARL)		2021		2020		2019	
Net Revenue per ARL schedule calculation		\$	59,490,967	A	\$	57,342,378	A
25% of Revenue (Annual Debt Repayment Limit Allowed)		\$	14,872,742		\$	14,335,595	
Actual Annual Debt Repayment			3,404,197	B		3,582,704	B
Additional Room		\$	11,468,545		\$	10,752,891	
Percentage of Revenue applied to Debt Repayment (B/A)			5.7%		6.2%		6.5%

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council

From: Marco Villella, P.Eng., Division Leader – Engineering & Infrastructure
Sarah Zaarour, P. Eng., Team Leader – Storm & Sanitary

Date: May 5, 2023

Subject: Flood Mitigation and Protection Framework Update, May 2023

Recommendation

This report is for information only.

Background

On July 16, 2021 and into the morning of July 17, 2021, the Municipality of Lakeshore received a significant amount of rainfall that attributed to areas of flooding across Lakeshore and surrounding areas. With the changing climate impacting the region, it is expected that current infrastructure will continue to struggle to manage the volume of stormwater and that the risk of flooding will continue with extreme events.

Based on this, Lakeshore developed the Flood Mitigation and Protection Framework (FMPF) to assist with management of storm events and to mitigate the effects of flooding. This framework was initially presented to Council at the August 12, 2021 Council meeting.

The framework identified additional approaches to address flooding concerns. These approaches include:

- Smoke Testing program and enforcement of repairs
- Expanded building and occupancy inspections
- Review drainage areas and recommended Drainage Act initiation
- Review and updates to Lakeshore's Official Plan and Zoning By-Laws
- Review and update of Lakeshore's Development Manual
- Development of a Flood Rapid Response Plan
- Staffing Plan to execute and support the FMPF

Updates to Council regarding the FMPF forms part of the framework with the first update provided on June 14, 2022. The second update of the FMPF is being presented at this May 30, 2023 Regular Council Meeting.

Comments

The following presentation provides an update related to the progress made on the FMPF elements and includes additional flood mitigation enhancement measures that have been incorporated into the plan.

Financial Impacts

There are no financial impacts at this time. All identified costs have been approved through the framework and subsequently through the budget process.

Attachments

Attachment 1 - Flood Mitigation and Protection Framework Update PowerPoint Presentation

Report Approval Details

Document Title:	Flood Mitigation and Protection Framework Update - May 30, 2023.docx
Attachments:	- Flood Mitigation and Protection Framework Update.pdf
Final Approval Date:	May 25, 2023

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

Prepared by Marco Villella and Sarah Zaarour

Submitted by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride



BE PREPARED. BE AWARE. WORKING TOGETHER.

FLOOD MITIGATION AND PROTECTION FRAMEWORK (FMPF) UPDATE

Regular Council Meeting

May 30, 2023



PRESENTATION OVERVIEW



Background



FMPF Elements and Program Charter



FMPF Update



Additional Flood Mitigation Enhancement Measures



Closing Remarks & Questions



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BACKGROUND

BACKGROUND



- A significant rainfall event and subsequent flooding occurred in July of 2021. Based on this event (and past known flooding concerns), the Flood Mitigation and Protection Framework (FMPF) was developed to assist with managing storm events and to develop long term solutions to mitigate flooding concerns.
- The framework was presented to Council at the August 12, 2021 Regular Council Meeting.
- A subsequent update was presented to Council in November 2, 2021 outlining the July 2021 flooding event, the framework which included community feedback and next steps.
- The first Flood Mitigation and Protection Framework update was provided to Council on June 14, 2022.
- This presentation is to provide a status update and the actions taken since June 2022.



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FMPF ELEMENTS AND PROGRAM CHARTER

FMPF PROGRAM CHARTER

- FMPF consists of elements that represent a whole municipal approach to address the flooding challenges within Lakeshore including but not limited to monitoring of existing systems, public service improvements during events, planning document updates and operational system enhancements.
- Implementation of these elements ensures the delivery of the program.

The FMPF elements consist of:

- Smoke testing program
- Monitoring, tracking, and enforcement of results
- Expanded Building and Occupancy Inspections
- Review drainage areas and recommended Drainage Act initiation
- Review of Official Plan and Zoning By-Law
- Review and changes to Development Standards
- Development of a Flood Rapid Response Plan
- Staffing Plan to execute and support FMPF

- Other elements have also been included in the above, through the implementation of the Framework.

FMPF PROGRAM CHARTER

PROGRAM VISION:

Implement the FMPF elements to minimize the impact flooding has on residents and the community through team collaboration with a focus on monitoring, planning and enhancements to the existing systems.

- The Program Charter provides oversight to the Program Manager and assigns accountability to staff for deliver the elements of the FMPF.
- Includes prioritizing elements laid out in the framework, provides updates (including Council updates like this) and discusses impact of delivery, next steps and budget requirements.
- Annual summary milestones have been incorporated in the charter. These are revisited when budget and goals are set for the year to continue to focus on Flood Mitigation and Protection.

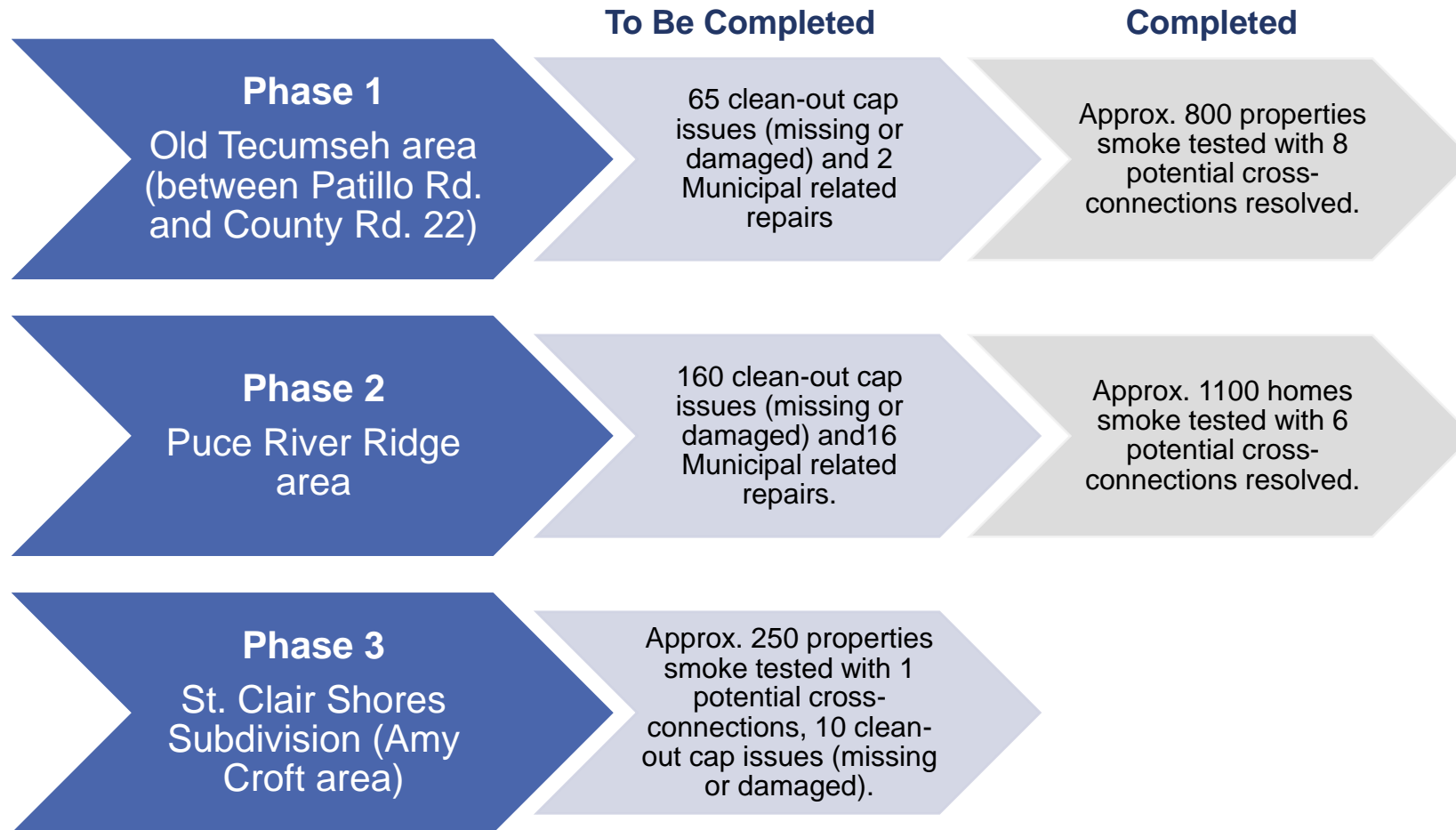


BE PREPARED. BE AWARE. WORKING TOGETHER.

FMPF UPDATE

SMOKE TESTING AND I&I INVESTIGATION

Since development of the framework smoke testing was undertaken in 4 Phases within Lakeshore:



*Damaged Clean-out Cap (left) /
Missing Clean-out Cap (right)*

SMOKE TESTING AND I&I INVESTIGATION...

Phase 4 Stoney Point

To Be Completed

Approx. 900 properties
smoke tested with 3
potential cross-
connections, 26 clean-out
cap issues (missing or
damaged) and 12
Municipal related repairs.

Phase 5 (2023) Girard, St. John, Lakeshore New Centre Estates, Oakwood Estates

(Approx. 1200 properties)
Planned smoke testing to
occur for this area in
Summer 2023.

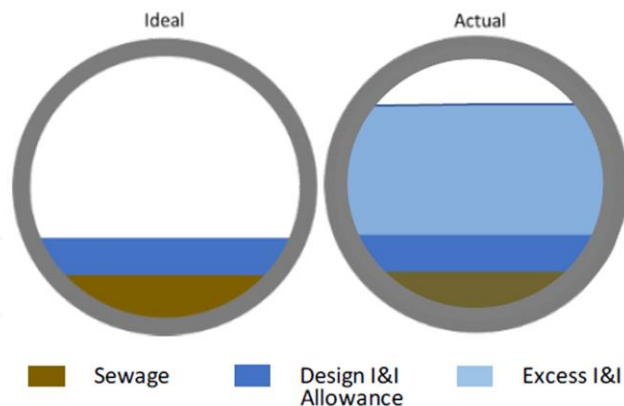


Phase 5 Smoke Testing Map

Majority of inflow that was found in the first two phases of smoke testing was related to broken or missing sanitary sewer caps. As part of the smoke testing program Lakeshore offered to supply caps for replacement to those residents that identified missing/damaged caps. Approximately 57% of caps have been picked up by residents.

SMOKE TESTING AND I&I INVESTIGATION CON'T

- Consultant retained with I&I expertise to investigate St. Clair Shores (Amy Croft area).
- Recommendation of enhanced flow monitoring to distinguish areas of possible I&I in this area.
- Installation of four flow monitors along Amy Croft Drive over four-month period (May to September); report to follow that will summarize findings and identify area of inflow.
- Phase 2 (Puce-River Ridge) sanitary mainline camera work occurred in early 2023 for approximately 18 kilometers of main sewer and nearly 200 manholes.



BUILDING INSPECTION EXPANSION

Inspection of new buildings in storm events (as outlined in the Flood Rapid Response Plan):

- Staff check if water accumulating on site is draining to sanitary.
- Follow-up with builders/contractors, as needed.
- Cooperation from builders/contractors to rectify has been positive.



Procedures for testing prior to building occupancy:

- Expand inspections through Building Division to confirm no infiltration or cross connection of services prior to occupancy.
- Procedures are under review but have not been implemented to date.

OFFICIAL PLAN AND ZONING BY-LAW REVIEW

- Review directing all new development out of flood plains, increase development setbacks from riparian lands and maximum lot coverage restrictions.
- Review policies to leverage ecological infrastructure and parkland for natural storage of stormwater.
- Expand policies to support low impact development and the use of environmentally sustainable practices (i.e. green roofs and rain gardens).



DEVELOPMENT MANUAL UPDATE

- FMPF elements will be integrated into the updated Development Manual, including but not limited to increased stormwater management requirements, runoff coefficients, LID alternatives, etc.
- Lakeshore's Development Manual will be renamed to Lakeshore's Development & Standards Manual to ensure all enhanced requirements will be implemented on any project completed in Lakeshore (as opposed to new development only)
- Staff review of development manual (2017 version) is currently underway and approximately 75% completed. Final internal and external reviews are expected to occur during Q3 2023.
- Revised Development Manual (2023) will be brought to Council for adoption in Q4 2023.



*2011 Wallace Woods Secondary Plan Original
Concept*

DRAINAGE AREA REVIEW AND ACT INITIATION



- Staff have been investigating the drainage areas throughout the Municipality that fall under the Act and a monitoring program is being developed through storm events to highlight concerns related to system constraints.
- Through drainage area assessments and confirmation, Section 78 will be recommended to initiated by the Road Authority/assessed landowners
- i.e.. Lefaive Drain letter was sent to residents (after the July 16th event) to assist with triggering section 78 for pump upgrades to this drainage scheme
- Maintenance was performed under Section 74 for Lefaive Drain which included pump upgrades, alarm installation, well and outfall improvements.

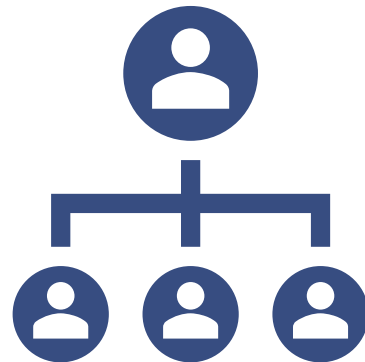
FLOOD RAPID RESPONSE PLAN

- Consultant was retained to assist with preparing a detailed response plan to assist Operations during storm events.
- Completion of final plan report was completed in early May 2023 and a presentation of the Flood Rapid Response Plan will be made to Council at tonight's May 30, 2023 Council Meeting.
- As next steps, training of impacted staff will also be conducted based on the final Plan.

COMPLETED



Flood Alert Levels



Flood Response Team
Management



Flood Mitigation
Activities



Communication Plan

STAFFING PLAN



Team Leader – Sanitary and Stormwater

- Supervise and coordinate the FMPF.
- Assess systems during activation of the Flood Rapid Response Plan.
- Lead Water and Wastewater Masterplan, I&I investigations, and continuing education of the FMPF



Engineering Technologist – Sanitary and Stormwater

- Support and assess modelling of the sanitary and stormwater systems.
- System monitoring and obtain field data during flooding events.
- Assist in Water and Wastewater Masterplan, I&I investigations, and continuing education of the FMPF



Team Leader – Public Service

- Lead and coordinate incoming requests from the public.
- Provide support during activation of the Flood Rapid Response Plan.



Division Leader – By Law

- Enforcement of the Sewer Use By-law.
- Provide notice and follow-up with private issues from smoke testing.



Solicitor

- Provide legal support to the FMPF.
- Draft and review by-laws and proposed new policies related to FMPF.

COMPLETED





BE PREPARED. BE AWARE. WORKING TOGETHER.

ADDITIONAL FLOOD MITIGATION ENHANCEMENT MEASURES

DEVELOPMENT OF A FLOOD OUTREACH & EDUCATION PROGRAM

- Development of a Flood Outreach and Education Program to promote awareness and education on mitigation measures available to residents
- Education Booths will occur at Public Information Center (PIC)
- Targeting 3-4 PICs in 2023, in addition to the first booth during the Stormwater Masterplan Phase 1 PIC

FLOOD MITIGATION AND PROTECTION

WORKING TOGETHER TO PROTECT YOUR HOME

Under the Flood Mitigation and Protection Framework, Lakeshore has taken a number of steps to protect local homes and support property owners in flood protection.



Stay #FloodAware!

During high-wind and rainfall events, local updates on flood risks and problem areas can be found on Essex Region Conservation Authority's and Lower Thames Valley Conservation Authority's flood advisory web pages. Access those resources and learn more at:

[Lakeshore.ca/Flooding](https://lakeshore.ca/Flooding)

Before a flood

- Determine whether your home, school, or work is in an area that is likely to flood. Learn which roadways may flood and plan an alternative route to avoid them.
- Create a communications plan so your family will know how to connect during an emergency.
- Assemble an emergency kit and prepare for possible evacuation. Charge essential electronics.
- Be proactive! Leave before the flooding starts to avoid being stranded.

BE FLOOD READY.

BE PREPARED. BE AWARE. WORKING TOGETHER.



Flooding types

- Rainfall/runoff from storms and snow melt.
- Shoreline flooding from high levels.
- Localized sanitary or storm sewer backups.

Protecting your property

- Grade your property so it slopes away from your home.
- Ensure downspouts extend at least 1.6 metres away from your home.
- Install a clay/bentonite plug, which is placed in the trench surrounding storm and sanitary sewer pipes around your home. This will help prevent water from backing up through the trench and moving towards the house.
- Install a sump pump. Battery back-ups or water-powered systems can also ensure continued operation during power outages.
- Ensure caps for storm and sanitary cleanouts are on properly and not cracked or damaged.

Flood protection subsidies

The Municipality of Lakeshore offers the following subsidies to its residents:

- **Mini camera inspections** (one free/property)
- **Backwater valves** (80% or \$750).
- **Sump pump overflows** (Up to \$225).
- **Downspout disconnection** (\$75 subsidy).

During flood events

Residents in flood-prone areas throughout the municipality should:

- Ensure sump pumps are operating normally.
- Clear debris and leaves from yard catch basins to improve drainage around your property.
- Monitor your backwater valve and stop using water if it is closed.
- Avoid using water, when possible, to reduce pressure on the municipal system, including flushing toilets.
- Avoid driving on flooded roads.

If your basement is flooding:

- Pump stormwater out of basements and away from the home. Floor drains, laundry tubs, or other fixtures should not be used.
- If water starts to reach electrical outlets, baseboards heaters or furnace, or is near the electrical panel, call HydroOne to have your power disconnected.

To report flooding:

- Call Lakeshore or use the online Flooding Survey Tool. Submissions will be used by staff to monitor problem areas and prioritize response efforts.

519-728-2700

[Lakeshore.ca/Flooding](https://lakeshore.ca/Flooding)

BE FLOOD READY.

BE PREPARED. BE AWARE. WORKING TOGETHER.



Scan the code or learn more at:
[Lakeshore.ca/Flooding](https://lakeshore.ca/Flooding)

COMPLETED



FLOOD MITIGATION ACTIVITIES



Rain Gauge Station Monitoring

- Monitors spread throughout the municipality
- Purchased 12 units – 8 installed to date (remaining ones pending access to internet)
- Gauges aid in staff deployment of the Flood Rapid Response Plan
- Enhanced understanding on ground saturation and rainfall risks



Pump Station Monitoring

- Consultant to be retained for implementing a monitoring system for existing pump stations
- Data monitoring will provide real-time updates to staff during events to assess and recommend improvements

FLOOD MITIGATION ACTIVITIES



Sanitary System Model

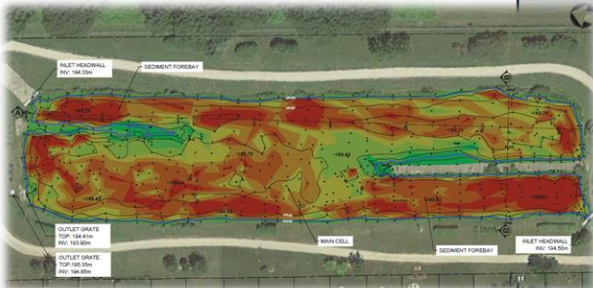
- Jacobs completed Lakeshore sanitary model
- Assisting with outlining and highlighting areas of I&I concern and system constraints under rain events
- Future smoke testing areas and in-depth I&I investigation

COMPLETED

Storm Pond Assessment & Volume Maintenance Program

- Sediment survey and condition assessment of stormwater ponds have been completed for 5 ponds
- Developed a maintenance schedule for existing ponds (recommendation of the Stormwater Master Plan 1)
- Tender and awarded pond clean-outs at Amtec Industrial Pond and Chelsea Park Pond, work commencing this fall.
- This program will be ongoing through annual budget submissions.

COMPLETED



STORMWATER LEVY STUDY

- Staff have been reviewing the drainage areas throughout the Municipality that fall under the Act and areas connected to the municipal stormwater system.
- A study to assess various stormwater levy models to provide funding source for stormwater infrastructure.
- Study will identify recommended approaches for fees and develop approximate annual funding for stormwater capital projects.

SEWER USE BY-LAW UPDATE

- Conduct a comprehensive and regional scan of other municipalities regarding similar by-law.
- Update by-law 80-2011, to regulate the discharge of matter into the sanitary and storm water sewage systems.
- Anticipated by-law update brought to Council in Q4 2023.

SERVICE LINE WARRANTY PROGRAM INVESTIGATION

- Optional warranty program for water and/or sewer lines on the private side for residents.
- Program offers coverage caps of \$5000 (Water Line) and \$8000 (Sewer Line)
- Requires endorsement by the Municipality and Council for program initiation.
- To be provided through a third party and will be brought to Council for consideration in June/July 2023.

STORMWATER MASTER PLAN (ENHANCEMENTS)

- **Phase 1**– Master plan completed in 2020 and some improvement projects were allocated funding
- **Phase 2** – Master Plan to be completed for Phase 2 – PIC #2 scheduled for June 14, 2023.
- Council Budget Meeting for 2022 identified the need for the development of a funding model to accommodate the SWP 10-year plan. A proposed levy study has been approved in the 2023 budget.



WATER AND WASTEWATER MASTER PLAN UPDATE

- As a result of the growing population, the Municipality must manage existing water and wastewater infrastructure to service the community's existing and future needs, considering growth and new development. To support this growth, the Municipality requires a Water and Wastewater Master Plan (WWMP) update to provide planning and implementation of water and wastewater infrastructure improvements for the next 20 years (2042).
- The study will be carried out as a Master Plan in accordance with Schedule B Approach #1 of the Municipal Engineers Association's (MEA's) Municipal Class Environmental Assessment (MCEA) Process.
- This Plan will also consider storage requirements to accommodate the significant I & I in the existing systems including consideration of storage reservoirs and/or increase pipe size and inline storage to assist with the mitigation of flooding.

FRRP FLOOD MONITORING DATABASE (FMD)

- Based on the completion of the FRRP and the creation of the Flood Monitoring Database (FMD), the data generated from significant events will be used to monitor and assess areas of concern.
- The FMD will continue to support the FMPF to assist with mitigation of flooding events.



BE PREPARED. BE AWARE. WORKING TOGETHER.

CLOSING REMARKS & QUESTIONS

- Administration is focused on training and implementation of the FRRP.
- Some projects completed and many projects still underway to assist with mitigating flooding impacts.
- Next Update to Council in Q4 of 2023.

Remember this is a multi-year plan!

Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor & Members of Council

From: Wayne Ormshaw, P.Eng. Division Leader – Capital Projects

Date: May 3, 2023

Subject: Tender Award – Leffler Stormwater Pumping Station Upgrades

Recommendation

Award the tender for the Leffler Stormwater Pumping Station Upgrades to Kingdom Construction Ltd. for a total project cost of \$662,793.86 including applicable HST, with the excess amount of \$352,793.86 funded from the stormwater reserve, as presented at the May 30, 2023 Council Meeting

Background

The Leffler Stormwater Pumping Station (Leffler PS) was built in 2002 utilizing three main pumps and an emergency power take-off (PTO) pump used during power outages, when necessary. Leffler PS has an integral bypass chamber with a manual stop log sluice gate system to provide relief during high water levels in the drain. The stop logs are required to be set manually based on seasonally and forecasted lake levels, however, under high water levels, these heavy stop logs have been difficult and very cumbersome to adjust, having an automated system will adjust incrementally to suit monitored conditions of the water levels.

Phase 1 of the 2018 Stormwater Master Plan identified upgrades to the Leffler Pumping Station and the Leffler drain to reduce surface ponding on the roads. The Stormwater Masterplan recommended the following alterations to the Leffler Drain and pump station:

- Automatic sluice gate at the pump station;
- Permanent pump to replace the existing PTO pump; and
- Enclose the Leffler Drain from the railway tracks north of Country Road 46 to the pump station.

The enclosure of the Leffler Drain from the railway tracks (approximately 1,850 meters south of County Road 22) to Country Road 22 is planned to be completed as part of the Patillo Road reconstruction and widening project currently under design by Stantec Consulting. Essex Region Conservation Authority (ERCA) requires that the sluice gate upgrades to the pump station be completed prior to the widening of Patillo Road and the enclosure of the drain.

Replacement of the PTO pump with a permanent pump is not necessary until the entire length of the Leffler Drain is enclosed. As the replacement pump is costly, this will be

included in future phases of the Masterplan together with future phases of Patillo Road reconstruction.

At the April 12, 2022 Council Meeting, Stantec Consulting Ltd. were appointed to complete the design for the upgrades to the Leffler Stormwater Pumping Station Pump Station to meet the minimum requirements and Stormwater Master Plan for the Leffler Drain enclosure.

The Design of the Leffler Stormwater Pumping Station upgrades includes the following:

1. The installation of automated sluice gates
 - The new sluice gates will have the capacity to monitor lake levels and automate the lifting or dropping of the sluice gate to suit lake levels.
 - Replacement of these manual sluice gates with an automated system will limit the need for labour intensive operations and monitoring, especially prior to and during intense rain events.
 - The existing sluice gates will remain in place at the downstream end to provide a level of redundancy and backup to the new system.
2. Upgrade of the electrical system
 - The addition of electrical system to accept Supervisory Control and Data Acquisition (SCADA) was included in the scope of electrical construction work.
 - The installation of the SCADA monitoring system will utilize a cellular connection to the upcoming Municipality's SCADA mainframe system.

Comments

The Leffler Stormwater Pumping Station Upgrades Tender was publicly advertised on Bids & Tenders on Tuesday April 11, 2023.

There were two (2) vendors that provided compliant bids prior to the closing date on Friday, April 28, 2023. Below is a summary of the submissions received:

Vendor	Total tender Amount (excluding HST)	Total tender Amount (including non-recoverable HST)
Kingdom Construction Ltd.	\$456,010.44	\$464,036.23
Intrepid General Ltd.	\$466,720.80	\$474,935.08

Administration has reviewed all tender documents and has found them to be complete and compliant. Administration recommends awarding the tender for the Leffler Stormwater Pumping Station upgrades to Kingdom Construction Ltd.

Financial Impacts

The following budget approvals were provided for both Leffler Stormwater Pump Station Upgrades and Patillo road reconstruction:

- 2022 Council approved a budget of \$310,000 for the Storm Water Masterplan upgrades to Leffler Pump station.
- 2023 Council approved a budget of \$9,314,000 for the Patillo Road Phase 1 reconstruction. (For roadwork construction and administration)

The following table illustrates the estimated costs and associated funding sources for this project:

Leffler Pumping Station Upgrades	Project cost (including applicable HST)	Budget
Engineering Design	\$112,261.63	
Construction Costs Pump Station	\$464,036.23	
On-site and Contract Administration	\$86,496.00	
Total Project Costs	\$662,793.86	
Storm Water Masterplan upgrades to Leffler Pump station		\$310,000.00
Total Budget Costs		\$310,000.00
Total to be funded from the Storm Water Management		\$352,793.86

The Storm Water Reserve had a forecasted ending balance of \$1,138,283 based on the 2023 budget the following will reduce the balance to an estimated \$785,489.

Report Approval Details

Document Title:	Tender Award - Leffler Storm Water Pumping Station Upgrades.docx
Attachments:	
Final Approval Date:	May 25, 2023

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

Prepared by Wayne Ormshaw

Submitted by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Strategic & Legal Affairs

Civic Affairs



To: Mayor & Members of Council

From: Brianna Coughlin, Division Leader – Civic Affairs

Date: May 9, 2023

Subject: Request for Temporary Licence Extension – Mr. BIGGS Restaurant & Sportsbar (Sunsplash) – July 13-16, 2023

Recommendation

Direct the Division Leader – Civic Affairs to provide a letter stating that the Municipality of Lakeshore has no objection to the temporary extension of the liquor licence of Mr. BIGGS Restaurant & Sportsbar, 405 Notre Dame Street for Sunsplash event, scheduled for July 13-16 2023 from 11:00 AM to 1:00 PM, on the condition that the conduct of the event is in compliance with the provision of the *Liquor Licence Act* and associated rules and directive of the Alcohol and Gaming Commission of Ontario.

Background

The Registrar of Alcohol and Gaming may approve a temporary physical extension of the premises to which a liquor licence applies. A letter of non-objection to the temporary licence extension from the municipal Council is necessary and must accompany the application for extension. Application and supporting letter must be submitted by the applicant a minimum of thirty days in advance of the event.

Comments

Attached (Appendix A) is a copy of the correspondence received from Al Fazio of Mr. BIGGS Restaurant & Sportsbar requesting a resolution of Council for the temporary extension during the Sunsplash event scheduled for July 13-16, 2023 from 11:00 AM to 1:00 AM daily.

Mr. BIGGS Restaurant & Sportsbar has requested to extend their liquor license onto their privately owned parking lot, east of the building located at 405 Notre Dame Street.

Financial Impacts

The owner of the establishment has paid the \$50.00 application fee for a request for temporary licence extension. There is no further financial impact on the Municipality by way of supporting the temporary licence extension.

Attachments

Appendix A – Mr. BIGGS Restaurant & Sportsbar request letter

Report Approval Details

Document Title:	Request for Temporary Licence Extension - Mr. Biggs Restaurant and Sportsbar - Sunsplash Event.docx
Attachments:	- Request for Temporary Extension of Liquor Licence - Mr. Biggs Sunsplash Weekend.pdf
Final Approval Date:	May 25, 2023

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

Prepared by Brianna Coughlin

Submitted by Kristen Newman

Approved by Justin Rousseau and Truper McBride

May 9th, 2023

Mayor Bailey & Town Council
Town of Lakeshore
419 Notre Dame Street
Belle River, On N0R 1A0

Re: Need for Temporary License Extension to our Southeast Parking Lot

Weekend of July 13th, 14th, 15th & 16th, 2023 (Sunsplash Weekend)

Weekend of **July 13th, 14th, 15th & 16th, 2023** is the annual SunSplash/Car Show weekend which is an annual town event. We plan to have an outdoor bar-b-que during the day along with possibly some light entertainment. The event is going to take place in the existing building and also in the existing parking lot to the east of the building. The event will commence at 11am. and will continue till approximately 1am. Liquor will be sold at Mr. BIGGS in accordance with the Temporary License Extension from the Alcohol & Gaming Commission from 11am. till 1am. The additional attendance is expected to fluctuate between 125 to 175.

Like the previous 25 years we need a resolution or a motion from council stating **that Town of Lakeshore has "no objection" to the extension of the license by Mr. BIGGS Restaurant & Sportsbar for July 13th, 14th, 15th & 16th, 2023 weekend events on the condition that all conduct of the events are in compliance with the Alcohol and Gaming Commission**".

I would appreciate your immediate response regarding this issue as this is the first step of many as all applications are a strict timeline with the Alcohol and Gaming Commission.

If you have additional questions regarding this matter I would be happy to answer them for you at your convenience.

Sincerely,



Al Fazio
Mr. BIGGS Restaurant & Sportsbar

Municipality of Lakeshore – Report to Council

Operations

Public Works



To: Mayor & Members of Council

From: Jeff Wilson, Division Leader – Public Works

Date: May 9, 2023

Subject: 2023 Gravel Conversion Program – Reallocation of Funds

Recommendation

Approve the gravel conversion of Oriole Park Drive that was identified in the 10-year gravel conversion program for completion in 2024, in the amount \$187,087.79 (including applicable HST), to be funded from the approved 2023 budgeted amount that was originally allocated for the conversion of Lakeshore Road 111, as presented at the May 30, 2023 Council Meeting.

Background

The 2023 gravel conversion program included an approved budget of \$1,505,000.00 to complete the gravel conversion of Auction Sideroad and Knapp Road as well as the widening and conversion of Lakeshore Road 111.

Administration has worked diligently with the consultant to complete the design and tender package for the widening portion of Lakeshore Road 111 that is required in order to accommodate the gravel conversion process. This project is on track to be tendered in the beginning of June with a tender closing in late June.

The timelines for tender award and the widening portion of the project are to be completed by the end of August and the window of opportunity to complete the surface conversion will not be attainable.

During the 2023 tender award for the gravel conversion, Council requested if time didn't allow for the actual surface conversion of Lakeshore 111 that a report be prepared and presented for Councils consideration to reallocate a portion of the funding from Lakeshore Road 111 (conversion amount only) to complete the conversion of Oriole Park Drive (was to be completed in 2024 based on the plan).

Comments

Based on the above, Administration included the road section of Oriole Park Drive from Hawthorne Drive to North Rear Road as a provisional item in the 2023 gravel conversion tender package.

Adding Oriole Park Drive as a provisional item in the 2023 gravel conversion tender satisfies the necessary procurement requirements and allows Council the option to move the gravel conversion of Oriole Park Drive into 2023 based on the delay of Lakeshore Road 111.

Financial Impacts

Road Section	Tendered Cost (excluding applicable HST)	Tendered Cost & Estimates (including applicable HST)	2023 Budget	Difference (over)/under
Auction Sideroad	\$168,548.80	\$171,515.26		
Knapp Road	\$185,323.68	\$188,585.38		
Total Tendered Cost	\$353,872.48	\$360,100.64		
Estimate to complete the widening of Lakeshore Road 111		**\$664,899.36 (to be tendered and completed in 2023)		
Oriole Park Drive	<u>\$183,851.99</u>	<u>\$187,087.79</u>		
Total Proposed Scope of Work for 2023	\$537,724.47	\$1,212,087.79	\$1,505,000.00	\$292,912.21
Estimate for surface treatment of Lakeshore Road 111		*\$480,000.00 (to be deferred to 2024)		
Total Proposed Scope of Work	\$537,724.47	\$1,692,087.79	\$1,505,000.00	\$(187,087.79)

* Estimated cost of surface treatments to be deferred to 2024

** Estimated cost of road widening work to be tendered later in 2023

In the 2023 gravel conversion tender document Oriole Park drive was included as a provisional Item the tendered costs to complete this road section is \$187,087.79.

It is recommended by Administration to complete Oriole Park Drive in 2023 and reallocate the approved 2023 funds from the Lakeshore Road 111 widening/conversion project.

The impact of this reallocation will require additional funding to be considered in the 2024 budget deliberations to complete the conversion of Lakeshore Road 111 in lieu of the completion of Oriole Park Drive.

Attachments

2023 Gravel Conversion Map

Report Approval Details

Document Title:	2023 Gravel Conversation - Reallocation.docx
Attachments:	- 2023 Gravel Conversion.pdf
Final Approval Date:	May 24, 2023

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

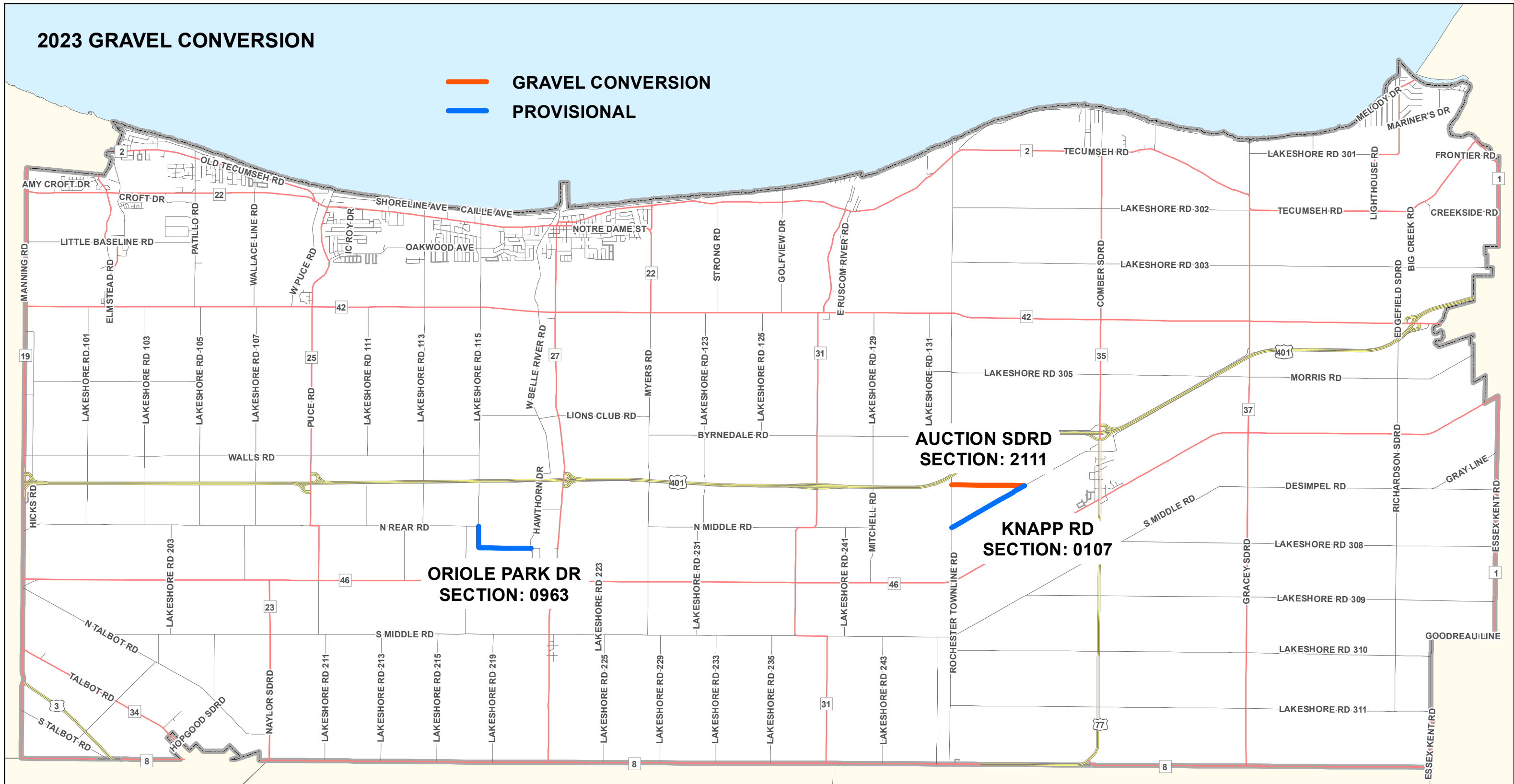
Prepared by Jeff Wilson

Submitted by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride

2023 GRAVEL CONVERSION

GRAVEL CONVERSION

PROVISIONAL

Municipality of Lakeshore – Report to Council

Chief Administrative Officer

Digital Transformation & Cloud Services



To: Mayor & Members of Council

From: Michael Martin, Division Leader – Digital Transformation & Cloud Services

Date: April 26, 2023

Subject: Internet Services for the Atlas Tube Centre

Recommendation

Authorize the Mayor and Clerk to enter into an agreement with Cogeco Connexion Inc via Connecting Windsor Essex to provide the Atlas Tube Recreation Centre with Internet Services for a period of five (5) years at a cost of \$810 per month;

Approve administration to run an operating variance to an upset limit of \$6,000 dollars on the telecommunication budget; and

Direct Administration to increase the Internet Service budget in 2024 by \$10,000.00 to account for the increased service level being provided to the Atlas Tube Centre, all as described in the report presented at the May 30, 2023 Council meeting.

Background

Since being built in 2014, the Atlas Tube Recreation Centre has operated without Internet Services for both the Municipality and Essex County Library. Both organizations have leveraged a private point-to-point network to bring connectivity to the facility. Since then, it has been demonstrated that this type of service is highly susceptible to weather events, minor and major, that significantly impact operating activities at the location. Should the service be interrupted or have reduced service levels during such an event, the Municipality loses the ability to operate Public Service Unit activities as well financial transactions.

The ATRC being located directly next to a railway has caused significant servicing challenges for fiber connectivity. Recently, Cogeco made it possible to service the building with Fiber internet service. The County Library has elected to onboard to the service provided by Cogeco. It is recommended that the Municipality enter into a similar agreement.

Since being built, the services provided at the ATRC have changed significantly. The Municipality now operates a large range of service and welcomes large events to the

facility on a frequent basis. In addition, the Public Service Unit serving resident needs is based at the ATRC.

Furthermore, there is upcoming demand and consideration for more live streaming services of Hockey games hosted at the ATRC that will require this service level increase to support the such bandwidth intensive services.

To support these activities with high quality of service, it is recommended that the Municipality secure dedicated internet service rather than residential grade service. This provides significantly more bandwidth while also providing the Municipality with best-in-class service levels from Cogeco. This will also allow the municipality to explore the possibilities of offering improved public Wi-fi to the residents and users of the ATRC.

Due to the adjacency to the railway, Cogeco is the only service provider that is able to service the site.

This service level increase will provide long term, reliable service to the all services and stakeholders of the ATRC.

Financial Impacts

The 2023 cost will cause avariance of approximately \$5,000-6,000 dollars depending on implementation timelines.

Recurring future monthly costs of \$810 will funded by the DTCS operating budget preapproved increase. Costs are fixed for a 5 year period.

Report Approval Details

Document Title:	Internet Service for the Atlas Tube Recreation Centre.docx
Attachments:	
Final Approval Date:	May 25, 2023

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

Prepared by Michael Martin

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Growth & Sustainability

By-law Services



To: Mayor & Members of Council
From: Rob Sassine, Division Leader – By-law
Date: April 5, 2023
Subject: Crossing Guard Program

Recommendation

Approve an agreement with PROSTAFF Employment Services to provide services for the Crossing Guard Program and that the Mayor and Clerk be authorized to execute the agreement, as presented at the May 30, 2023 Council meeting.

Background

The Municipality of Lakeshore Crossing Guard program falls under the responsibility of the By-law Division. Crossing guards help to escort students across a roadway safely at designated school crossing locations in accordance with the Ontario Highway Traffic Act, the Occupational Health and Safety Act, and through the Municipality of Lakeshore guidelines.

The Municipality of Lakeshore has 8 full time crossing guards scheduled at designated corners in Belle River, Emeryville, Stoney Point and Comber. Each crossing guard is equipped with a high visibility winter coat, a high visibility vest and a lighted portable stop sign. The crossing guards are scheduled in the morning before school and in the early afternoon once school lets out. There are several crossing guards who are used to fill-in as replacements for the full time Crossing Guards when required.

Comments

PROSTAFF Employment Solutions has provided the Municipality with a proposal to assume day to day administration of the Crossing Guard program. PROSTAFF has been providing staffing solutions for the Greater Essex County District School Board and is currently proposing similar Crossing Guard solutions to other municipalities in Essex County.

PROSTAFF will ensure that all existing full time and alternate Crossing Guards will be offered a position within their organization at the existing rate of pay. Many of our Crossing Guards have been crossing for years and want to continue serving their

neighborhoods and school children. The Crossing Guards provide a valuable community service and are dedicated non-union employees of the Municipality.

Under the proposal, PROSTAFF will be responsible for any future recruiting, background checks and training which is included in the pricing model. The Municipality of Lakeshore will continue to provide safety equipment such as high visibility outerwear as well as lighted stop signs as needed. PROSTAFF will ensure that any new staff are properly trained and have proper Personal Protective Equipment.

The PROSTAFF pricing model is based on taking the actual wages paid to the Crossing Guards and multiplying by a predetermined factor. The predetermined factor used includes all payroll expenses including source deductions, Employee Health Tax (EHT) and WSIB.

The additional funds amounts being requested from Council have been prorated for the dates of September 2023 until December 2023 and are shown below.

Account	Prorated 2023 Approved Budget Amount	Prorated Proposed New Budget Amount
Wages (including source deductions, EHT, WSIB)	\$23,698.74	\$32,941.35
Increase	\$6095.31	

Several financial benefits have been identified with the use of PROSTAFF Employment Solutions. Workforce Development will no longer need to provide recruiting, background checks, WSIB claims and training as these services will be absorbed by PROSTAFF.

In the past, and currently, when alternative crossing guards are not available at short notice, sick and vacation requests were covered by Public Works staff and By-law Officers to fill any gaps. Providing coverage removes these employees from their regularly scheduled duties and often overtime was required. As an example, on average a By-law Officer was used once a week during the school year to cover any shortfalls in coverage. Under the proposal, any staffing shortages will be handled by PROSTAFF allowing Public Works and By-law Officers to continue their own responsibilities.

All correspondence with Crossing Guards is handled by Civic Affairs. Moving forward, all sick and vacations calls will be handled by PROSTAFF relieving our Civic Affairs staff of that responsibility.

The cost savings of no involvement of Workforce Development, Public Works, By-law officers and Civic Affairs staff is difficult to measure and is not reflected in the chart above.

Under the proposal, the By-law Division Leader would be responsible for negotiating and monitoring the service contract and ordering equipment such as safety vests.

It is recommended that the contract take effect in the new school year, September of 2023.

Others Consulted

PROSTAFF Employment Solutions

Financial Impacts

The 2023 approved budget for the Crossing Guard includes wages including source deductions, EHT and WSIB amounting to \$68,836. For the portion of the program from September 2023 until December 2023, the additional costs would be \$6095.31.

On average, one shift per week is covered by By-Law and public works staff. The annual cost to cover shifts a year can range between \$4,500 - \$10,000 and removes operational staff from service delivery of both By-law and Operations. It is expected that the change will save on Overtime costs and also allow resources to meet the service level expectations of Council.

Currently there is no other company in the Windsor-Essex region which provides this type of service. Section 3.9 of the Lakeshore Procurement Policy states that the requirement for a competitive bid may be waived if there is an absence of competition for technical or other reasons and no alternative exists. Further, a competitive bid can be waived where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security or confidentiality matters. After reviewing the Procurement Policy, Administration has come to the conclusion that no Request for Proposal (RFP) is required, and therefore an RFP has not been issued.

Attachments

PROSTAFF - Municipality of Lakeshore 2023

Report Approval Details

Document Title:	Crossing Guard Program.docx
Attachments:	- PROSTAFF - Municipality of Lakeshore 2023.pdf
Final Approval Date:	May 24, 2023

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

Prepared by Rob Sassine

Submitted by Tammie Ryall

Approved by Justin Rousseau and Truper McBride

20
23

Presentation to:
Municipality of Lakeshore
School Crossing Guards



PROSTAFF
Great people at work!™

www.prostaffworks.ca

519-250-9403

876 Erie Street E

Windsor, ON N9A 3Y6

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1 Introduction



Head Office Location:

876 Erie Street E, Windsor, ON N9A 3Y6

Ownership Structure:

Privately held company

CRA/Business Number:

8168 46588

Number of physical locations: 1

Number of years in Canada: 26

Company Profile

PROSTAFF Employment Solutions is a full-service recruitment firm providing workplace management solutions and services; staffing temporary, contract and professional placements, **since 1997**. We work with strict adherence to ethical and professional standards centered on results and full accountability, earning our reputation as a top tier recruitment firm.

Marica Soleski, the company's current president has over twenty years of experience in the industry and is **fully bilingual**, making **PROSTAFF** well positioned to deliver on services where the French language is present. Marica promotes a **team based and client focused** approach and believes that every person is entitled to a workplace that is respectful, affirming and safe. These are the values upon which **PROSTAFF** has been built and is the foundation in everything we do.

PROSTAFF not only services its local community but has expanded to meet the needs of some of its growing clients and now provides services in Toronto, Brampton, Bolton and Whitby. It also provides services to Green Shield in Western Canada. We've done this through **relationship building**, matching employers with competent employees, and helping them through the entire recruitment process; providing market insight, flexible workforce management, assessing the employees for performance and contract payrolling services. Our goal is to grow our network with reputable employers through our history and track record of reliability and **passion for excellence**.

Our methodology is based on a simple concept – trust and empowerment. We trust and empower our team to do the work, for us and for our customer. Each member of our team “owns their desks”- which means that we encourage a truly entrepreneurial approach to each assignment, and the creativity to build a workforce that's a custom fit for each workplace. We have ownership, partnership and honesty. Each staffing request is handled with **enthusiasm and dedication**. Each member of our team works for us, but mostly - they work for our valued customers.

Services

Our services generally fall into four categories:

- Recruitment
- Flexible workforce management
- Pre-employment assessments and testing
- Contract payroll services

We provide services to small, medium and large-scale businesses, covering the following sectors:

- Manufacturing
- Logistics/Warehousing
- Education
- Healthcare
- Utility companies
- Nonprofit agencies
- Agri-Business
- Brokerage

Our team distributes resources in the following areas:

- Management/Executive
- Administrative/Clerical
- Accounting/Finance
- Human Resources
- Skilled Trades
- Light Industrial
- Healthcare



Value Added Services

We view ourselves as a partner to our customers and our goal is to build long-term relationships. We have a clear understanding that the relationship is all about our customer, the recruitment process is about the company's history, culture, needs and timelines, including value added services to help us accomplish that goal. Those services include:

- PROSTAFF has met the criteria for certification as a women's business enterprise. **WBE Canada** certifies majority owned, managed and controlled women's businesses. It's dedicated to advancing the success of certified business enterprises and corporate markets to drive economic prosperity through supplier diversity. **If a company is focused on supplier diversity**, they can contact us for our certificate number.
- State of the art, comprehensive database and scheduling staffing software: We are the only agency in the region that has successfully implemented the staffing software, **Avionte**. This software not only offers back and front office capabilities, it offers unique and customized reports, has scheduling capabilities and has the ability to handle short term, high volume last minute projects which have proven to be a requirement with our large complex accounts.

- **Customized Employee Orientations:** We will provide specifically designed Orientation packages for each customer.
- With respect to temporary employees, we are confident in our ability to fill requests immediately because we never stop recruiting. Once an order is received, **immediate attention is given to filling that order from a pre-screened pool of candidates.**
- **Skills Assessments and Training:** PROSTAFF provides **Skills Assessments** through advanced testing programs, **Kenexa PROVEIT** and **Career ID**. These assessments are developed to assess employee skills and to identify what training would be beneficial for that individual. Our testing offers a full range of quality assessments. A sample of assessments include Software Skills, Clerical Skills Testing, Office Professional Tests, Accounting Assessments and Industrial Assessments, as well as behavioural assessments path. Individual test scores are also provided upon request.
- **Direct Deposit for all employees:** Our employees are paid with this option as not to create disruption to any workplace with personal cheque delivery.
- **Customized invoices are available electronically.**

Overall Performance

PROSTAFF Employment Solutions is now in its 26th successful year of business. Its long track record of financial stability and strength along with its established business processes allow it to consistently exceed the expectations of even its largest high-volume clients.

Community Involvement

Giving back to our community is strongly embedded in our corporate culture and giving generously is very important. Every member of our staff is encouraged to volunteer in community activities.

- **Make A Wish Foundation.** For 10 years, we've contributed sponsorship, corporate dollars and staff volunteers to the annual Make A Wish Golf Tournament raising up to \$125,000.
- **Christmas Campaign.** Every Christmas we run a campaign to help the kids in our community. This year it was the Mittens, Mukluks and More Campaign. We designed and decorated large boxes for the lobbies of our customers where their customers, employees and clients could contribute an article of clothing to help kids stay warm during the winter months. We collected hundreds of hats, boots, coats and mittens.



- **Christmas Family.** Every year we sponsor families to help make their Christmas a little brighter. Our staff look forward to shopping for everything on their lists; articles of clothes, as well as lots of toys.
- Every staff member is encouraged to participate in events throughout the community such as the previous **Steps for Life Walk**. We walked 5km's to support families affected by workplace tragedy. 35 communities coast to coast played host for this event.
- **MS Walk.** Every year we contribute financially to help sponsor our customers as well as our staff in their participation with the **MS Walk** to make a difference in the lives of others.
- As well as the above activities, our current involvement includes: the **Dystonia Association, Cancer Society, Children's Aid Society** and the **Alzheimer's Society**.
- In previous years, we co-sponsored and participated in a large all day **Job Fair** with the WFCU, reviewing and screening thousands of applications at no charge.

Employee Benefits

Most of our growth can be attributed to our staff, the team we trust to approach each assignment with ownership, partnership, and creativity. We believe how we treat our staff speaks volumes on how we are different from most other staffing services.

Sales pitches can sound the same, recruiting approaches can be similar but sometimes having the best internal team is the reason for success. We achieve this through employee incentive plans, rewards, and creating a company culture of empowerment.

- **Corporate culture:**
Our offices are warm, friendly and inviting. We've created an environment where our staff members are inspired every day; where people can feel safe to speak their minds, where new ideas are encouraged, where disagreeing is critical for creating ideas and where there is accountability in a blame free environment.
- **Empowerment:**
We encourage staff to take initiative, to take ownership, and think outside the box. We encourage them to take an entrepreneurial approach to their desks giving them the authority they need to make decisions. Involving and consulting with staff takes place daily.
- **Personal and professional growth:**
Reimbursements of costs associated for appropriate courses, workshops or continuing education.
- **Training and development:**
Contributions towards costs associated with further educational endeavours.

- **Competitive compensation packages:**
Includes health benefits and a bonus structure based on results, number of hours and fill rates. These bonuses are paid quarterly.
- **Paid time off including a week off during Christmas**
- **Paid membership in staffing associations**
- **Paid Mileage**
- **Casual Friday**
- **Staff Outings**
- **Staff Recognition:**
Paid lunches and birthday gifts given to each staff member



Recruitment Process and Client Needs

Our recruitment process begins by having a full understanding of our client's history, culture, needs and timelines (i.e., do we require bilingual employees in certain areas? Do we need to add diversity in the workplace? etc.). Once this has been established, we may strategize an on-going recruitment campaign that is fully aligned with our client's unique requirements.

In general, we utilize a broad set of recruiting tools with a strong emphasis on developing powerful marketing and communication strategies. We understand that investing money in advertising is critical and plays an important role in our overall recruitment process. Therefore, we currently invest heavily in on-line and traditional media, yearly subscriptions to popular job boards and even consistently outsource the services of professional marketing agencies. We have also established an organic pipeline over the years through our popular website, which consistently attracts job seekers (1,500 + hits per month) and our internal database and Social Media community that currently has over 6,000 people.

Municipality of Lakeshore Needs

Supply eight (8) full-time guards to cover current guard locations and a minimum of approximately three to four (3-4) spares available on a call-in basis should a full-time guard be unable to work.

Hours of Service of Assigned Employees

Approximately Fifteen (15) hours per week per assigned employee.

PROSTAFF will be responsible to obtain appropriate schedules from the Municipality of Lakeshore, schools and/or school boards to properly deploy school crossing guards. All school dates and closures will be reviewed and monitored. No school crossings will be unattended during the time periods provided, given the schools are operational.

PROSTAFF will provide school crossing guard services during the operational times of the elementary school year. Hours of service will be exempted on professional developments days, statutory holidays, and any other school holidays, as well as when schools are closed.

PROSTAFF will provide properly trained and equipped replacement guards as required, to cover crossings when regular guards are absent. At no time shall a crossing be left unattended.

The Municipality may add additional guards and/or remove existing guards at any location by providing appropriate notice to PROSTAFF prior to the addition or removal being undertaken.

Procurement of Equipment

PROSTAFF will manage the procurement of all required equipment and clothing for school crossing guards as directed by the Municipality annually prior to the commencement of the school year.

Equipment shall include, but not be limited to:

- **A stop sign**
- **A whistle**
- **A fluorescent traffic safety vest**
- **Appropriate clothing**

All equipment and clothing shall be replaced on an as needed basis subject to approval of a municipal representative. Purchased items will be invoiced to the Municipality.



Our Recruitment Process



Client Needs
Assessment



Advertise
& Promote



Prescreen
Candidates



Interview



Background
Checks



Orientation
& Training

Recruitment Process

1. Client Needs Assessment
2. Advertise and Promote
3. Prescreen Candidates
4. Connect and Interview
5. Perform Background Checks
6. Conduct Company Specific Orientation and Training

1. Client Needs Assessment

- Supply fourteen (14) full-time guards to cover current guard locations and approximately three to four (3-4) spares available on a call-in basis should a full-time guard be unable to work.
- Research current job market, geographical locations, and competitive analysis
- Review of company information (policies/rules, culture, vision)
- SWOT analysis vis-à-vis current workforce
- Locations tour
- Develop a custom recruitment plan

2. Advertise and Promote

PROSTAFF invests heavily in the following channels:

I. Job Boards

- Premium subscription to LINKEDIN RECRUITER, INDEED and JOBLICO
- Canada Job Bank
- PROSTAFF website (over 1,500 hits per month)
- PROSTAFF internal database and network (6,000 people +)
- College and University networks
- On-line/traditional media and advertising (Facebook/LinkedIn advertising)
- Canada Post (unique mail campaigns)

II. Job Fairs

- Typically held at client location or other high-profile location
- On-site interviews

II. Social Media

- LINKEDIN network
- FACEBOOK
- INSTAGRAM
- HIGH VOLUME E-BLASTS

III. Other

- Networking events
- Referral activities
- Leveraging associations and partnerships

3. Prescreen Candidates

Once a candidate is identified as a suitable fit, we are committed to an extensive pre-screening process which ensures the following is verified:

- References
- Experience
- Education
- Job specific training/certificates
- Availability
- Credentials
- Eligibility to work in Canada/valid SIN#

4. Interview

We feel our interview strategy is our most valuable screening tool. A custom, **well-defined interview plan** is designed and executed by trained and professional Recruiters and includes behavioural and performance-based interviewing. Our Recruiters have diverse backgrounds from Human Resources, Business, Accounting, Psychology to Health and Safety. In addition to a comprehensive interview, we also use advanced assessments to determine employee skills. We have over **115 assessments** available which include testing skills in software, clerical/office, professional, accounting, industrial and many more.

5. Background Checks

VI. Internet & Social Media Scans

VII. Name Based Criminal Record Checks

- Delivers results directly to [PROSTAFF](#)
- Eliminating the risk of manipulation
- Next business day turnaround

III. Reference Checks

- Two work related reference checks completed for each candidate

IV. Valid Work Permit Checks & Compliance

V. Valid Social Insurance Number Checks

6. Conduct Company Specific Training and Orientation

Once an employee has been selected and is identified as a successful candidate - they will be asked to participate in a custom designed orientation at PROSTAFF's head office or via skype or another web-based platform. This orientation will provide an understanding and review of the following (a more detailed list may be justified depending on our needs assessment):

- Township history and culture
- Policies and procedures
- Rules and regulations
- Job specific safety protocols

Safety and Conduct

Health and Safety Procedures

PROSTAFF is proud to have an in depth, well-established **Health and Safety Program** to ensure the safety of all of its internal and assigned employees. Below is a summary of the items appropriate for this assignment. A complete copy of our **Health & Safety Manual** is available upon request.

Process to Handle Health and Safety Incidents/Accidents

1. The client on-site supervisor is responsible for offering first aid, professional medical care, and ensuring appropriate transportation to the closest medical facility for the injured assignment employee. "Appropriate" transportation depends on the nature of the injury/illness. Use of taxi, ambulance, own car, or designated friend or family member, if that is what the assignment employee chooses. The client on-site supervisor shall take immediate action and/or implement a temporary control measure to ensure no other worker is injured from the cause of initial accident. This may include: Informing other workers of the incident or occurrence and how it is being controlled; and Securing or evacuating the site of the incident or occurrence.
2. The client site supervisor will contact the PROSTAFF Staffing Specialist and the Ministry of Labour (when it is deemed a critical injury) to notify of the injury. The PROSTAFF Staffing Specialist will speak to the injured employee, complete an Employee Injury Report and request a copy of the Form 8 to be submitted as soon as possible. They will provide all information to the Recruitment Manager.

The Recruitment Manager will complete the Form 7 and submit to the Workplace Safety and Insurance Board, and/or other official government representative. The PROSTAFF Recruitment Manager must also notify the appropriate regulatory contacts as follows:

- In the event of an accident, explosion or fire incident, the client site must advise PROSTAFF immediately when an assignment employee is considered either disabled, requiring medical attention and/or is deemed to be critically injured. Upon being informed, the PROSTAFF Recruitment Manager will in turn report to the **Ministry of Labour** in writing and inform the **Health and Safety Representative** within 48 hours of the accident.
 - The PROSTAFF Recruitment Manager must notify the **WSIB** in writing and within 3 days of being informed (up to 7 days via fax), as well as the Health and Safety Representative/President through the monthly report, the moment he/she is informed that an employee has an occupational illness and/or that a claim for an occupational illness has been filed with the WSIB.
 - In the event of a critical injury or death of an employee on the job, the PROSTAFF Recruitment Manager will notify the **Ministry of Labour** and **WSIB**. Within 48 hours, the PROSTAFF Recruitment Manager must also notify a Director of the MOL in writing and conduct and/or participate in the investigation.
3. The Recruitment Manager will provide the completed Form 7, the employee fact sheet ("I was injured at work - what happens next?") for the RTW program and a blank FAF.
 4. The Recruitment Manager will review the Form 8 for restrictions and make a RTW decision based on those restrictions.
 5. The injured employee will meet with the Recruitment Manager to discuss return to work options:
 - Where functional/cognitive abilities information supports an immediate return to work with or without accommodation, workers should be prepared to resume work the same day or at their next scheduled shift.
 - If the worker is unable to return to work immediately, the employee must follow up weekly or as needed depending on their specific situation and medical information throughout the employee's recovery process. Each contact or attempt will be documented on the RTW contact log by the Recruitment Manager.



Training Process Around Health and Safety Practices

New assignment employees will participate in a company specific orientation program. The purpose of an orientation program is to familiarize the assignment employee with PROSTAFF's rules and regulations. It provides the assignment employee with a clear understanding of what is expected of him/her and gives him/her the opportunity to build a working relationship with PROSTAFF and any associated internal or external stakeholders.

- A condensed version of the PROSTAFF Occupational Health and Safety Manual has been created – Let's get serious about health and safety. Employees are provided this information during registration and sign off to acknowledge they have reviewed the information. A training record is kept in their file.
- Employees read the HR policies and procedures during registration and sign off to acknowledge they have reviewed the information. A training record is kept in their file.
- Employees must provide their Worker Health and Safety Awareness training certificate completed on the MOL website prior to their first day of work. A copy of the certificate is kept in their file

Employees are provided with a company specific orientation that reviews the site- specific hazards the employee may encounter. Once they have reviewed this information with the Staffing Specialist, they sign off to acknowledge they have reviewed the information. A training record is kept in their file.

All school crossing guards are to be fully trained and equipped by PROSTAFF. Such training shall include, but not be limited to, safety procedures for crossing children, observing traffic movement and emergency measures response.

Appropriate Employee Conduct

PROSTAFF will ensure that all guards on duty be dressed in clean and appropriate attire, while always ensuring the safety equipment provided is being utilized. Smoking or vaping on duty will not be allowed and employees will be subject to disciplinary action if found to be doing so. Headsets, iPods, radios, cell phones or any other devices that cause distraction are not permitted to be used at any time while on duty. Employees must not be under the influence of any drugs or alcohol.

Discipline

Any disciplinary issues regarding school crossing guards will be dealt with promptly by PROSTAFF to the satisfaction of the Municipality. PROSTAFF will notify the HR Director/Traffic Services Manager within forty-eight (48) hours of the receipt of a complaint or disciplinary issue being raised.

The Municipality of Lakeshore may remove any school crossing guard who is absent without notice or permission. PROSTAFF will be responsible for integrating a replacement into the role.

The Municipality also reserves the right to have any guard removed who is deemed to be negligent, in any form, immediately upon discovery of said negligence. A replacement guard is to be assigned and posted at said location immediately by PROSTAFF.

Supervision

PROSTAFF is responsible for ensuring school crossing guards are following all rules and codes of conduct set out by the Municipality and PROSTAFF. PROSTAFF will keep records and reports from the supervision of any school crossing guards and provide them to The Municipality of Lakeshore upon request.

4 Cost Proposal

Assigned Employees

Pay Rate: \$17.51

Bill Rate: 1.39

Procurement of Supplies, Equipment and Clothing

Cost + 15%

Our BILL RATE includes all employer obligations and includes the hourly pay rate and vacation pay. PROSTAFF EMPLOYMENTS SOLUTIONS is the employer of record for all PROSTAFF employees and assumes the responsibility for Workplace Safety Insurance coverage (WSIB, EHT, CPP, and EI contributions as well as any other payments as required by government statutes and agencies, we are responsible for the issuance of T4's and R.O.E.s (Record of Employment). PROSTAFF is also responsible for all costs associated with advertising, searching, testing, interviewing, orientation, referencing, and payroll.

Payment Terms: 15 days from invoice date, HST will be billed in addition.

5 Client References

1. County of Essex

Name: Paiten Stephens

Ph#: 519-776-6441 x 1576

Email: PStephens@countyofessex.ca

2. Green Shield Canada

Name: Stephanie Lachine

Ph#: 519-739-1133

Email: stephanie.lachine@greenshield.ca

3. Town of Essex

Name: Brandi Sieben

Ph#: 519-776-7336 x 1143

Email: bsieben@essex.ca

4. Greater Essex County District School Board

Name: Dawn Lamontagne

Ph#: 519-255-3200 x 10282

Email: dawn.lamontagne@publicboard.ca

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Services



To: Mayor & Members of Council

From: Frank Jeney, Division Leader – Community Services

Date: May 10, 2023

Subject: Lakeshore Canada Day

Recommendation

- 1) That the 2023 Lakeshore Canada Day festivities take place at the Atlas Tube Recreation Centre and Lakeview Park; and that fireworks displays take place at Stoney Point Community Park and Millen Park on Canada Day weekend, as presented at the May 30, 2023 Council meeting.
- 2) That Lakeshore Canada Day main events be held at the Atlas Tube Recreation Centre on July 1st annually; and, that additional events be considered at other Lakeshore locations each year, all as presented at the May 30, 2023 Council meeting.

Background

At the Regular Council meeting of January 13th, 2015, a report was brought to Council outlining a rotating schedule for Canada Day Family Events, which included the following recommendation:

The Canada Day Family Event continue to function on a rotating basis in the following locations:

- 2016 Stoney Point Community Park.
Hosted by the francophone community and local volunteer group.
- 2017 Atlas Tube Centre.
Hosted by the local volunteer groups.
- 2018 New Millen Community Centre and Library.
Hosted by the local volunteer groups.
- 2019 Lakeview Park.
Hosted by the local volunteer groups.

Following the presentation of the report, Council passed the following resolution:

Council refer The Canada Day Family Event four year plan site selection report to the Community Services Advisory Committee for review and recommendation to Council.

At the Regular Council meeting of February 5th 2019, the following resolution was passed:

Resolution #44-02-2019

Administration proceed with the 2019 Canada event in Stoney Point / Point Aux Roches and form a Canada Day Committee.

According to the original four location Canada Day rotation, Canada Day was held at those locations but out of sequence. It was held at Lakeview Park, Stoney Point Community Park and Millen Park, and should be held next at the Atlas Tube Recreation Centre.

Comments

Canada Day festivities took place in Lakeview Park in 2018, and in Stoney Point Community Park in 2019. On May 13th 2020, it was announced that, due to COVID restrictions, the Lakeshore Canada Day festivities would be cancelled for 2020, and rescheduled for 2021.

On May 7th 2021, it was announced that, due to COVID restrictions, the Lakeshore Canada Day festivities would be cancelled for 2021, and rescheduled for 2022.

On July 1st, 2022, Lakeshore Canada Day festivities returned, with events held at Millen Park, the Libro Centre (Woodslee), and the Atlas Tube Recreation Centre's Renaud Room.

On July 7th, 2022, a meeting was held at the West Beach with the fireworks company that provided the Lakeshore Canada Day fireworks on the waterfront in 2018. The purpose of this meeting was to proactively gather information to overcome the many challenges experienced with this event.

Fireworks on the Barge

The fireworks on the waterfront in 2018 were hosted on a large barge on the water. Prior to the planned fireworks show, it was noted that boats began to park on the water, within the mandatory "blast zone". The fireworks company proceeded to move the barge, many times, attempting to remedy the situation, but the boats continued to move into the "blast zone" area. Due to this situation, the fireworks show was reported to

have begun an hour past the scheduled time. In addition, there were parking issues at the waterfront, due to the large crowd and limited parking spaces available.

In anticipation of having events at the waterfront in 2023, an additional \$20,000 was requested in the Recreation Budget for 2023 to allow for potential fireworks on a barge on the waterfront. The budget book description is outlined below. However, it is noted that the Budget Book incorrectly mentions three locations, and not four locations.

“The Canada Day Celebration rotates throughout Lakeshore to three locations. The rotation includes the Waterfront, Stoney Point Park, and Woodslee Millen Park. Each rotation that lands on the Waterfront carries more costs associated with this great event, as the participation numbers increase. Most recently, the participation numbers are: Waterfront - 7000+ visitors; Stoney Point Park - 600+ visitors; Woodslee Millen Park - 400+ visitors. Increased Police presence, and water based fireworks are the main source of increased budget requirements.”

On February 13th 2023, the quote for the barge was sent to Lakeshore Recreation in the amount of \$14,000. Below is a comparison of the estimated costs associated with water-based and land-based fireworks shows in Lakeshore.

Item	Water-Based Fireworks	Land-Based Fireworks
Fireworks Contract	\$10,000	\$6,000
Barge	\$14,000	Not Applicable
Blast Zone Coverage	Not Included. Lakeshore would need to procure watercrafts and staff to patrol the area, to maintain clearance of the blast zone.	Included in fireworks contract. Area is marked and taped off.
Total	\$24,000 (plus cost of staff time and boat rentals for blast zone area)	\$6,000

Canada Day 2023

The Canada Day Committee consisting of recreation staff began meeting regularly in January of 2023, to begin planning Canada Day festivities. It was noted that the rotation was adjusted in 2018, contrary to the schedule presented to Council in 2015.

The new rotation of the four locations would be:

2018 Lakeview Park
2019 Stoney Point Community Park
2020 Millen Park (Postponed due to Covid)
2021 Millen Park (Postponed due to Covid)
2022 Millen Park
2023 Atlas Tube Recreation Centre

The proposed 2023 Canada Day Events (working document) attached, outlines the many great events to be scheduled on July 1st, 2023. Events include multiple locations in Lakeshore, including the Lakeview Park/West Beach Waterfront hosting a beach volleyball tournament and DJ music, as well as at the Atlas Tube Recreation Centre having a full slate of ice rink and aquatic activities, programs, museum historical displays, francophone activities, food provided by Lakeshore sports groups, and outdoor music entertainment, capped off by a fireworks display.

Lakeshore Community Services is also working out the details of potential fireworks shows at Stoney Point Park and Millen Park on the evening of June 30th 2023, to kick-off the Canada Day weekend. The cost will be within the budgeted amount.

For future years, it is recommended that Canada Day main events take place at the Atlas Tube Recreation Centre with other events scheduled in other Lakeshore locations. Organization of the events will be under the leadership of the recreational team. Administration will invite community and service groups to participate in the celebrations going forward, as appropriate to the locations where the celebrations are taking place. Council will continue to approve the cost of the activities through the budget process.

Financial Impacts

The following is a breakdown of the proposed cost and funding for 2023 Canada Day:

Description	2023 Cost
Fireworks cost for - 3 locations	\$14,000

Canada Day programming cost	<u>\$14,575</u>
Total Cost	<u>\$28,575</u>
Funding Sources	2023 Funding
Canada Day Budget in Lakeshore Recreation Budget Centre (tax-funded)	\$40,000
Canadian Heritage Grant Funding	<u>\$10,000</u>
Total Funding	<u>\$50,000</u>

Lakeshore will also seek out sponsorships from local media outlets to support promotion of the event throughout the region. Offers to join as a non-exclusive media sponsor will be extended to major media outlets, including print and digital, throughout Windsor-Essex.

Attachments

Council Report 2015

Council Resolution 2019

2023 Canada Day Schedule of Events (Working Document)

Report Approval Details

Document Title:	Lakeshore Canada Day.docx
Attachments:	<ul style="list-style-type: none">- Council Report - 2015 Canada Day Four Year Plan.pdf- Council Resolution - 2019 Canada Day.pdf- 2023 - Canada Day Schedule of Events (Working Document).pdf
Final Approval Date:	May 24, 2023

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

Prepared by Frank Jeney

Approved by Justin Rousseau and Truper McBride

TOWN OF LAKESHORE
RECREATION AND LEISURE SERVICES
COMMUNITY AND DEVELOPMENTAL SERVICES

TO: Mayor and Members of Council

FROM: Carri-Belle Murphy, Manager Recreation and Leisure Services

DATE: January 6, 2015

SUBJECT: Canada Day Family Event – four year plan- Site selection

RECOMMENDATION:

It is recommended that:

The Canada Day Family Event continue to function on a rotating basis in the following locations:

- | | |
|-------------|---|
| 2016 | Stoney Point Community Park
Hosted by the francophone community and local volunteer groups. |
| 2017 | Atlas Tube Centre
Hosted by the local volunteer groups |
| 2018 | New Millen Community Centre and Library
Hosted by the local volunteer groups |
| 2019 | Lakeview Park
Hosted by the local volunteer groups. |

BACKGROUND:

In December of 2003, Council, by way of a resolution, selected the various park locations to hold the annual Canada Day Family Event on a rotating basis. These parks include the Comber Park, Stoney Point Community Park, Millen Centre and Lakeview Park.

It is recommended that Comber be eliminated from the rotation as Comber already hosts at least two major events such as the Comber Fair and a Victoria Day celebration.

The Canada Day Family Event has been celebrated in all of the parks selected on a rotation schedule with the last approved location being Lakeview Park which is to be hosted July 1st, 2015.

The Lakeshore communities have grown to expect an event in their respective wards

The addition of the Atlas Tube Centre Facility will provide an opportunity to host an event with the added amenities that are not available in any other municipal facility or park most especially when the pool is officially open for use.

COMMENTS:

By having the various local volunteer groups host the Canada Day Family Event within their community, the groups themselves are instrumental in selecting the activities that best suit their community. All service organizations within Lakeshore are encouraged to partner with their neighboring communities on a yearly basis.

OTHERS CONSULTED:

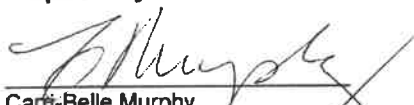
The Director of Community and Development Services, Recreation and events Coordinator and the Canada Day planning committee.

BUDGET IMPACTS:

The base budget of \$12,500 is the recommended expense for the annual event included in the 2015 budget.

The Town also qualifies for subsidy through the Canadian Heritage Celebrate Canada Funding Program submitted yearly in the month of January which is approximately \$3000.00.

Prepared by:


Carri-Belle Murphy
Manager of Recreation and Leisure

Reviewed by:


Steve Salmons
Director of Community and Development Services

Submitted by:


Kirk Foran
Chief Administrative Officer

Members of Council expressed concern with having the annual fire works display held consistently at one park indicating that moving the fire works around on a rotating basis helps to keep Lakeshore together and recognizes each community and their different groups of volunteers in a special way. Council consensus was that the 2004 event be scheduled at Lakeview Park as a kick-off and to show case the new improvements.

Director of Parks & Recreation Lawson requested that if Council decides to conduct the event on a rotating basis that only those parks which meet the fire works safety standards should be considered.

Councillor Morris suggested that the Comber Fairgrounds Park should be listed as one of the locations. Chief Spry indicated that the regulations require spectators to be a certain distance away from the fire works and the criteria may be able to fit the Comber area. The soccer field park on Renaud Line is to be looked at for possible inclusion to the list.

Councillor Vogler questioned the associated cost with the fire works display and suggested that area service clubs should be approached to help defray the costs to the municipality. Director of Parks & Recreation Lawson advised that there is involvement from the public sector by way of financial donations and volunteers.

It was identified that the report should read the "Millen Community Centre" as opposed to the "Memorial Park" in Woodslee.

FALLON/JANISSE

That the Canada Day 2004 Celebration be held at Lakeview Park and that the future fireworks displays be held on a rotating basis between Comber, Tilbury North, Millen Centre and Lakeview Parks. Carried

11. Community and Development Services

11.(b) Sports Field Allocation Policy

43-02-2019 Deputy Mayor Bailey / Councillor Walstedt:

That Council defer Item 11(b) of the Council Agenda for a period of six months.

Carried

In Favour

Mayor Bain
Deputy Mayor Bailey
Councillor Santarossa
Councillor Walstedt
Councillor McKinlay

Opposed

Councillor Wilder
Councillor Janisse

11.(c) 2019 Canada Day Celebration Event

44-02-2019 The following resolution was presented:

Deputy Mayor Bailey / Councillor McKinlay:

Administration proceed with the 2019 Canada Day event in Stoney Point / Point Aux Roches and form a Canada Day Committee.

Carried Unanimously

45-02-2019 The following resolution was presented:

Councillor Santarossa / Councillor McKinlay:

Council move into closed session at 9:09 p.m. in accordance with:

Canada Day

Saturday July 1, 2023 from 9:00am-10:30pm

Time	Location	Activity	Organization
9:00-5:00pm	West Beach	Adult Volleyball	OnPoint Athletics
4:00-7:30pm	Courtyard	DJ	Brian Neufeld
4:00-5:00pm	Pool	Family Swim	Municipality of Lakeshore
4:00-4:50pm	Rink B	Family Skate	Municipality of Lakeshore
4:00-4:50pm	Gym	Family Open Gym (Tots and Preschool)	Municipality of Lakeshore
4:00-7:00pm	Courtyard	Glitter Tattoos	Funky Faces
4:00-9:00pm	Courtyard	Children yard games	Summer Camp Staff
4:00-8:00pm	PR 1	Heritage Display	John Freeman Walls Museum
4:00-8:00pm	PR 2	Heritage Display	Tentative: Indigineous Tribe
4:00-8:00pm	PR 3	Heritage Display	Maidstone Museum
4:00-8:00pm	Lobby?	Heritage Display	Tentative: Francophone
4:00-9:00pm	Courtyard	Food Vendor	Skate Lakeshore (Popcorn)
4:00-10:00pm	Courtyard	Food Vendor	Cottam Candy (Cotton candy and Lemonade)
4:00-9:00pm	Courtyard	Food Vendor	Minor Hockey, LL, Minor Baseball, BBQ fundraiser
4:00-9:00pm	Renaud Room	Seating for Food	Municipality of Lakeshore
5:00-5:50pm	Gym	Family Basketball	Municipality of Lakeshore
5:00-5:30pm	Rink B	Skate Lakeshore Synchro Presentation	Skate Lakeshore
5:30-6:30pm	Pool	Family Swim	Municipality of Lakeshore
5:30-6:00pm	Stage	Magic Show	Jangles the Clown
6:00-7:50pm	Gym	Family Basketball	Municipality of Lakeshore
6:00-6:50pm	Rink B	Family Skate	Municipality of Lakeshore
6:00-7:30pm	Courtyard	Balloon Structures	Jangles the Clown
7:00-7:30pm	Stage	Conert set up	Leave These Kids Alone
7:30-9:30pm	Stage	Concert	Leave These Kids Alone
Dusk	Soccer Fields	Fireworks	K&H Fireworks

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Economic Development & Mobility



To: Mayor & Members of Council

From: Ryan Donally, Division Leader – Economic Development & Mobility

Date: May 9, 2023

Subject: Temporary Patio and Temporary Patio Extension Report

Recommendation

Direct Administration to implement the application for approval to authorize temporary patios and temporary patio extensions, and an application fee of \$250, all as presented at the May 30, 2023 Council meeting; and

Direct the Clerk to prepare the necessary by-laws for implementation.

Background

Commercial permanent patios permitted to sell or serve food, alcoholic and non-alcoholic beverages are currently considered and reviewed during the Site Plan Approval process.

During the Covid-19 pandemic, the Alcohol and Gaming Commission of Ontario (AGCO) introduced automatic temporary extensions of an existing liquor licence on the premises which did not require the formal filing of an AGCO application. Pending approval from municipalities, the liquor licence would extend automatically to the patio onto municipal or private property.

This automatic approval was only in place as per the provincial Reopening Ontario Act Ontario Regulation 345/20. This legislation has been revoked as of April 27, 2022. As such, any establishment that is seeking a temporary or extended patio will need to complete a full application with the Municipality and submit the completed application to the AGCO for review.

In 2021, Community Planning processed 9 completed temporary patio applications. In 2022, only 3 temporary patio applications were processed; however, it was evident that more than 3 temporary patios were in effect. If the proposed By-law is passed, Administration will contact the original 9 businesses to ensure they are aware of the new regulations. Further, this information will be shared with key stakeholders and through Lakeshore communications.

Comments

Administration has fielded requests from businesses seeking to again extend temporary patios for the 2023 season. With the change in provincial law, Administration is seeking direction to formalize a By-law which requires year-over-year application for a temporary patio or temporary patio extension.

The temporary patio and temporary patio extension allows for businesses to follow a simple application process which does not involve or impact site plan control, since it is not permanent in nature. With the excellent weather Lakeshore has to offer, the inclusion of temporary patios will help to attract customers and in turn help small businesses in our communities.

As with any establishment or permanent patio, all other applicable municipal By-laws must be adhered to. This proposed By-law will provide a permanent, clear, and consistent application process for applications, approvals, and enforcement if necessary.

The application will be submitted to Community Planning. Once deemed completed, Community Planning will circulate the application to the Division Leader (or designate) of Building, Fire, and Civic Affairs for approval. Pending direction, a letter of approval or letter of rejection will be returned to the applicant. If approved, Building, Fire and Planning may review the temporary patio once erected.

Key elements of the proposed program include but are not limited to:

- allowing for a temporary or extended patio of up to 50% of total approved occupancy for the existing commercial establishment. The total number of occupants across indoor, permanent patio, and temporary patios cannot exceed the total approved occupant load for the establishment.
- "*Temporary Patio*" meaning a clearly delineated area upon private lands (if zoning compliant) that is designed for a group of tables and chairs and other accessories for the use and consumption of food and beverages sold to the public from, or in, an eligible business in the Municipality of Lakeshore and includes a temporary extension of a AGCO licensed premises, a temporary extension of an existing patio or a permanent patio that is not and is not required to be a AGCO licensed premises, all for which an annual approval from the Municipality is required
- The applicant will be required to complete an annual application and annual application fee of \$250 to cover administrative costs. An additional fee of \$133 as per the 2023 User Fees By-law, "Schedule E – Fire Services," will be also required if the patio is "new" or "significantly changed" to cover the cost of inspection and certification of premises for liquor license approval. These fees are subject to annual User Fee By-law updated costs.
- The Municipality has the right to reject approval if the site/patio plan is not satisfactory to administrative review. The Municipality has the right to revoke the

approval during the Authorized Time Period for non-compliance. The Municipality has the right to refuse year-over-year approval of temporary or extended patio if the patio in question led to multiple and significant by-law infractions the previous season.

For clarity, this by-law will not allow for temporary patios on municipal property.

Regional Scan:

Administration is aware that the Town of Tecumseh, has recently passed a similar By-law with an annual fee of \$250 per year. The City of Windsor has a more extensive bylaw that includes allowing temporary patios in municipal right of ways and parklettes (in individual parking spots). It is anticipated that other municipalities in the region will pass this type of by-law.

Administration recommends the implementation of an approval process for temporary patios and temporary patio extensions. Should Council approve the recommendation, Administration will proceed with drafting the necessary by-laws. Applications can be received during this time and may be ready for approval once the by-laws are adopted.

Financial Impacts

Administration is proposing a fee of \$250 per application for a temporary patio or patio extension, which would include the cost of the liquor licence application. A fee of \$133 will be charged by Fire Services if a physical inspection needs to occur.

Administration will further assess the costs of administering this program and will recommend future adjustments as needed.

Report Approval Details

Document Title:	Temporary Patios and Temporary Patio Extension Report .docx
Attachments:	
Final Approval Date:	May 25, 2023

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

Prepared by Ryan Donally

Submitted by Tammie Ryall

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Operations

Engineering & Infrastructure



To: Mayor & Members of Council

From: Krystal Kalbol, P. Eng., Corporate Leader, Operations

Date: May 15, 2023

Subject: Municipality of Lakeshore, 2023 Flood Rapid Response Plan (FRRP)

Recommendation

Adopt the Municipality of Lakeshore's 2023 Flood Rapid Response Plan as presented at the May 30, 2023 Regular Council Meeting.

Background

At a Regular Meeting of Council held on August 12, 2021, Council adopted Lakeshore's Flood Mitigation and Protection Framework (FMPF). The FMPF was established based on a significant rainfall event that occurred in the Municipality of Lakeshore (Lakeshore) in July of 2021. This event, which spanned 3 days, resulted in considerable flooding along the more northern part of Lakeshore.

As part of this adopted framework, Council directed Administration to develop and formalize a Flood Rapid Response Plan (FRRP).

Comments

The FRRP was developed to assist with the management and deployment of resources in a consistent and organized manner during extreme rainfall/runoff events where flooding occurs within Lakeshore.

The intent is that before each flood event occurs, awareness, monitoring and pre-planning is undertaken.

In addition, the FRRP further outlines the expectations and clearly defines the roles and responsibilities of the staff and external partners when responding to a flooding event. This includes providing effective and clear communication before, during, and after a flood event.

After each flood event (within Alert Level 3), a post-mortem will be conducted to assist with future revisions and updates of the FRRP based on the Lessons Learned from the event. This will allow for continuous improvement of the FRRP.

Lakeshore's FRRP will be led by the Operations Department.

Larger scale emergencies and disasters beyond (or in addition to) the detailed events outlined in the attached are to be managed using the Lakeshore's Municipal Emergency Response Plan (MERP) which is led by the Municipal Emergency Control Group (MECG) and are not intended to be managed under this Plan. The MERP would be activated accordingly for the need of any emergency response during these extreme situations.

Others Consulted

Stantec Consulting was consulted as part of this plan.

Financial Impacts

The financial impacts for the development of the plan were previously supported under the FMPF.

No additional financial impacts are required to implement this plan.

Attachments

Attachment 1 - Flood Rapid Response Plan (FRRP) Presentation

Attachment 2 - Lakeshore Flood Rapid Response Plan (FRRP) Final

Report Approval Details

Document Title:	2023 Flood Rapid Response Plan (FRRP).docx
Attachments:	- Flood Rapid Reponse Plan (FRRP) Presentation - May 2023.pdf - Lakeshore Flood Rapid Response Plan_final.pdf
Final Approval Date:	May 25, 2023

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

Prepared by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride



BE PREPARED. BE AWARE. WORKING TOGETHER.

FLOOD RAPID RESPONSE PLAN (FRRP)

Regular Council Meeting

May 30, 2023

PRESENTATION OVERVIEW





BACKGROUND & PURPOSE

BACKGROUND

Lakeshore Council supported the implementation of the Flood Mitigation and Protection Framework (Motion #264-08-2021) at the Special Council Meeting.

July
2021

A significant rainfall event occurred in the Municipality of Lakeshore. This event, which spanned 3 days and resulted in considerable flooding along the more northern part of Lakeshore.

August
2021

May
2023

The final version of the Flood Rapid Response Plan is presented to Council on by the Corporate Leader – Operations at the Regular Council Meeting for endorsement.

FRRP PURPOSE

- Assist with the management and deployment of resources in a consistent and organized manner during extreme rainfall/runoff events where flooding occurs within Lakeshore.
- Outlines the expectations and clearly defines the roles and responsibilities of the staff and external partners when responding to a flooding event.
- Lakeshore's FRRP will be led by the Operations Department.
- MERP would be activated accordingly for the need of any emergency response during these extreme situations. FRRP process will remain in effect when MERP is activated, as required.
- Larger scale emergencies and disasters beyond (or in addition to) the detailed events outlined in the FRRP are to be managed using the Lakeshore's Municipal Emergency Response Plan (MERP) which is led by the Municipal Emergency Control Group (MECG) and are not intended to be managed under this Plan.
- After each flood event, a post-mortem will be conducted to assist with future revisions and updates of the FRRP based on the Lessons Learned from the event. This will allow for continuous improvement of the FRRP.





4 MAIN ELEMENTS OF THE FRRP

4 MAIN COMPONENTS OF THE FRRP



Flood Alert Levels



**Flood Response
Team Management**



**Flood Mitigation
Activities**



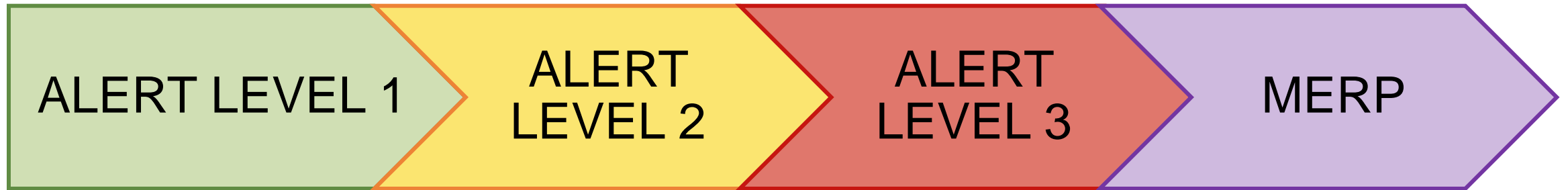
Communication Plan



FLOOD ALERT LEVELS



FLOOD ALERT LEVELS



- Sets expectations and provides confirmation on the level of response Council, the team and public can expect during each event including actions and communication.

ALERT LEVEL 1



LEVEL TRIGGER

- 2 to 5-year storm event or a higher intensity storm with duration of more than 5 to 10 minutes.
- Forecast indicates that storm event will continue with a duration of no more than 2 hours.
- Little to no resident calls are being received.
- Stormwater infrastructure can manage the flows with little to no surface flooding in roadways.



ACTIONS TAKEN

- Flooding Response Leader and Flood Field Manager are made aware of the event by the Flooding Response Manager.
- Monitoring of stormwater pumping stations and drains by field staff
- Monitor pumping station alarms by OCWA/Security 1
- Documentation of event occurs.



COMMUNICATION

- During Alert Level 1 - communication is limited to internal communication within Operations.
- Communication occurs between the Flooding Response Leader Flood Response Manager, and Flood Field Manager, with the relative field staff support (as required).

ALERT LEVEL 2



LEVEL TRIGGER

- Greater than 5-year storm event, up to a 10-year storm event with duration > 1 hour.
- Forecast indicates that storm event will continue +3 hours.
- Calls are being received from the public regarding surface/overland flooding in some areas.
- Stormwater infrastructure not able to manage flows appropriately.



ACTIONS TAKEN

- Flooding Response Leader is being updated on severity and intensity of storm.
- Continuous monitoring of pump stations and any high-level alarms under the direction of the Flood Field Manager.
- Administration Manager to work with Administrative staff to monitor public calls, commence with flooding survey and keep updated, detailed phone logs.
- Monitoring for start of areas of overland flooding.
- Documenting flooding severity and effectiveness of system and response of plan.



COMMUNICATION

- Initial email goes to Council and CAO identifying Alert Level 2, prompting Media & Public Engagement Support to commence with public notifications.
- Flood Team is provided updates related to the event.

ALERT LEVEL 3



LEVEL TRIGGER

- Greater than a 10-year storm event with duration > 1 hour.
- Forecast indicates that storm event will continue +6 hours.
- Receiving calls from the public regarding various areas experiencing overland flooding.
- Basement flooding is occurring.
- More than 5 local road closures or at least one major road closure due to flooding.
- Portable pumps in operation.



ACTIONS TAKEN

- Continuous monitoring continues
- Debris cleaning in ditches and drains.
- Portable pumps and tractor PTOs deployed.
- Administration Manager working closely with Administrative Staff and Public Service Unit based on significant calls being received.
- Closing and monitoring of flooded areas.



COMMUNICATION

- Updates are provided to both Council and CAO more frequently, followed by public notifications.
- Flood Team is communicating per the Internal Communication Plan.

MUNICIPAL EMERGENCY RESPONSE PLAN (MERP)



LEVEL TRIGGER

- Storm duration and FRRP activated for more than 24 hours (staff working hours exceeded).
- Extensive areas of basement flooding.
- Significant major road closures have occurred.
- Power outage areas across Lakeshore.
- Major failures of multiple pumping stations.



ACTIONS TAKEN

- Municipal Emergency Response Plan (MERP) is activated at Town Hall.
- Flooding event is ongoing and not being managed by Municipal Emergency Control Group (MECG).
- Flood Rapid Response Plan (FRRP) still in effect at OPS Center.

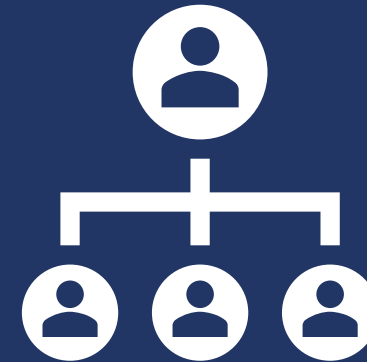


COMMUNICATION

- Follows ERP protocol and communication through Emergency Information Officer (EIO)



FLOOD RESPONSE TEAM MANAGEMENT



FLOOD MITIGATION OFFICE (FMO)

- The flood mitigation response will be coordinated through the Flood Mitigation Office (FMO) which is located at:

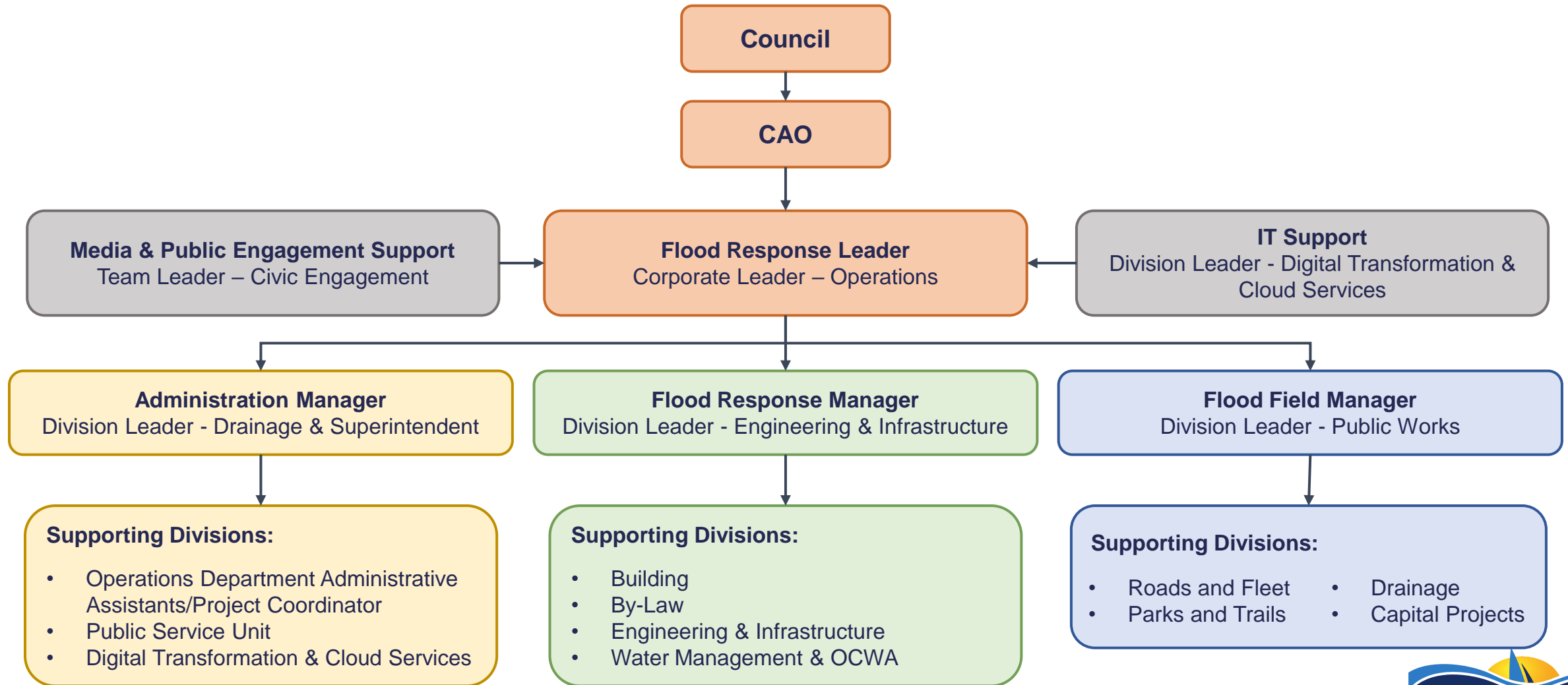


**Municipality of Lakeshore
Operations Centre
304 Rourke Line,
Belle River, Ontario N0R 1A0**

- Contains all the required materials, equipment, monitors, data and design information needed to respond to flood events.
- Further, back up power generation is recommended to be installed as soon as possible at the FMO office to be able to effectively support this plan during events that may involve power outage in the area that may impact the FMO.



ORGANIZATIONAL CHART



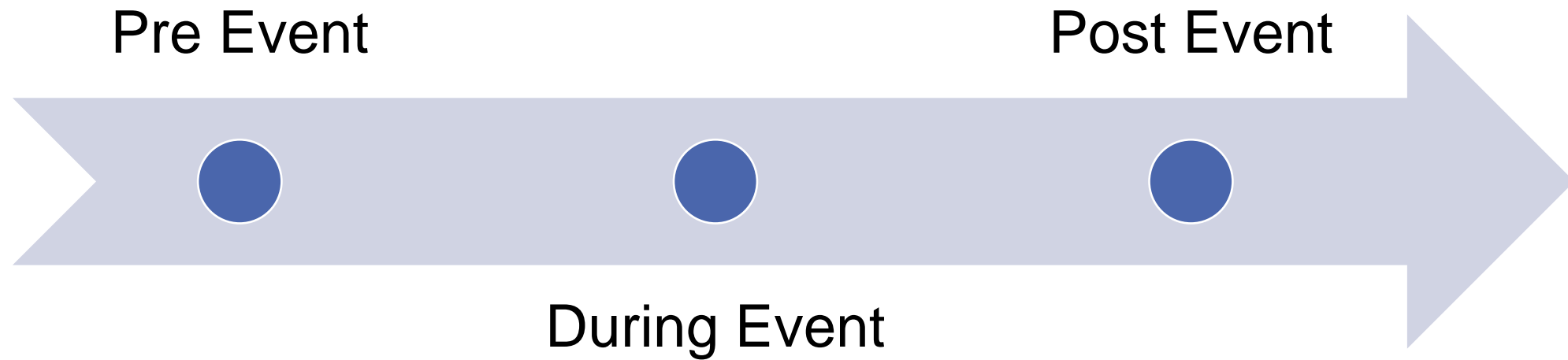


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FLOOD MITIGATION ACTIVITIES



FLOOD MITIGATION ACTIVITIES



PRE-EVENT MITIGATION ACTIVITIES

Flood Plan Training

- Training will be provided to all staff identified in the plan and dry runs of the plan will be conducted annually and/or as required with key staff. This will ensure staff are prepared and have the necessary tools to react to an event.

Preparation of Equipment

- Ensure all maintenance is undertaken in a timely manner on stormwater pumping stations, ensure standby generators are operational, have sufficient fuel and that regular cleaning is being done on trash racks.
- Keep an up-to-date map in Operations (Incident Map) related to past flooding event information, critical infrastructure, maintenance concerns, etc. available for use during events and ensure that the on-line flooding survey is active, operational and implement any changes or upgrades, as required.

Regular Inspection of Infrastructure & Monitoring Devices

- Set up and complete regular checks on required systems for monitoring weather reports and watersheds, weather radar and Tempest rainfall stations.
- Coordinate the inspection all the stormwater pumping stations immediately in advance of an event if possible and complete any open Service Requests and Works Orders within City Works that would impact Flood Mitigation and Protection.

FLOOD EVENT MITIGATION ACTIVITIES

Information Monitored and Displayed During the Flood Event

- While the FRRP is in place, weather information, SCADA, a flood incident map, and reported field information, etc. will be monitored, and the required information displayed on the larger monitors in the Operations Centre.

Field Activities

- The activities of the Municipal staff mitigating the Flood event in the field include the following: Management of field staff/teams, observation/maintenance of stormwater pumping stations, deployment of portable pumps, clearing of drains and ditches, closing of flooded roads, etc.

Information Collection

- Information will be crucial in recommendation of improvements based on the observed system function and operation during extreme events.
- Data collection including the extent and severity of the flood as well as the Municipal response activities is important to assist with future Flood Mitigation Planning as well as to document the field conditions.

POST-EVENT MITIGATION ACTIVITIES

Documentation of Event

- Finalize the documentation of the recent Flood event with the information collected during the event. Update and/or improvements to the webpage, online flooding survey, call Log, GIS mapping and Incident Map as required.

Communication/Clean-Up

- Follow up calls with the Public who requested a follow up by applicable Flood Team Members (to be assigned post event).
- Continue Public Outreach and Education to the residents pertaining to Flood Mitigation and Protection and Flood Readiness after the event including severity of event, impact of the storm and public calls, feedback, and any reminders related to Flood Mitigation and Protection measures.
- Clean, maintain and store the portable pumps, flood mitigation equipment and Road Closure Signs and Equipment.

Lesson Learned

- Post-Event Mitigation Activities will be undertaken to ensure continuous improvement and identify gaps to ensure the plan is effective based on the effects of the event and municipal response.
- Operations Department may initiate any Capital Works that were identified either during or after the event that would assist in reducing property damage during future flood events.



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COMMUNICATION PLAN



ALERT LEVEL COMMUNICATION PLAN

START OF EVENT



Flood Response Manager notifies Flood Response Leader & Flood Field Leader of flood event via email, chat, or phone.



Alert level determined by Flood Response Leader and an email is sent to Council, CAO, and Flood Alert Distribution List (*pending Level of Alert – Level 2 and 3 only*).



Flood Response Leader works with Media & Public Engagement Support to prepare public notifications based on alert level.



Media & Public Engagement Support sends out public notification via press release, social media engagement, and Lakeshore website



DURING EVENT



Flood Response Leader sends email notification update to Council, CAO, and Flood Alert Distribution List.



Media & Public Engagement Support sends updates via press release, social media, and Lakeshore website concurrently.



AFTER EVENT

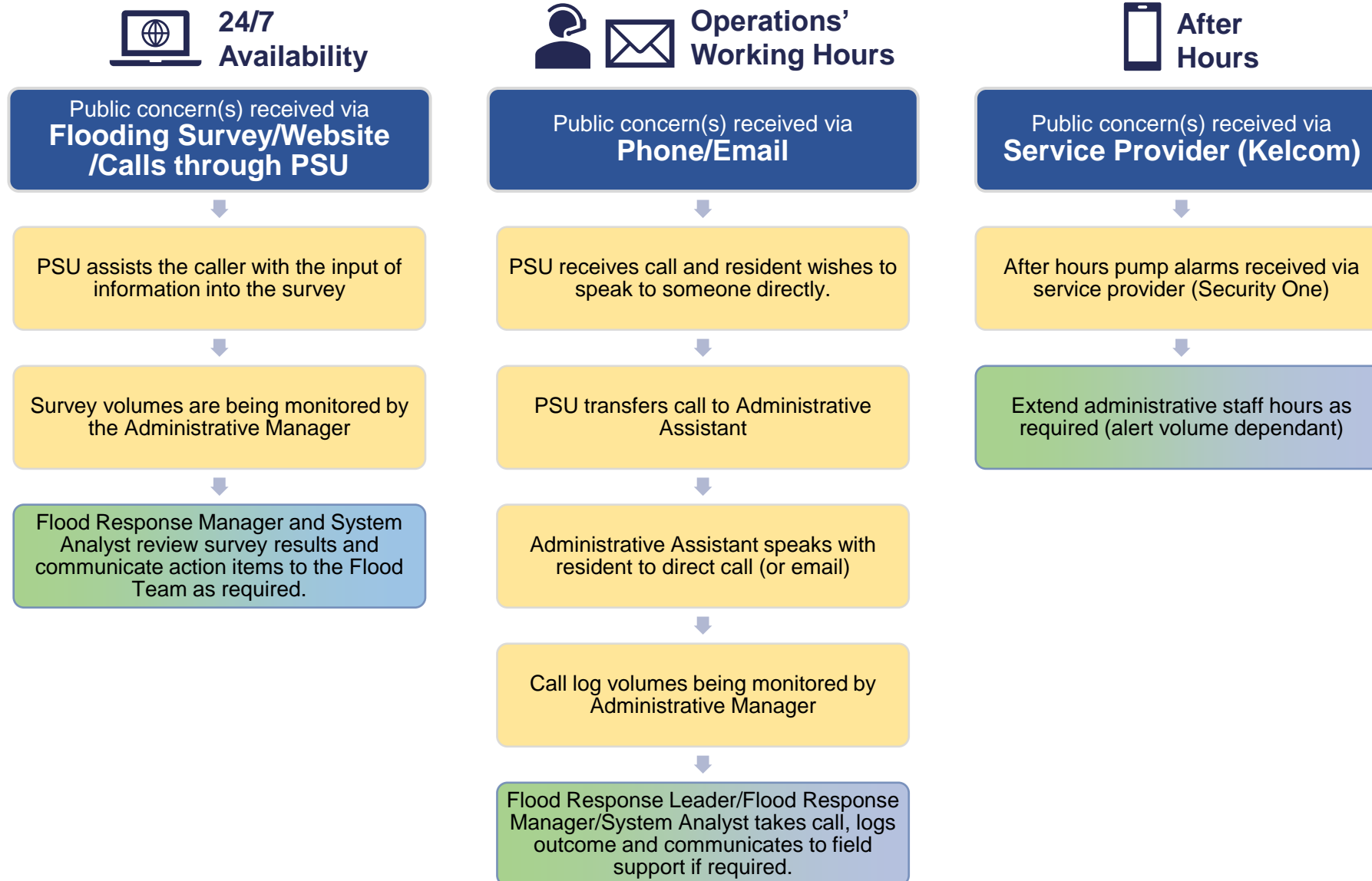


Flood Response Leader sends email notification update to Council, CAO, and Flood Alert Distribution List.



Media & Public Engagement Support sends updates via press release, social media, and Lakeshore website concurrently.

PUBLIC COMMUNICATION PLAN - ADMINISTRATION



PUBLIC COMMUNICATION PLAN - COUNCIL



Public concern(s) received by
**Council Member via
phone/email**



Council member sends request via
email to the Flood Response Leader.

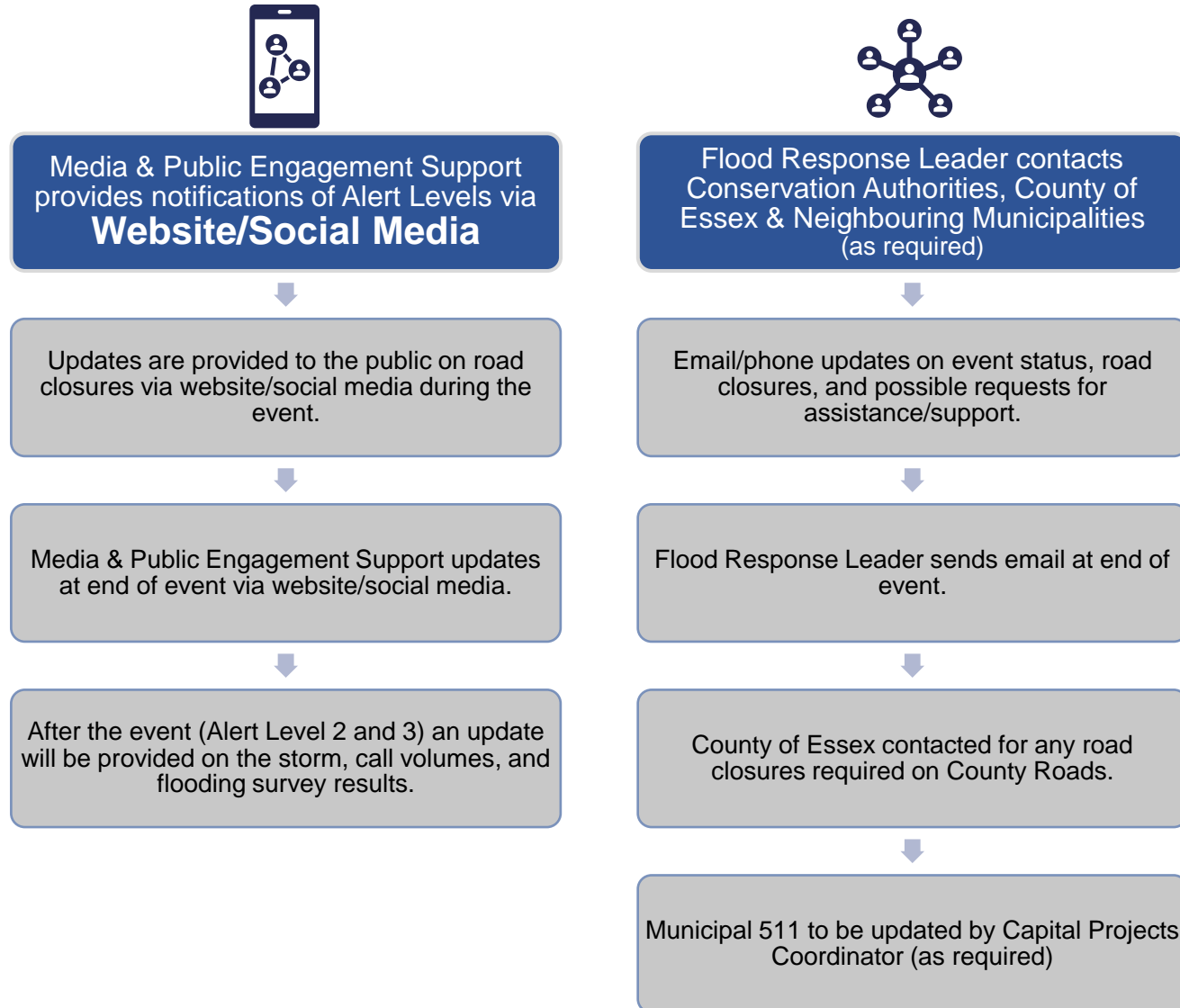


Flood Response Leader addresses
concern or forwards to Flood Team
member to log and address concern.

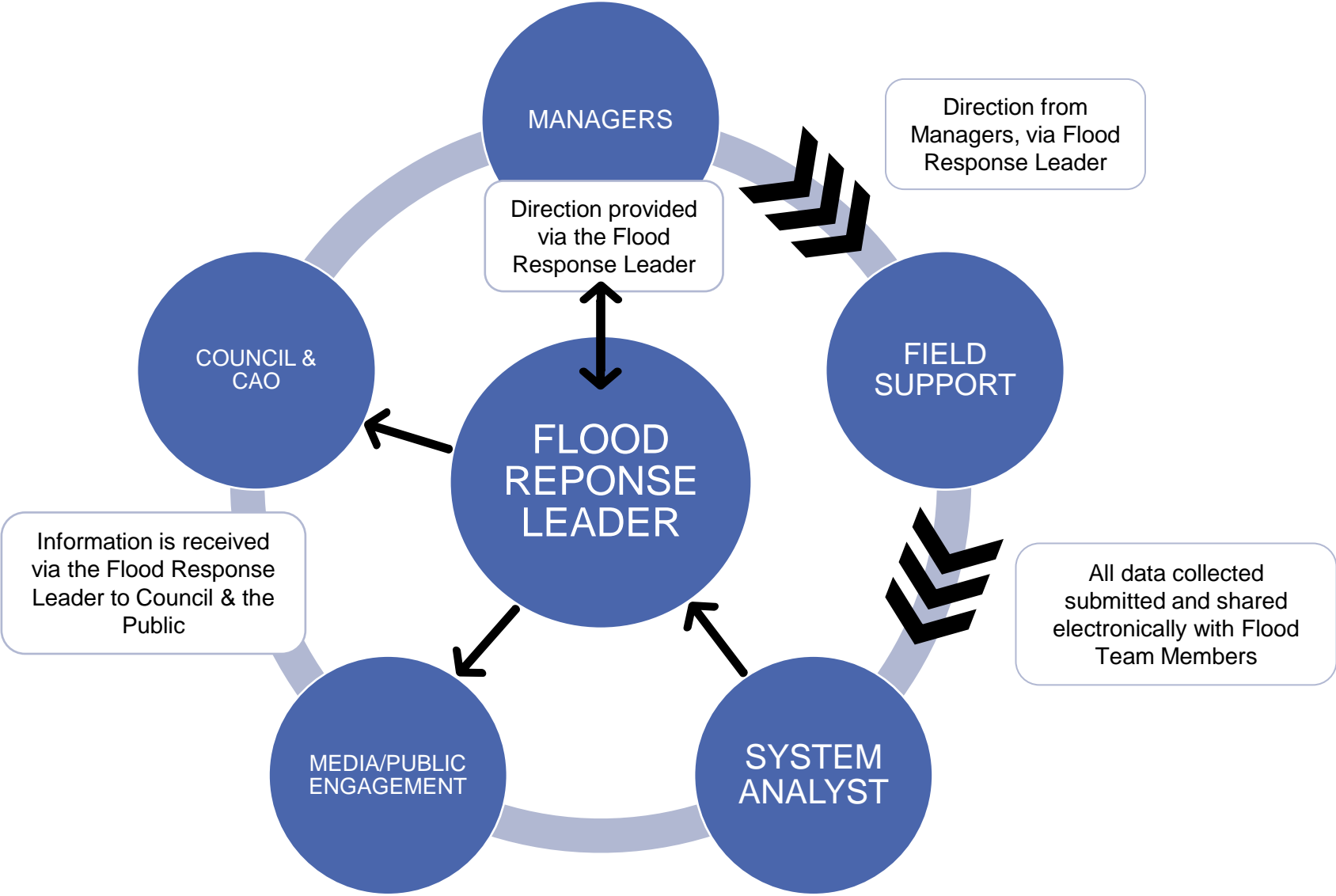


Follow up post-event with Council
Members on the status of the resident
follow up, if needed.

PUBLIC COMMUNICATION PLAN - EXTERNAL



INTERNAL COMMUNICATION PLAN





OUR COMMUNITIES. OUR HOME.



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NEXT STEPS

NEXT STEPS

Staff Training

- All Lakeshore employees participating in the FRRP will undertake training presented by the Flood Response Leader and Managers.
- Third-party instructors brought in to provide staff emergency response safety training.

Flood Monitoring Database (FMD) Creation

- Digitize all forms required to implement the FRRP
- Create interactive live mapping for monitoring purposes during events.
- Initiate an advanced notification system for the Flood Team to implement when a storm is anticipated.

Office & Equipment Upgrades

- Back up power generation is recommended to be installed as soon as possible at the FMO office to be able to effectively support this plan during events that may involve power outage in the area that may impact the FMO.
- Obtain required equipment, conduct regular inventory and equipment inspections.

Municipality
of Lakeshore



2023 FLOOD RAPID RESPONSE PLAN

BE PREPARED.
BE AWARE.
WORKING TOGETHER.

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Acronyms / Abbreviations

FMD	Flood Monitoring Database
FMPF	Flood Mitigation and Protection Framework
FRRP	Flood Rapid Response Plan
OCWA	Ontario Clean Water Agency
DSP WPCP	Denis St. Pierre Water Pollution Control Plant
EOC	Emergency Operation Centre
ERCA	Essex Region Conservation Authority
IDF	Intensity Duration Frequency
LTVCA	Lower Thames Valley Conservation Authority
MECG	Municipal Emergency Control Group
MERP	Municipal Emergency Response Plan
MTO	Ministry of Transportation
PTO	Power Take Off
SCADA	Supervisory Control and Data Acquisition
SPS	Sewage Pumping Station

Revision Log

Date	Revision/Update	Author	Re-evaluated
May 1, 2023	Final Report Issued	Corporate Leader - Operations	

1 Introduction

1.1 Purpose

At a Regular Meeting of Council held on August 12, 2021, Council adopted Lakeshore's Flood Mitigation and Protection Framework (FMPF). The FMPF was established based on a significant rainfall event that occurred in the Municipality of Lakeshore (Lakeshore) in July of 2021. This event, which spanned 3 days, resulted in considerable flooding along the more northern part of Lakeshore. Further in this plan, it is identified that this event would have been categorized at an Alert Level 3, herein as a high-risk level of alert.

As part of this adopted framework, Council directed Administration to develop and formalize a Flood Rapid Response Plan (FRRP).

The FRRP was developed to assist with the management and deployment of resources in a consistent and organized manner during extreme rainfall/runoff events where flooding occurs within Lakeshore.

The intent is that before each flood event occurs, awareness, monitoring and pre-planning is undertaken.

In addition, the FRRP further outlines the expectations and clearly defines the roles and responsibilities of the staff and external partners when responding to a flooding event. This includes providing effective and clear communication before, during, and after a flood event.

After each flood event (within Alert Level 3), a post-mortem will be conducted to assist with future revisions and updates of the FRRP based on the Lessons Learned from the event. This will allow for continuous improvement of the FRRP.

Lakeshore's FRRP will be led by the Operations Department.

Larger scale emergencies and disasters beyond (or in addition to) the detailed events outlined in the attached are to be managed using the Lakeshore's Municipal Emergency Response Plan (MERP) which is led by the Municipal Emergency Control Group (MECG) and are not intended to be managed under this Plan. The MERP would be activated accordingly for the need of any emergency response during these extreme situations.



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1.2 Background

Lakeshore is located in Essex County, bordered by Lake St. Clair to the north, Chatham Kent in the east, Leamington, Essex, and Kingsville to the south, and Tecumseh to the west. Lakeshore comprises the communities of Belle River, Comber, Rochester, Deerbrook, Elmstead, Emeryville, Haycroft, Lighthouse Cove, North Woodslee, Pike Creek, Pleasant Park, Puce, Ruscom Station, South Woodslee, St. Joachim, and Stoney Point/Pointe-aux-Roches.

The topography is flat and the terrain slopes very gently from the southern border of Lakeshore on County Road 8, with an average elevation of 188 m, to the shore of Lake St. Clair at 176 m. The highest land is in the southwestern corner of the Municipality, near the Town of Essex, at an elevation of 193 m. Lakeshore contains approximately 33 kilometers of shoreline along the north.

The surface drainage is through a series of slow-moving rivers and creeks, all of which flow northward into Lake St. Clair: from west to east, these are Pike Creek, the Puce River, Belle River, the Ruscom River, and finally Big Creek and Baptiste Creek, which form the northeastern border of Lakeshore at the junction with the Thames River. In addition, due to the flat topography, the land areas can be slow to drain with little to no flood storage within the rivers and drains.

Due to the reliance on a number of slow-moving rivers and creeks and considering the relatively flat topography, areas within Lakeshore are subject to significant flooding when sudden weather events occur, such as high intensity rainfall.

Lakeshore has experienced considerable flood events in the past, (as recently as 2021), and therefore recognized the need for a formal FRRP to coordinate flood preparedness and response actions.



1.3 Types of Flooding

Lakeshore experiences several types of flooding. These include:

1. Flooding due to rainfall/runoff from storms and snow melting events

This type of flooding occurs when a significant rainfall/snow melting event results in significant areas of ponding/flooding and:

- the ground/soil cannot absorb any more water during heavy rainfall/snow melting;
- either hard soils or frozen ground conditions prevent water from soaking into the ground (infiltrating); and
- there are flat/low lying areas with a shallow water table.



Lilydale Avenue experiencing low lying area flooding after event that occurred on Saturday July 17, 2021

2. Flooding caused by localized storm and/or sanitary sewer back ups

This type of flooding occurs when significant rainfall event/snow melting event results in

- the sewer system (storm) becoming overwhelmed and not being able to handle the additional volume of flow from the continuous rainfall, sudden storms, and/or rapid melting of snow and ice; and
- inflow and infiltration occur whereby the incoming flows are exceeding the sewer capacity (sanitary) and the sewer systems back up or surcharge.



Old Tecumseh Road, Sanitary Manhole overflow of system surcharged, July 2021

3. Shoreline Flooding

This type of flooding occurs when lake levels (Lake St. Clair) are already high and:

- an extreme rainfall event occurs, whereby the additional contribution of water may cause overflow onto the shoreline from the already high water levels;
- an extreme storm occurs with high winds, whereby the wind forces the water over the shoreline (sometimes even when protection measures are in place); and
- lakes, streams, and river channels take on a sudden influx of water larger than they can contain.



Caille Avenue after shoreline flooding occurred in September 2021

1.4 How Flooding Occurs

Municipal and natural stormwater systems convey rainfall and runoff through either minor or major systems.

Minor systems are composed of lot drainage, ditches, backyard swales, roof leaders, foundation drains, gutters, catch basins, storm sewers, stormwater storage facilities and stormwater pumping stations.

Major systems include natural streams, valleys, swales, artificial channels, roadways, stream crossings and ponds.

The Windsor/Essex Region Stormwater Management Standards Manual (prepared by ERCA in 2018) notes that the minor system should have a design capacity equivalent to a 1 in 5-year storm and the major system has a design capacity equivalent to a 1 in 100-year storm.

For clarity, a 5-year storm is an event with a 1:5-year return period or 20% probability of occurrence in any given year and a 100-year storm is an event that has a 1 in 100 chance (1% probability) of being equaled or exceeded in any given year. The July 2021 event (two significant back-to-back events) was roughly equivalent to a 1:25 year storm event (i.e. 4% chance of occurrence in a given year) and a 1:50 year event (i.e. 2% chance of occurrence in a given year).

This means that, in most cases, the minor system will become overwhelmed and/or surcharged when the rainfall intensity is greater than a 5-year storm. A storm with an intensity of greater than a 100-year storm may overwhelm the major system creating wider surface flooding.

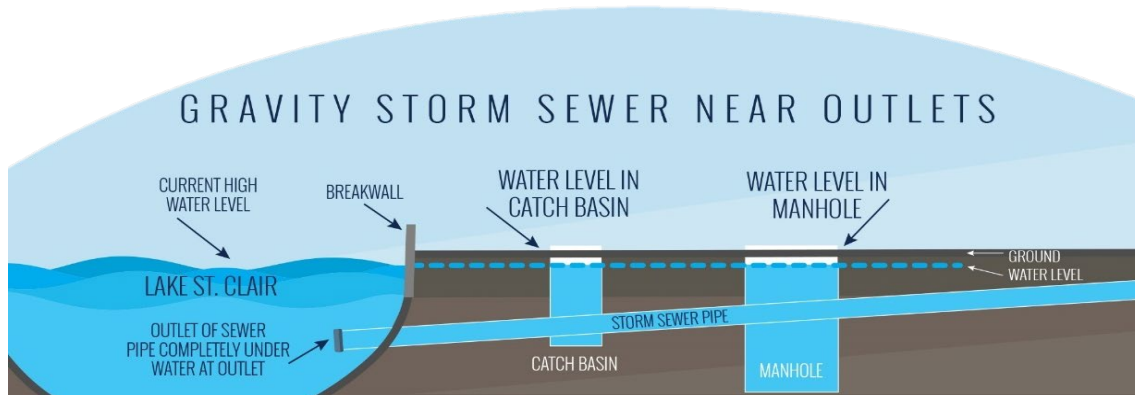
However, most of the existing trunk storm sewers and drain infrastructure in Lakeshore are older systems and were sized according to pre-2018 standards (1 in 2-year storm or less). These systems are undersized compared to current design standards (and events) and may become more overwhelmed during less frequent storm events than identified above.

The sanitary sewage system is also affected by rainfall runoff due to inflow and infiltration (I & I) into the sanitary system through leaks in the sanitary sewers, cross connections, foundation drainage and inflows through manholes and other leaks in the system, causing an increase in flow within the sanitary sewer and treatment system.

In addition, roadways, ditches, and drains can become overwhelmed and exceed capacity due to high intensity (localized) rainfall events when flows greater than design capacity occurs. Many of the existing roadways, ditches and drains that were sized according to previous design standards are also undersized compared to current design standards.

During a flood event, basements can be flooded from overland flow entering the building as well as storm and sanitary sewer backups.

Although shoreline flooding is also considered in this report, it is less common, however combined with other types of flooding, can result in a greater impact to the community and property.



Gravity storm sewers near outlet locations, whereby sewers are full

2 Plan Outline

The remaining sections of the FRRP will focus on the following four (4) elements:

1. Flood Alert Levels

The Flood Alert Levels will set clear guidelines on the level of risk of the event and further outline specific criteria including alert level triggers, actions required to be taken under each level and communication protocol based on the established level.

2. Flood Response Team Management

The Flood Response Team Management will provide specifics related to the location and operation of the Flood Management Office (FMO), confirms reporting structure and role categories, includes an Organizational Chart for quick reference, and confirms the responsibility of each role required to support the FRRP.

3. Flood Mitigation Activities

Flood Mitigation Activities lay out pre-flood event activities, flood event activities and post event activities including a post-mortem and lessons learned designed to reflect on opportunities to improve the response plan for future flooding events. A series of matrices (RACI) have been included in this section to help with these activities and outline which staff are expected to be Responsible, Accountable, Consulted, and Informed (RACI).

4. Communication Plan

The Communication Plan outlines responsibilities and expectations on the timing of communication and what form of communication can be expected during Flood Alert Levels based on the severity of the event. This will include an escalated communication flow and how the Media & Public Engagement Support and Public Inquiry & Call Management team assists the Flood Response Leader with communication during flood events.

3 Flood Alert Levels

As identified, a series of Flood Alert Levels were determined to assist with clarifying the severity of the event, the impact on resourcing requirements and to set clear expectations during each of the alert levels.

These levels and triggers should be revisited as part of the Lessons Learned Activities after each flood event.

3.1 Development of Alert Levels

The Flood Alert Levels were developed based on a graduated system identified below:

- the intensity and duration of rainfall or coastal event (from the shoreline);
- the impact the event has on the infrastructure's ability to convey flows (water levels in roadways, sewer systems, streams and rivers, etc.); and
- the impact the event has on the community, the residents, and property.

Based on the above, four (4) Alert Levels with the associated rationale and sequential triggers have been identified below and further summarized in Figure 3.3.



Willowwood Drive after significant rain event hit Lakeshore in July 2021

One major component used in the development of the Flood Alert Levels is the rainfall intensity, which is a function of the design criteria used to determine the size of the stormwater drainage infrastructure. The Rainfall Intensity Duration Frequency (IDF) curves for the Municipality of Lakeshore (as taken from the Windsor Airport) are summarized below in Table 3.1 and are also shown graphically in Figure 3.1. The cell colours in Table 3.1 relate to the Alert Levels in Figure 3.1. This information is useful in understanding when the major and minor systems will become overwhelmed based on an expected event.

The Flood Response Manager and System (Storm and Sanitary) Analyst will review the average rainfall data from the Tempest system rain gauges installed around the Municipality (these locations can be found in Figure 3.2) and will use this to calculate the rainfall intensity in mm/hr. In addition, other major weather rainfall radar predicting programs have various intensities noted as colour coded bands which can also be used to determine the length of the storm to identify the intensity.

These systems would be used to determine the Flood Alert Level.

Further Tempest system locations may be added over time when areas are determined to require further data.

The rainfall intensities shown below in Table 3.1 are based on the maximum rainfall depth over the duration of the event (time).

It should be noted that various degrees of high intensity rainfall events can impact Alert Levels in different ways and fluctuate the call of the Alert Level.

Table 3.1 Rainfall Intensity Duration Frequency

Duration	Intensity (mm/hr)					
	5 min	10 min	15 min	30 min	1 hr.	2 hrs.
2-yr	112.5	82.3	68	44.4	27.5	16.4
5-yr	143.3	103.3	87.9	58.7	36.9	21.5
10-yr	163.5	117.3	101.1	68.2	43.1	24.8
25-yr	189.2	134.8	117.8	80.2	50.9	29
50-yr	208.2	147.9	130.2	89.1	56.7	32.2
100-yr	227.1	160.8	142.5	98.0	62.5	35.3

Alert Level 1

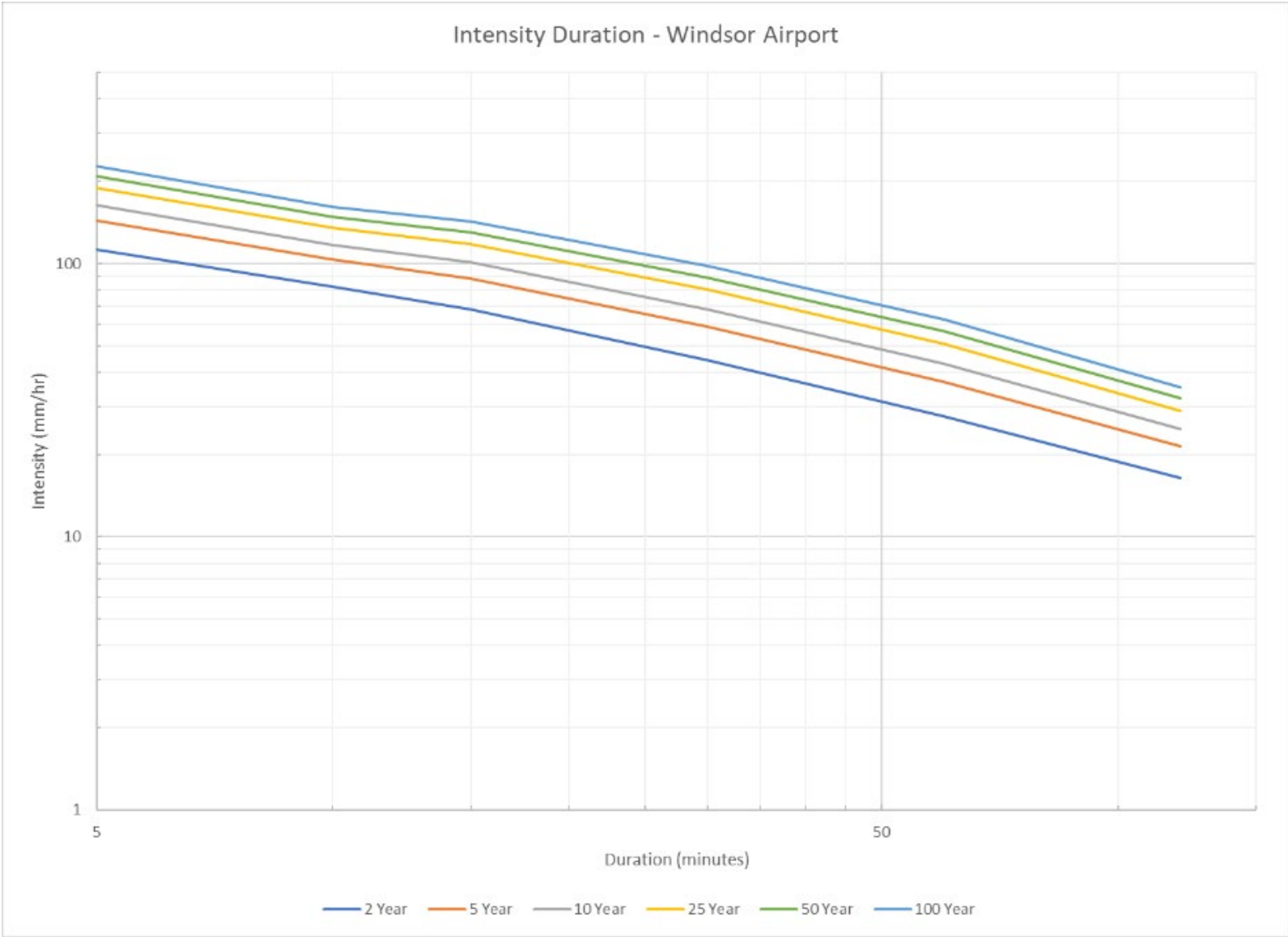
Alert Level 2

Alert Level 3

From the Table 3.1 and Figure 3.1, short duration storms are not as impactful as longer duration storms, as the longer the rainfall happens, the less available storage there will be in the system to convey the rainwater, increasing the amount of surface flooding.

When storage becomes limited and surface flooding occurs, the stormwater conveyance systems are unable to manage any additional rainfall. This can lead to significant overland flooding which can contribute to basement flooding. Once significant overland flooding occurs, Operations generally see a rise in the calls and complaints from residents due to flooding observations in the major and minor systems or in their basements. Therefore, the number and extent of severity of the concerns are also considered in determining the alert level and the Municipal response level to a flooding event.

Figure 3.1 Rainfall Intensity Duration Curves



Further, already saturated ground conditions from a previous event in addition to a subsequent event (within a short period of time) can lead to alert levels being bypassed quickly or potentially skipping an alert level in its entirety. The July 2021 event would have escalated from Alert Level 1 to an Alert Level 3, bypassing Alert Level 2 (Medium Risk).

Alert Levels Defined

From the above, four (4) Flood Alert Levels were determined which include associated triggers, actions that are required to be undertaken when the alert level is called and the expected communication level. These levels have been further summarized in a chart in Figure 2.1, for ease of use during flood events.

3.1.1 Alert Level 1 – Enhanced Monitoring – Low Risk

Alert Level 1 remains internal to only a few members of the Operations team. This level is triggered frequently during some wetter seasons and these events are expected to be short in duration. Alert Level 1 is considered low risk, as systems are draining (may becoming full) and surface ponding is limited to low lying expected areas. Little to no resident calls are received and if so, are limited to reports of drainage systems being full.

The response to Alert Level 1 is limited to minor monitoring efforts, general field observations are undertaken, and inspections are documented.

No communication is expected to occur during this level and/or is limited to addressing a few resident calls/concerns.

3.1.2 Alert Level 2 – Active Flooding Event – Medium Risk

Alert Level 2 is a more active event with a longer duration (expected to be over 3 hours). It should be noted that this level may not be triggered by longer storms with a less intense but more steady rainfall, as these may have little risk of impact to the community and both minor and major systems may be able to keep up.

Alert Level 2 typically sees steady call volumes and may require some local road closures or areas to be blocked off for safety. Basement flooding may be occurring in some localized areas however the increase in areas of basement flooding will predict the level of risk and may contribute to a higher level of concern (Alert Level 3).

The Flood Response Lead, Flood Response Manager and the Flood Field Manager are coordinating efforts and the plan is being discussed with the flood team. Council and CAO will be made aware of the event and level at this time.

Public calls are being monitored and there is evidence that areas of flooding may be more widespread.

Once Alert Level 2 is expected to continue or there is evidence that Alert Level 3 is likely to be triggered, communication will be sent identifying that the risk is present and potentially a high-risk event is imminent.

This will be at the discretion of the Flood Response Lead in consultation with the Flood Response Manager and the Flood Field Manager.

3.1.3 Alert Level 3 – Severe Flooding Event – High Risk

Alert Level 3 is considered a severe event and will require adequate resources to be in place to manage the event appropriately, which will trigger full activation of the plan and all roles will be required.

This event is considered high risk as past events have shown that this level would include significant surface ponding in several areas across the northern part of Lakeshore, systems full and overwhelmed with no reprieve and several areas experiencing basement flooding.

This level could also be limited to extensive shoreline flooding in one or more areas. Communication to Emergency Response may be required into Alert Level 3 for purposes of response.

Incoming calls are expected to be high (300 +) and results from the online survey would likely confirm several areas of the Municipality being of concern.

This Alert Level will see an increased level of communication to Council & CAO and will include similar updates and more frequent communication to the public as the situation changes and information becomes available.

Frequent reviews will be undertaken to determine whether there is any risk that Alert Level 4 may be activated.



Patillo Road when flooding occurred on September 29, 2016

3.1.4 Alert Level 4 - Activation of Municipal Emergency Response Plan (MERP) - Critical

For extremely long duration storms, staff working hours may be exceeded and extensive impact to municipal infrastructure or property has or may have occurred.

This, in **addition** to other factors (power outages, extensive shoreline flooding, significant road closures that impede emergency service ability, etc.), would likely trigger the activation of the Lakeshore's Municipal Emergency Response Plan (MERP). In those cases, the Emergency Operation Centre (EOC), in Council Chambers, would take over managing the response at a higher level of risk (Critical).

It should be noted that the FRRP would still remain in effect with role changes implemented (i.e., the Flood Response Leader will be redirected to the Response Manager/Field Manager Support) to ensure Operations can also support the MERP as required.

The EOC serves as the base of operations for the Municipal Emergency Control Group (MECG) and the following levels of emergency response may be triggered:

Standby Activation

- Implemented when a situation requires the municipal emergency response organization to be on standby;
- Lakeshore Fire Chief will notify the full emergency response organization to remain available; and
- The MECG will assemble at the EOC to monitor the situation.

Full Activation

- Implemented when a situation requires the municipal emergency response organization to be fully activated;
- Lakeshore Fire Chief will notify the full emergency response organization to report to their places of duty and fully activate their own Emergency Response Plans; and
- The MECG will assemble at the EOC to coordinate the emergency response.

For further details, refer to Lakeshore's MERP.

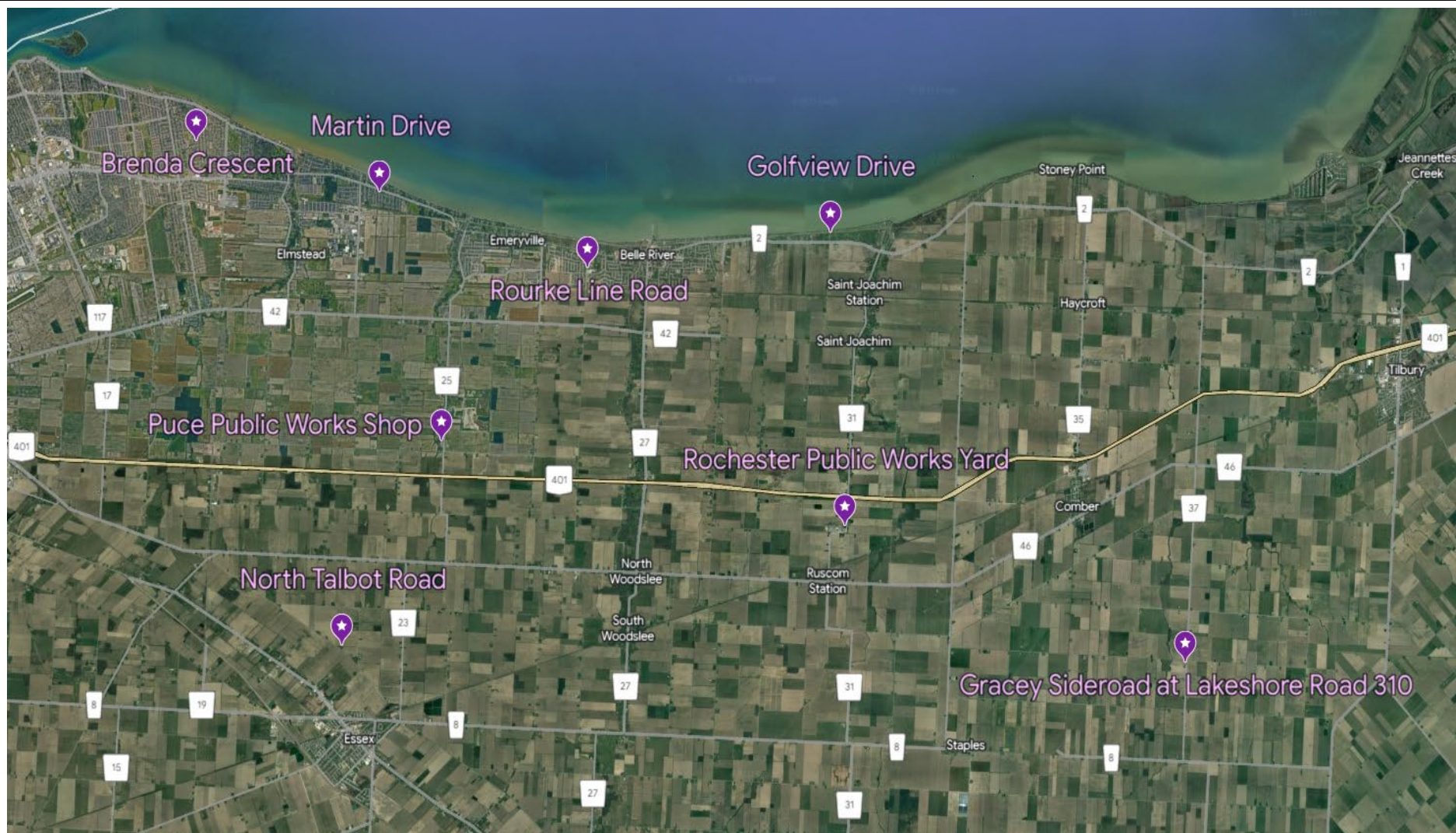
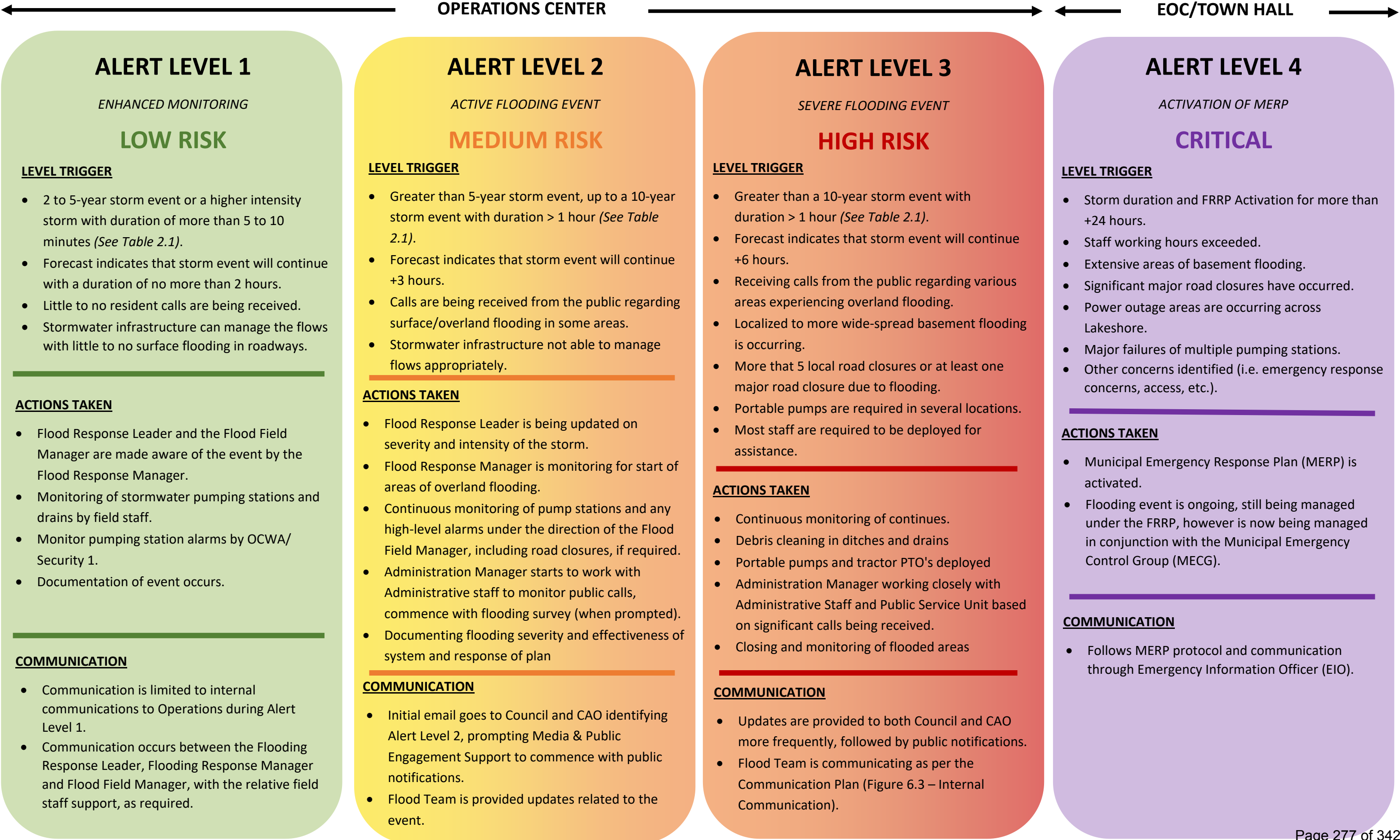


Figure 3.2 Lakeshore Rainfall Gauge Locations

FIGURE 3.3 - FLOOD ALERT LEVELS



4 Flood Response Team Management

This section of the FRRP discusses the organization of the Municipality's response to a flood event including the location of the Flood Mitigation Office (FMO), the organization of the Team and the roles and responsibilities of the responders.

4.1 Flood Mitigation Office (FMO)



Operations Center (FMO), Rourke Line

The flood mitigation response will be coordinated through the Flood Mitigation Office (FMO) which is located at:

**Municipality of Lakeshore
Operations Centre
304 Rourke Line,
Belle River, Ontario N0R 1A0**

The FMO will be the central communication hub between the office-based staff, field-based staff and the supporting staff. It also contains all the required materials, equipment, monitors, data and design information needed to respond to flood events. This

includes an Incident Map (electronic) identifying the flood prone areas of the Municipality as well as engineering information related to storm sewers, stormwater pumps, municipal drains, sanitary sewers, and sewage pumping stations. This map will be updated during events to show the flooding extents based on reports from the public, the survey and field.

This office will be equipped with screen displays so information is available electronically for ease of operation during the more significant events.

Further, back up power generation is recommended to be installed as soon as possible at the FMO office to be able to effectively support this plan during events that may involve power outage in the area that may impact the FMO.

4.2 Team Organization

The response to a flood event will be managed by Operations through the Flood Response Leader, applying a team approach. The deployment of the team noted in the following section of this FRRP will be based on the Alert Levels. An Organizational Chart outlining the roles and reporting structure of all involved in the response is included as Figure 4.1.

The Flood Response Leader will be the Corporate Leader of Operations with support from the remainder of the Operations Department and other staff as identified in the chart. The response Team is organized in terms of functional activities including:

- Media & Public Engagement Support;
- IT support;
- Public Inquiry & Call Management;
- Flood Data and System Monitoring; and
- Field Management and Operations.

The organizational chart or roles may be modified at the discretion of the Flood Response Leader and as required during events based on the following:

- to provide coverage for key roles that may be unavailable at the time of an event;
- to provide coverage for key roles that require relief, pending the length of the event and previous hours worked;
- to include the use of third-party contractors if additional support is required when the Municipal staff are overwhelmed or unavailable; and
- Alert Level 4 is triggered and MERP is activated. Some roles may be modified to continue to support the event when the MERP is activated.

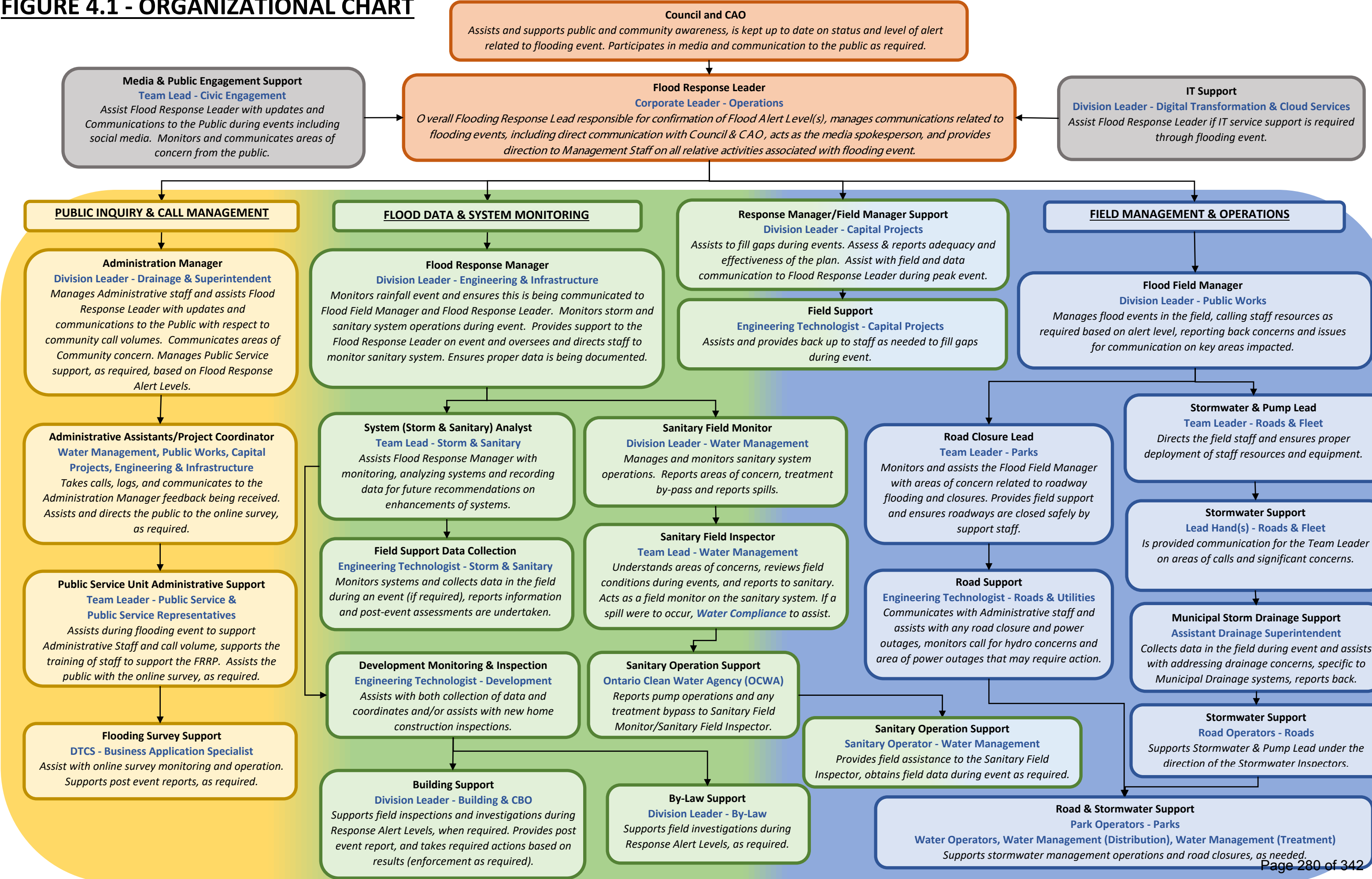
4.3 Roles and Responsibilities

Understanding the roles and responsibilities of the team is an important component of the FRRP.

The individual roles and responsibilities for the staff responding to a flood event have been summarized in the following organizational chart and further defined within the report.

Further, RACI Matrices have been developed to outline which roles will be Responsible, Accountable, Consulted, and Informed for the key tasks that are required to be undertaken prior to an event, during an event (at each Alert Level) and after a flood event. The RACI matrices are included as Figures 5.1 to 5.5 later in the plan where specific tasks are outlined.

FIGURE 4.1 - ORGANIZATIONAL CHART



Council & Chief Administrative Officer (CAO)

Council & Chief Administrative Officer (CAO)

Council and the CAO will support public and community awareness during an event, will be kept up to date on status and Flood Alert Levels related to flooding events so they may communicate to residents, and they may also be asked to participate in any media and formal communication to the public, if required. Media interviews will require the support and briefing from the Flood Response Leader and the Public Engagement Support.

Flood Response Leader

Corporate Leader – Operations

The Flood Response Leader manages the entirety of FRRP and reports to Council & CAO with respect to the Municipal response to a flooding event. This role ensures that staffing support and resourcing is adequate and remains in contact with key management roles to deliver the plan. Overall, the Flooding Response Leader is responsible for confirmation of Flood Alert Level(s), manages communications related to flooding events, including direct communication with Council, responds to media interview requests (spokesperson) and provides direction to Management Staff on all relative activities associated with flooding events.

Media & IT Support

Media & Public Engagement Support

Team Leader – Civic Engagement

The Media & Public Engagement Support assists the Flood Response Leader with updates and communications to the Public during events, including updates to Lakeshore's website and through social media channels. This role also monitors and communicates areas of concern from the public who may be reporting this through social media channels.

IT Support

Division Leader – Digital Transformation & Cloud Services

The IT Support helps with monitoring plans and programs that may need to be set up in advance to support the FRRP and may be required to provide support related to the plans and programs through flooding events.

Public Inquiry & Call Management

Administration Manager

Division Leader, Drainage Superintendent

The Administration Manager oversees all Administrative staff during an event and assists the Flood Response Leader with updates and communications to the Public with respect to community call volumes and what we have heard from the public. This role also communicates areas of community concern, and coordinates with the Public Service Unit (as required), all based on Flood Alert Levels.

Administration Assistants/Project Coordinator

Administrative Assistants, Water Management/Public Works/Capital Projects/Engineering & Infrastructure & Project Coordinator, Capital Projects

The Administration Assistants/Project Coordinator will report into the Administration Manager during flooding events. These roles will take calls, log calls and communicate feedback to the Administration Manager during flooding events. The Administrative Assistants will assist and direct the public to the online Flooding Survey (if not done by the PSU), answer general flooding concerns by providing updates based on the internal Operations communication or will transfer calls to appropriate Operations members, as required.

Public Service Unit (PSU) Administrative Support

Team Leader – Public Service & Public Service Representatives

The Team Leader, Public Service Unit will support staff training plans and provide support during flooding events, as needed. The Public Service Unit Representatives will participate in training of staff to support the FRRP and support administrative staff with call volumes during flooding events. The PSU will also assist the public with the online Flooding Survey and transfer calls from the public to the Administrative Assistants for further information, as required.

Flooding Survey Support

Business Application Specialist – Digital Transformation & Cloud Services

The Flooding Survey Support assists with any improvements related to the online survey, ensures operation of the survey as required during events, and provides support in updating the flood mapping on the municipal interactive mapping service. Flooding Survey Support also assists with post-event reports based on the survey results, as required.

Flood Data & System Monitoring

Flood Response Manager

Division Leader – Engineering & Infrastructure

The Flood Response Manager provides support to the Flood Response Leader and ensures monitoring systems are functional and that rainfall events are being monitored in advance and appropriately through the events. This role also provides direction to staff related to the monitoring of systems, the collection of field data during the event and ensures the data collected is in line with the current Flooding and Flood Mitigation efforts and for future FRRP updates, as required. This role will be crucial in the post-assessment of data to recommend improvements based on the operation of systems during these events.

System (Storm & Sanitary) Analyst

Team Leader – Storm & Sanitary

The System (Storm & Sanitary) Analyst will primarily assist the Flood Response Manager with monitoring data and analysis of both the sanitary and stormwater systems and how these systems are operating under significant events. This role will also identify areas that require additional resources and staffing based on pump station data, rain gauge data, or the flood survey results. This role will review and assess models, system monitors and drawings to determine areas of impact and will assist with making recommendations related to future system enhancements in conjunction with the Flood Response Manager.

Field Support Data Collection

Engineering Technologist – Storm & Sanitary

The Field Support Data Collection role will primarily focus on system monitoring and obtaining field data (if required) once an Alert Level has been designated and the FRRP is activated. This role will review data post events and report into the System Analyst any information gathered during events in the field for additional assessment and recommendation for improvements. This role will also provide support for field monitoring, as required.

Development Monitoring & Inspection

Engineering Technologist – Development

The Development Monitoring & Inspection will monitor and oversee any ongoing developments during an event. The role will also coordinate with Building Support and By-Law Support with identifying areas of concern with respect to any ongoing developments that may impact the Municipal systems during these events. This role will also accompany and support the Field Support Data Collection role, as required.

Building Support

Division Leader – Building & CBO

The Building Support role will assist by undertaking field inspections and investigations during relative Alert Levels, when required as coordinated by the Development Monitoring and Inspection role. This role will also provide post-event reports related to flood impacts on buildings and housing under construction at the time of the event and take required actions based on results.

By-Law Support

Division Leader – By-Law

The By-Law Support role will assist with any enforcement of findings during and/or after relative Alert Levels, when required as coordinated by the Development Monitoring and Inspection role. This role will also provide post-event reports related to flood impacts on private properties at the time of the event and take required actions based on results and enforcement of any by-laws. This role works closely with Building Support.

Sanitary Field Monitor

Division Leader – Water Management

The Sanitary Field Monitor works closely with OCWA to monitor the sanitary sewage pumping station levels and to assist with conveying technical information to the field staff as necessary to assist with sanitary flood mitigation and identify any areas of potential reportable spills. This role will log and review all high-level alarms and ensure the System Analyst is kept up to date on the areas of surcharging. This role will ensure any sanitary treatment by-pass events are communicated to the Public via the website as required by Ministry of the Environment, Conservation and Parks (MECP).

Sanitary Field Inspector

Team Leader – Water Management

The Sanitary Field Inspector works closely with the Sanitary Field Monitor and OCWA to assist with monitoring the sanitary sewage pumping stations, with providing technical information to the field staff as necessary to assist with the flood mitigations. This role also reports area of concerns to the System Analyst, communicates treatment by-pass and completes the field work to related to reporting sanitary spills during flood events.

Sanitary Operation Support

Ontario Clean Water Agency (OCWA)

The Sanitary Operation support is OCWA (as the system operator). This role communicates any concerns on the onset and provides data related to high level alarms, and duration. This data will be collected and later analyzed to determine areas that can be further mitigated through system enhancements, if possible. This role will also contact Spills Action Center (SAC) in the event that the treatment plant goes into bypass. This role will notify the Sanitary Field Monitor so the bypass can be reported to the public, as required.

Sanitary Field Support

Sanitary Operator, Water Management

The Sanitary Field Support will be in the field reviewing conditions through the duration of the storm. This role reports any visible surcharge conditions, overflows, and flooding events associated with sanitary sewage pumping stations and wastewater treatment systems to the Sanitary Field Monitor/Inspector.

Response Manager/Field Manager Support

Division Leader – Capital Projects

The Response Manager/Field Manager Support aids the Flood Response Manager and Flood Field Manager to fill any gaps for coverage during an event including a back up to step in and assume the role of the Flood Response Leader, the Flood Response Manager or the Flood Field Manager if they are not available or require relief. This role also assesses and reports response plan effectiveness and assists with field communication to the Flood Response Leader during peak event.

Field Support

Engineering Technologist – Capital Projects

The Field Support aids the Response Manager/Field Manager Support to fill any gaps for coverage during an event including a back up to step in and assume the various roles as required and as directed. This role also helps with the assessment on the plan effectiveness, including looking for areas of improvement during the event for later reporting.

Field Management & Operations



Wallace Line Drain outlet under high water level conditions

Flood Field Manager

Division Leader – Public Works

This Flood Field Manager manages the field crews through the Stormwater & Pump Lead (from the PMO) who are managing the flood mitigation activities related to stormwater systems and road closures. This role is primarily focused on deploying and coordinating the field staff and equipment to mitigate the flooding impacts in the field.

Stormwater & Pump Lead

Team Leader – Roads & Fleet

The Stormwater & Pump Lead directly coordinates the field crews monitoring the stormwater pumping stations, deploying, and operating portable pumps and debris cleaning. A secondary part of this role is to provide information to the System Analyst so that they can document the flood event and the effectiveness of the response, system behaviour and areas of improvement related to system enhancements.

The Road Closure Lead aids as backup to this role.

Stormwater Inspectors

Lead Hand(s), Roads & Fleet

The Stormwater Inspectors will be divided into two teams (East and West). There will be staff from the East Yard and the West Yard who will monitor and operate the stormwater pumping stations and provide portable pumps in each area, respectively. These roles may be reassigned if one area is not impacted by the event.

Stormwater Field Support

Road Operators, Road & Fleet

The Stormwater Field Support will be divided into two teams (East and West). There will be staff from both the East Yard and the West Yard who will monitor and operate the stormwater pumping stations in the relative areas and assist with the deployment and operation of portable pumps, as required.

Municipal Storm Drainage Support

Assistant Drainage Superintendent, Drainage

This Municipal Storm Drainage Support will inspect and collect data in the field during events and assist addressing drainage concerns specifically related to Municipal Drainage systems, reports back to Stormwater Pump Lead during events but will also confirm data to the System Analyst for future consideration of improvements with the Drainage Superintendent.

Road Closure Lead

Team Leader – Parks

The Road Closure Lead will coordinate the field crews who are closing the roads and setting up warning signs as well as support in clearing debris from catch basins, ditches, and drains as necessary. An Alert Level 2 is called when overland flood is starting and there may be localized road closures. During an Alert Level 3, there will be active road closures, whereby this support will be required.

Road Support

Engineering Technologist – Roads & Utilities

The Road Support will communicate with Administrative staff to assist with communication and help support notices related to road closures or power outages and monitors calls for Hydro One concerns and areas of power outages during an event. This role will assist with communication to the Stormwater Pump Lead areas of known power outages, timing and whether deployment or relocation of back up pumping systems may be required.

Road & Stormwater Support

Park Operators, Water Distribution Operators, Water Treatment Operators

Road Support will be primarily focused on closing and maintaining the road closures as well as installing flooded road hazard and closure signage. These roles will be focused on assisting the road crews who are performing road closures and debris cleaning by conducting patrols to assess the situation in the field and advising field crews of where their activities are most effective.

During Alert Level 1, it is anticipated that overland flooding will not have yet occurred. During Alert Level 2, overland flooding is starting to occur and overland flooding is occurring during an Alert Level 3. Thus, this role will be focused on activities during Alert Level 3 events and may need to support the Stormwater Pump Lead, as required.

5 Flood Mitigation Activities

5.1 Pre-Event Mitigation Activities

In preparation of a flood event, the Municipality will undertake the following activities:



Operations Center (FMO) equipment and vehicle storage area

- ✓ Provide training to all staff identified in the plan and conduct dry runs of the FRRP annually and/or as required with key staff. This is the responsibility of the Flood Response Leader.
- ✓ Ensure that a flooding equipment list is developed, maintained and ready for use, as well as identify and procure any additional equipment, if required. This is the responsibility of the Flood Field Manager.
- ✓ Maintain a list of third-party Contractors and Electricians who can respond quickly to issues during a flood event, if necessary. This is the responsibility of the Flood Field Manager.
- ✓ Set up and complete regular checks on required systems for monitoring weather reports and watersheds, weather radar and Tempest rainfall stations, as well as confirmation on who and how ERCA and LTVCA flooding information is received and shared. This is the responsibility of the Flood Response Manager.
- ✓ Keep an up-to-date map in Operations (Incident Map) related to past flooding event information, critical infrastructure, maintenance concerns, etc. available for use during events. This is the responsibility of the System (Storm & Sanitary) Analyst.
- ✓ Ensure that the on-line flooding survey is active, operational and implement any changes or upgrades, as required. Support the training for the Public Inquiry & Call Management team. This is the responsibility of the Administration Manager.
- ✓ Setup and develop the flooding survey on the Municipal website to address any updates or changes. This is the responsibility of the Flooding Survey Support.
- ✓ Ensure all maintenance is undertaken in a timely manner on stormwater pumping stations, ensure standby generators are operational, have sufficient fuel and that regular cleaning is being done on trash racks. This is the responsibility of the Stormwater & Pump Lead.

- ✓ Frequently review and monitor the status of the stormwater pumping stations and municipal drains and inform senior members of the Flooding Response Team (Flood Response Leader, Flood Response Manager, Flood Field Manager) of any potential equipment under maintenance or out of service. This is the responsibility of the Stormwater & Pump Lead.
- ✓ Monitor SCADA system for stormwater pump stations (where applicable). This is the responsibility of the System (Storm & Sanitary) Analyst.
- ✓ Complete any open Service Requests and Works Orders within City Works that would impact Flood Mitigation and Protection. This is the responsibility of the Stormwater & Pump Lead.
- ✓ Implement engineering improvements for future flooding event. This is the responsibility of the Flood Response Manager.
- ✓ Manage flood mitigation service requests and work orders. This is the responsibility of the Flood Field Manager.
- ✓ Review and monitor staffing and contacts, shift rotations for field staff. This is the responsibility of Flood Field Manager.
- ✓ Review and monitor staffing and shift rotations for Administrative Assistants. This is the responsibility of the Administration Manager.
- ✓ Coordinate the inspection all the stormwater pumping stations immediately in advance of an event if possible. This is the responsibility of the Stormwater & Pump Lead.
- ✓ Identify vehicles and trailers than can be used (and set up in advance, if possible) to physically close roads. Remove the lawn mowing equipment from the tractors if a significant event is imminent. This is the responsibility of the Road Closure Lead and Road Support.
- ✓ Monitor Security 1 alarms for the sanitary pumping stations and set up consistent and frequent notifications from OCWA for any failures or upgrades at the sewage pumping stations. This is the responsibility of the Sanitary Field Monitor.
- ✓ Coordinate with Building Support to develop a plan for on-going development inspections to minimize the effects of events on municipal infrastructure and treatment facilities. This is the responsibility of the Development Monitoring & Inspection.



Wallace Line Drain under upstream pumping conditions

- ✓ Maintain a list of on-going developments for issued building permits. This is the responsibility of Building Support.
- ✓ Enforce by-laws regularly and as needed, to minimize flooding when significant rainfall/runoff events occur. This is the responsibility of By-Law Support.

5.2 Flood Event Mitigation Activities

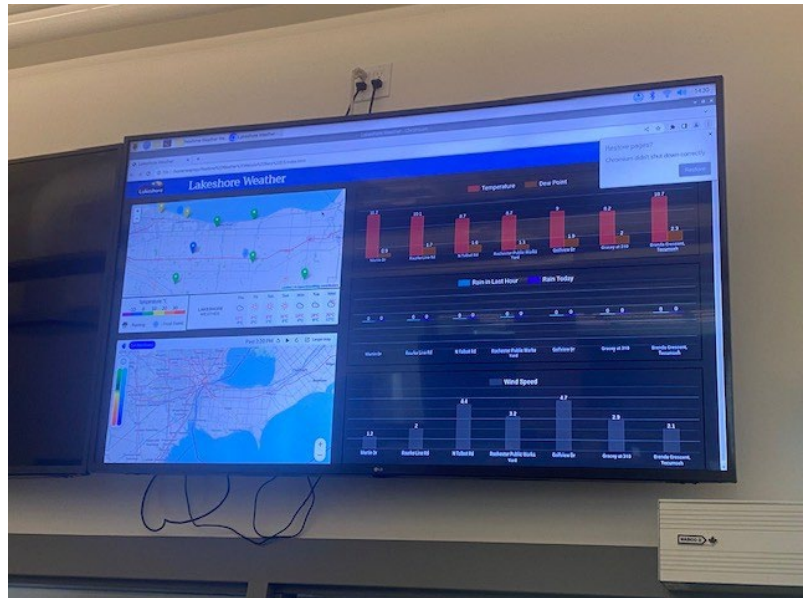
During a flood event the following activities will be undertaken under the direction of the Flood Response Leader. These activities align with the roles and responsibilities identified herein:

5.2.1 Information Monitored and Displayed During the Flood Event

While the FRRP is in place, the following will be monitored, and the required information displayed on the larger monitors in the Operations Centre. These are the responsibilities of the Flood Response Manager.

- ✓ Weather information is being monitored and/or displayed clearly including Weather Radar Systems and Tempest rainfall gauges.
- ✓ SCADA information is being monitored and/or displayed regarding the status of the sewage pumping stations (as they become available). This includes the System (Storm & Sanitary) Analyst continuously reviewing and identifying areas of concern.
- ✓ A Flood Incident map will be posted and updated (from both field reports and resident calls) to assist with Flood Mitigation activities, including:
 - Areas where there is surface flooding and/or areas of road closures;
 - Areas experiencing basement flooding from stormwater or sewage backups;
 - Locations where portable pumps and PTO tractors are being used;
 - Issues, if any, with respect to Stormwater and/or Sewage Pumping Stations (high level alarms (Security One and/or OCWA), system outages, etc.); and
 - Status of the Storm Drain gates (open/closed).
- ✓ Report information received from the field, primarily from the Flood Field Lead, Stormwater Pump Lead, Sanitary Field Monitor and Sanitary Field Inspector.

- ✓ Any areas under maintenance/service and/or open Service Requests and Work Orders from the City Works System.
- ✓ Geotab information regarding the location of Municipal forces.
- ✓ GIS drawings of the storm and sanitary sewer network, municipal drains and stormwater pumping stations;
- ✓ Any relative Public Call Log information; and
- ✓ Live Flooding Survey Information.



Operations Center, FMO – Information Display Monitors

5.2.2 Field Activities

The activities of the Municipal staff mitigating the Flood event in the field are summarized below:

- ✓ Management of field teams and coordinate deployment of field resources in impacted areas from flooding.
- ✓ The stormwater pumping stations will be observed/maintained during an event under the supervision of the Stormwater Pump Lead. This will be based on East and West Teams operating in a circuit. The stormwater pumping station maintenance will include:
 - Responding to and addressing any triggered alarm notifications;
 - monitoring the operation and attending to operational issues including calling in electricians if needed for emergency repairs;
 - cleaning trash grates;
 - opening stormwater drain gates;
 - reporting into the Flood Field Manager any issues or concerns with the stormwater pumps; and
 - deploying the PTO tractors when necessary.

- ✓ Portable pumps will be deployed if necessary to supplement the fixed stormwater pumping stations and operated by the Stormwater Inspectors and/or Stormwater Field Support. In the winter months the pumps will be stored at the operations centre and during the rest of the year there will be one at the East yard and one at the West Yard. The operation of the stormwater pumps will normally include an



Portable Pump for deployment during flooding events

- operator(s) at the pumps or in proximity during operation. It should be noted that this may be for extended periods of time and may required support from other areas.
- ✓ Drains, ditches, and trash racks will have debris removed as necessary to assist with stormwater conveyance.
- ✓ Flooded roads will be closed using barricades, truck, and trailers as necessary by the Road Closure Lead. Staff may be required to be physically present to try to enforce road closures. Water On Road signs can also be deployed if conditions warrant.
- ✓ Municipal drains will be monitored, maintained to ensure proper operation and address any concerns related to municipal drainage systems.
- ✓ Sanitary manhole incidents will be reported and responded to as they occur in the field.
- ✓ Sewage pumping stations will be monitored and coordinated with OCWA for appropriate action as required.
- ✓ Additional support to be provided for any field inspections and investigations during events as required.

5.2.3 Information Collection

It should be noted that these activities will be the most enhanced through the development of this plan. Data collection was occurring in the past but in a more uncontrolled manner. This information will be crucial in recommendation of improvements based on the observed system function and operation during extreme events.

Data collection including the extent and severity of the flood as well as the Municipal response activities is important to assist with future Flood Mitigation Planning as well as to document the situation in the field for potential claims from the Public. The plan for information collection includes:

- ✓ Maintaining the Public Call Logs and Flooding Survey comments by the Administrative Assistants
- ✓ Recording rainfall data (intensity, time, and duration) from the Tempest Rainfall gauges and possible the Windsor Airport gauges and Lake St. Clair Level – Field Support Data Collection
- ✓ Qualitatively documenting the flooding that occurred as to the problem areas and extent of flooding and apparent capacity of the drains and ditches – Stormwater Support.
- ✓ Documenting where roads were closed and portable pumps deployed, as well as the effectiveness of the stormwater and portable pumps in mitigating the flooding – Stormwater Support and Road Support.
- ✓ Documenting locations experiencing basement flooding from stormwater and sewage backups via phone calls and Flooding Survey results –Administrative Assistants
- ✓ Identifying drains which carried significant debris – Stormwater Support.
- ✓ Documenting any issues with the stormwater pumping stations and sanitary sewage pumping stations – Stormwater Support Lead using Security 1 calls and Sanitary Monitoring Lead with support from OCWA.



River Ridge Stormwater Management Pond

5.3 Post Event Mitigation Activities

The purpose of the post event exercises is to complete a review of the Flood event response to improve the Flood Rapid Response Plan and to clean up and prepare for the next event. These activities include:

- ✓ Follow up calls with the Public who requested a follow up by applicable Flood Team Members (to be assigned post event).
- ✓ Complete any clean up and coordinate garbage pickup activities in the field if necessary.
- ✓ Prepare Council and Public Reports with respect to the Flood event and the Municipal response.
- ✓ Finalize the documentation of the recent Flood event with the information collected during the event.
- ✓ Clean, maintain and store the portable pumps, flood mitigation equipment and Road Closure Signs and Equipment.
- ✓ Maintain the stormwater pumping stations including any debris clean up, refuelling or repairs that are needed.
- ✓ Review and update Flood Alert Levels.
- ✓ Update GIS and storm and sanitary infrastructure drawings if needed.
- ✓ Provide staff training including health and safety measures, as necessary.
- ✓ Identify any building or by-law updates that would reduce future property damage during a Flood event.
- ✓ Update and/or improvements to the webpage, online flooding survey, call Log, and Incident Map. This is the responsibility of the Flooding Survey Support. Updates to the Municipal Flooding webpage is the responsibility of the Media and Public Engagement Support.
- ✓ Initiate any Capital Works that were identified either during or after the event that would assist in reducing property damage during future flood events.
- ✓ The Flood Rapid Response Plan should be reviewed and updated every five (5) years, or as needed through Lessons Learned
- ✓ After the flood event has concluded, the effects of the event and the municipal response shall be reviewed to determine what went well and improvements that could be made for the next event. The data collected during the event as noted in Section 5.2.3 shall be summarized for evaluation and reporting.
- ✓ The items to be reviewed and or questions asked during the Lessons Learned exercise.
- ✓ Outreach and Education to the residents pertaining to Flood Mitigation and Protection and Flood Readiness after the event including severity of event, impact of the storm and public calls and feedback. This will include any reminders related to Flood Mitigation and Protection measures.

FLOOD MITIGATION AND PROTECTION

WORKING TOGETHER TO PROTECT YOUR HOME

Under the Flood Mitigation and Protection Framework, Lakeshore has taken a number of steps to protect local homes and support property owners in flood protection.



Stay #FloodAware!

During high-wind and rainfall events, local updates on flood risks and problem areas can be found on Essex Region Conservation Authority's and Lower Thames Valley Conservation Authority's flood advisory web pages. Access those resources and learn more at:

Lakeshore.ca/Flooding

Before a flood

- Determine whether your home, school, or work is in an area that is likely to flood. Learn which roadways may flood and plan an alternative route to avoid them.
- Create a communications plan so your family will know how to connect during an emergency.
- Assemble an emergency kit and prepare for possible evacuation. Charge essential electronics.
- Be proactive! Leave before the flooding starts to avoid being stranded.

BE PREPARED. BE AWARE. WORKING TOGETHER.



BE FLOOD READY.

BE PREPARED. BE AWARE. WORKING TOGETHER.



Flooding types

- Rainfall/runoff from storms and snow melt.
- Shoreline flooding from high levels.
- Localized sanitary or storm sewer backups.

Protecting your property

- Grade your property so it slopes away from your home.
- Ensure downspouts extend at least 1.6 metres away from your home.
- Install a clay/bentonite plug, which is placed in the trench surrounding storm and sanitary sewer pipes around your home. This will help prevent water from backing up through the trench and moving towards the house
- Install a sump pump. Battery back-ups or water-powered systems can also ensure continued operation during power outages.
- Ensure caps for storm and sanitary cleanouts are on properly and not cracked or damaged.

Flood protection subsidies

The Municipality of Lakeshore offers the following subsidies to its residents:

- **Mini camera inspections** (one free/property)
- **Backwater valves** (80% or \$750).
- **Sump pump overflows** (Up to \$225).
- **Downspout disconnection** (\$75 subsidy).

During flood events

Residents in flood-prone areas throughout the municipality should:

- Ensure sump pumps are operating normally.
- Clear debris and leaves from yard catch basins to improve drainage around your property.
- Monitor your backwater valve and stop using water if it is closed.
- Avoid using water, when possible, to reduce pressure on the municipal system, including flushing toilets.
- Avoid driving on flooded roads.

If your basement is flooding:

- Pump stormwater out of basements and away from the home. Floor drains, laundry tubs, or other fixtures should not be used.
- If water starts to reach electrical outlets, baseboards heaters or furnace, or is near the electrical panel, call HydroOne to have your power disconnected.

To report flooding:

- Call Lakeshore or use the online Flooding Survey Tool. Submissions will be used by staff to monitor problem areas and prioritize response efforts.

519-728-2700

Lakeshore.ca/Flooding

BE PREPARED. BE AWARE. WORKING TOGETHER.



5.4 RACI Matrices

A RACI Matrix clearly assigns roles for each team member of the Flood Response Team during a flooding event which includes the pre-event, event, and post-event. The RACI Matrix ensures that all team members of the FRRP understand their required level of participation. This also helps support the communication plan within the FRRP.

Below are the definitions that refer to a RACI Matrix:

Responsible (R)

Team members who have the responsibility of an activity are obligated to get the activity completed. The responsible team members are directly assigned to an individual or group of individuals to ensure the activities get completed and reported. Every task needs at least one Responsible member but can be given to multiple members in certain circumstances.

Accountable (A)

Team members that are required to ensure that any work or activity is being completed is the Accountable person. The Accountable person typically have many tasks that they are required to ensure are completed with the appropriate team members assigned to assist with getting these done under their direction. The Accountable team member delegates and also performs any reviews of the work or activity to ensure it is completed on time and thoroughly. It is standard in a RACI matrix that every task has a single Accountable member to oversee each task or deliverable.

Consulted (C)

Consulted members are team members that are expected to provide input and feedback on specific activities. Consulted team members have an interest in the outcome of certain activities that may impact their current or future work and activities.

Informed (I)

Team members that are to be provided information and are being updated regularly regarding specific activities. Informed team members are not consulted on every activity and only should be kept in the loop on information and what is occurring. They are not making final decisions for certain activities.

Flood Mitigation Activities, including pre and post activities, have been summarized and clarified in the below Figures 5.1, 5.2, 5.3, and 5.4.

Figure 5.1 RACI Matrix - Pre-Event

Activity	Flood Response Leader Corporate Leader, Operations	Flood Response Manager Division Leader, Engineering & Infrastructure	Flood Field Manager Division Leader, Public Works	Response Manager/Field Manager Support Division Leader, Capital Projects	Media & Public Engagement Support Team Leader, Civic Engagement	Administration Manager Division Leader, Drainage & Superintendent	Sanitary Field Monitor Division Leader, Water Management	Sanitary Field Inspector Team Leader, Water Management	Sanitary Operation Support OCWA, Sanitary Operator, Water Management	System (Storm & Sanitary) Analyst Team Leader, Storm & Sanitary	Field Support Data Collection Engineering Technologist, Storm & Sanitary	Development Monitoring & Inspection Engineering Technologist, Development	Building Support Division Leader, Building & CBO	Field Support Engineering Technologist, Capital Projects	Stormwater & Pump Lead Team Leader, Roads & Fleet	Stormwater Support Lead, Hand(s), Road Operators, Roads & Fleet	Municipal Storm Drainage Support Assistant Drainage Superintendent	Road Closure Lead Team Leader, Parks	Road Support Engineering Technologist, Roads & Utilities	Road and Stormwater Support Part Operators, Water Operators	Administrative Assistants/Project Coordinator Water Management, Public Works, Capital Projects Engineering & Infrastructure	Public Service Unit/ Administrative Support Team Leader, Public Service Rep	Flooding Survey Support Business Application Specialist
Pre-Event Activities																							
Initiates FRRP training and dry runs	R	C	I	I						A													
Implement engineering improvements for future flooding event	A	R	C	C			C	I		I	I			I	I								
Manages flood mitigation service requests and works orders	I	A	R	I			C			I	I			I	C								
Complete any flood mitigation service requests and works orders	I	R	A	I			C			I	I			I	R	R							
Coordinate the inspection and ensure all maintenance is being conducted of all the stormwater pump stations in advance of any event if possible.	I	C	A	I			I			I	I			I	R								
Identify any vehicles and trailers for use for road closures. Remove lawn equipment from tractors.	I	A	I	I						I	I			I	C			R					
Monitor watershed and flooding potential	A	R	C	I		C	I			R	C			C									
Monitor weather and alerts	A	R	C	I		C	I			R	C			C									
Inventory and maintenance of Flooding Equipment	I	I	R	I		C	C			C				C			C						
Monitor information from ERCA and LTVCA	A	R	I	I			I			R	I												
Review and monitor staffing and contacts, shift rotations for field staff.	A	I	C	I		R	C	R		I					R			R					
Review and monitor staffing and shift rotations for administrative staff.	A	C	R	I		R	I	R		I					I			I					
Monitor SCADA for Stormwater PSs	I	C	I	I		C	I			R	C			C	C								
Monitor Security One alarms for sanitary pump stations and setup frequent notifications from OCWA for any failures or upgrades at the sewage pumping stations.	I	C	I	I		C	R			A	C			C	C								
Ensure Storm PS are operating - flag equipment out of service and/or on maintenance such as cleaning trash racks and any generators.	I	C	A	I		C	I			C	I			C	R	R							
Review and monitor the status of the stormwater pump stations and municipal drains and inform senior members of the Flood Response Team	I	C	A	I				I		C					R								
Maintain a list of 3rd Party Contractors for flooding events	I	A	R	I			C			C	I				C								
Maintain updated Incident map in Operations related to past flooding event information, critical infrastructure, maintenance concerns, etc. available during events	C	A	C	I						R	C												R
Ensure flooding survey is active, operational and implement and updates as required	I	C	I	I	C	R				I	I												R
Setup and develop the flooding survey on the Municipal website to address any updates or changes	C	C	I	I	C	A				I	I												R
Coordinate with Building Support to develop a plan for on-going development inspections to minimize the effects of storm events on Municipal infrastructure	C	A	I	I						I		R	C										
Maintain a list for on-going developments for issued building permits	I	A	I	I						I		R	C										
Enforce by-laws regularly and as needed, to minimize flooding when significant rainfall/runoff events occur.	C	C	I	I						I		A	R										

- R

Responsible
- A

Accountable
- C

Consulted
- I

Informed

Figure 5.2 RACI Matrix - Alert Level 1 - Enhanced Monitoring

Activity	Flood Response Leader Corporate Leader, Operations	Flood Response Manager Division Leader, Engineering & Infrastructure	Flood Field Manager Division Leader, Public Works	Response Manager/Field Manager Support Division Leader, Capital Projects	Media & Public Engagement Support Team Leader, Civic Engagement	Administration Manager Division Leader, Drainage & Superintendent	Sanitary Field Monitor Division Leader, Water Management	Sanitary Field Inspector Team Leader, Water Management	Sanitary Operation Support OCWA, Sanitary Operator, Water Management	System (Storm & Sanitary) Analyst Team Leader, Storm & Sanitary	Field Support Data Collection Engineering Technologist, Storm & Sanitary	Development Monitoring & Inspection Engineering Technologist, Development	Building Support Division Leader, Building & CBO	Field Support Engineering Technologist, Capital Projects	Stormwater & Pump Lead Team Leader, Roads & Fleet	Stormwater Support Fleet	Municipal Storm Drainage Support Assistant Drainage Superintendent	Road Closure Lead Team Leader, Parks	Road Support Engineering Technologist, Roads & Utilities	Road and Stormwater Support Park Operators, Water Operators	Administrative Assistants/Project Coordinator Water Management, Public Works, Capital Projects, Engineering & Infrastructure	Public Service Unit Administrative Support Team Leader, Public Service Rep	Flooding Survey Support Business Application Specialist
Active Event																							
Communication Plan																							
Monitor calls from public and Flooding Survey submissions as required		A			I	R															C	C	I
Event Response																							
Management of field teams and coordinate deployment of field resources	C	I	A	C	I	I	R	R		C	I			I	R	I		R	I	I	I		
Update Flood Incident Map	I	R	C	C	I	I	C	I		C	C	I		C	C	I	I	C	I	I			
Coordinate field resources monitoring the situation	C	C	C	C	I	I	I	C	I	A					R	I	I	I	I	I	I		
Review and monitor weather reports and rainfall data including weather radar systems and Tempest rainfall gauges.	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I	I		
Review and monitor SCADA information	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I	I		
Review effectiveness of flood mitigation activities	C	C	A	C	I	C	C	I		R	C			C	C	I	I	C	I	I	I		
Document and report information from field activities.	C	A	C	C	I	I	C	I		R	C	I		C	C	I	I	C	I	I	C		
Coordinate with OCWA and Monitor Sewage Pumping Stations	I	I	C	C	I	I	A	C	R	C	I	I	I	C	I	I	I	I	I	I	I		
Monitor Stormwater Pumping Stations	I	C	A	C	I	I	I	C	I	I	I	I	I	C	R	R	C	I	I	R	I		
Monitor Municipal Drains	I	C	C	C	I	I	I	C	I	I	I	I	I	C	C	C	R	I	I	I	I		
Stormwater pumping stations being observed/maintained during an event.	I	I	C	I	I	I	I	C	I	C					A	R	C	I	I	R	I		
Supports field inspections and investigations during events	I	I	C	C			C	R	R	I	R	R	C	I	A	C	R				I		
Remove debris from ditches, catch basins and municipal drains	I	C	A	C	I	I	I	I	I	C	C	I		C	A	C	C	C	C	R	I		

R

Responsible

A

Accountable

C

Consulted

I

Informed

Figure 5.3 RACI Matrix - Alert Level 2 - Active Flooding Event Management

Activity	Flood Response Leader Corporate Leader, Operations	Flood Response Manager Division Leader, Engineering & Infrastructure	Flood Field Manager Division Leader, Public Works	Response Manager/Field Manager Support Division Leader, Capital Projects	Media & Public Engagement Support Team Leader, Civic Engagement	Administration Manager Division Leader, Drainage & Superintendent	Sanitary Field Monitor Division Leader, Water Management	Sanitary Field Inspector Team Leader, Water Management	Sanitary Operation Support OCWA, Sanitary Operator, Water Management	System (Storm & Sanitary) Analyst Team Leader, Storm & Sanitary	Field Support Data Collection Engineering Technologist, Storm & Sanitary	Development Monitoring & Inspection Engineering Technologist, Development	Building Support Division Leader, Building & CBO	Field Support Engineering Technologist, Capital Projects	Stormwater & Pump Lead Team Leader, Roads & Fleet	Stormwater Support Lead Hand(s), Road Operators, Roads & Fleet	Municipal Storm Drainage Support Assistant Drainage Superintendent	Road Closure Lead Team Leader, Parks	Road Support Engineering Technologist, Roads & Utilities	Road and Stormwater Support Park Operators, Water Operators	Administrative Assistants/ Project Coordinator Water Management, Public Works, Capital Projects, Engineering & Infrastructure	Public Service Unit Administrative Support Team Leader, Public Service Rep	Flooding Survey Support Business Application Specialist
Active Event																							
Communication Plan																							
Council, Senior Municipal Staff	R	C	C	C	I	I	I			I	I			I									
ERCA, LTVCA	R	C	C	C	I	A	I			I	I			I	I			I	I				
Monitor Responses in Flooding Survey Form	C	R	C	C		C	I			R	C			I							C	I	I
Monitor Call Log	C	C	C	C		R															C	C	I
Receive/Log calls from public	I	C	C	C		A	I	I		C					I			I			R	R	
Prepare and Issue Social Media Posts and update Website	A	C	C	C	R	I	C	I	I	I													
Event Response																							
Management of field teams and coordinate deployment of field resources	C	I	A	C	I	I	I	I		C	I			I	R	C		I	I	C	I		
Update Flood Incident Map	I	R	C	C	I	I	C	I		C	C	I		C	C	C		C	I	C			
Assess extent of flooding	C	C	A	C	I	C	C	I		R	C			C	I	I		I	I	I	I		
Review and monitor weather reports and rainfall data including weather radar systems and Tempest rainfall gauges.	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I	I		
Review and monitor SCADA information	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I	I		
Identify areas that required flood mitigation supports	C	A	R	C	I	C	C	I		C	C			C	I	I		I	I	I	I		
Review effectiveness of flood mitigation activities	C	C	A	C	I	C	C	I		R	C			C	C	I		C	I	I	I		
Document Flood Mitigation Activities	C	A	C	C	I	I	C	I		R	C	I		C	C	I		C	I	I	C		
Coordinate with OCWA and Monitor Sewage Pumping Stations	C	C	C	C	I	I	R	C	R	C	I	I	I	C	I	I		I	I	I	I		
Monitor/Operate Stormwater Pumping Stations	I	C	A	C	I	I	I	C	I	I	I	I	I	C	R	R	C	I	I	R	I		
Monitor/Operate Municipal Drains	I	C	C	C	I	I	I	C	I	I	I	I	I	C	C	C	R	I	I	C	I		
Stormwater pumping stations being observed/maintained during an event.	I	I	C	I	I	I	I	C	I	C					A	R	C	I	I	R	I		
Supports field inspections and investigations during events	I	I	C	C			C	R	R	I	R	R		I	A	C	R			C			
Remove debris from ditches, catch basins and municipal drains	I	I	A	C			C	I	I	I	I	I		I	R	C	R			C	I		
Deploy road closure signs and flooded area warning signs (If Required)	I	C	A	C	I	I	I	I	I	C	C	I		C	R	R	C	I	I	I	I		
Report information received from the field	C	R	C	I	I	I	I	C	I	A	I			I	C	I	C	I	I	R	I		
Observe any areas under maintenance/service and/or open Service Requests and Work Orders from City Works	C	C	A	C	I	I	I	C	I	C	I	I	I	I	R	C	C	I	I	C	I		
Monitor Geotab information regarding location of Municipal forces	I	I	A	I	I	I	I	C	I	C	I	I	I	I	R	C	C	I	I	C	I		
Review GIS drawings of the storm and sanitary networks and municipal drains	I	A	I	I	I	I	I	C	I	C	R	I	I	I	I	I	R	I	I	C	I		

- R

Responsible
- A

Accountable
- C

Consulted
- I

Informed

Figure 5.4 RACI Matrix - Alert Level 3 - High Flood Event Management

Activity	Flood Response Leader Corporate Leader, Operations	Flood Response Manager Division Leader, Engineering & Infrastructure	Flood Field Manager Division Leader, Public Works	Response Manager/Field Manager Support Division Leader, Capital Projects	Media & Public Engagement Support Team Leader, Civic Engagement	Administration Manager Division Leader, Drainage & Superintendent	Sanitary Field Monitor Division Leader, Water Management	Sanitary Field Inspector Team Leader, Water Management	Sanitary Operation Support OCWA, Sanitary Operator, Water Management	System (Storm & Sanitary) Analyst Team Leader, Storm & Sanitary	Field Support Data Collection Engineering Technologist, Storm & Sanitary	Development Monitoring & Inspection Engineering Technologist, Development	Building Support Division Leader, Building & CBO	Field Support Engineering Technologist, Capital Projects	Stormwater & Pump Lead Team Leader, Roads & Fleet	Stormwater Support Lead Hand(s), Road Operators, Roads & Fleet	Municipal Storm Drainage Support Assistant Drainage Superintendent	Road Closure Lead Team Leader, Parks	Road Support Engineering Technologist, Roads & Utilities	Road and Stormwater Support Park Operators, Water Operators	Administrative Assistants/ Project Coordinator Water Management, Public Works, Capital Projects, Engineering & Infrastructure	Public Service Unit Administrative Support Team Leader, Public Service Rep	Flooding Survey Support Business Application Specialist
Active Event																							
Communication Plan																							
Council, Senior Municipal Staff	R	C	C	C	I	I	I			I	I			I									
ERCA, LTVCA	R	C	C	C	I	A	I			I	I			I	I			I	I				
County, Neighboring Municipalities	R	C	C	C	I	A																	
Monitor Responses in Flooding Survey Form	C	R	C	C		C	I			R	C			I							C	I	I
Monitor Call Log	C	C	C	C		R															C	C	I
Receive/Log calls from public	I	C	C	C		A	I	I		C					I			I			R	R	
Prepare and Issue Social Media Posts and update Website	A	C	C	C	R	I	C	I	I	I													
Issue Press Releases/Update Media Outlets	A	C	C	C	R	I	I			I	I			I	I			I	I		I		
Contact Emergency Services	A	R	C	C	I	A	C			C	I			I	C			C			I		
Event Response																							
Management of field teams and coordinate deployment of field resources	C	I	A	C	I	I	I	I		C	I			I	R	C		I	I	C	I		
Update Flood Incident Map	I	R	C	C	I	I	C	I		C	C	I		C	C	C		C	I	C			
Assess extent of flooding	C	C	A	C	I	C	C	I		R	C			C	I	I		I	I	I			
Review and monitor weather reports and rainfall data including weather radar systems and Tempest rainfall gauges.	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I			
Review and monitor SCADA information	I	A	I	I	I	I	I	I	I	R	C	I		I	I	I	I	I	I	I			
Identify areas that required flood mitigation supports	C	A	R	C	I	C	C	I		C	C			C	I	I		I	I	I			
Review effectiveness of flood mitigation activities	C	C	A	C	I	C	C	I		R	C			C	C	I		C	I	I	I		
Document Flood Mitigation Activities	C	A	C	C	I	I	C	I		R	C	I		C	C	I		C	I	I	C		
Coordinate with OCWA and Monitor Sewage Pumping Stations	C	C	C	C	I	I	R	C	R	C	I	I	I	C	I	I		I	I	I	I		
Monitor/Operate Stormwater Pumping Stations	I	C	A	C	I	I	C	I	I	I	I	I	I	C	R	R	C	I	I	R	I		
Monitor/Operate Municipal Drains	I	C	C	C	I	I	I	C	I	I	I	I	I	C	C	C	R	I	I	C	I		
Stormwater pumping stations being observed/maintained during an event.	I	I	C	I	I	I	I	C	I	C					A	R	C	I	I	R	I		
Monitor Sanitary Manhole Incidents	I	C	I	C	I	I	A	A	R	I	C			I	I	C		I	I		I		
Deploy and operate portable pumps	I	I	A	C	I	I	I	C	C	C	I			I	A	R	C	I	I	R	I		
Remove debris from ditches, catch basins and municipal drains	I	I	A	C			C	I	I	I	I			I	R	C	R	C	C	C	I		
Supports field inspections and investigations during events	I	I	C	C			C	R	R	I	R	R	C	I	A	C	R			C			
Deploy road closure signs and flooded area warning signs	I	C	A	C	I	I	I	I	I	C	C	I		C	C	C	C	R	R	R	I		
Report information received from the field	C	R	C	I	I	I	I	C	I	A	I			I	C	I	C	I	I	R	I		
Observe any areas under maintenance/service and/or open Service Requests and Work Orders from City Works	C	C	A	C	I	I	I	C	I	C	I	I	I	I	R	C	C	I	I	C	I		
Monitor Geotab information regarding location of Municipal forces	I	I	A	I	I	I	I	C	I	C	I	I	I	I	R	C	C	I	I	C	I		
Review GIS drawings of the storm and sanitary networks and municipal drains	I	A	I	I	I	I	I	C	I	C	R	I	I	I	I	I	R	I	I	C	I		
<div><div>R</div> Responsible</div>																							
<div><div>A</div> Accountable</div>																							
<div><div>C</div> Consulted</div>																							
<div><div>I</div> Informed</div>																							

- R

Responsible
- A

Accountable
- C

Consulted
- I

Informed

Figure 5.5 RACI Matrix - Post Event

Activity	Flood Response Leader Corporate Leader, Operations	Flood Response Manager Division Leader, Engineering & Infrastructure	Flood Field Manager Division Leader, Public Works	Response Manager/Field Manager Support Division Leader, Capital Projects	Media & Public Engagement Support Team Leader, Civic Engagement	Administration Manager Division Leader, Drainage & Superintendent	Sanitary Field Monitor Division Leader, Water Management	Sanitary Field Inspector Team Leader, Water Management	Sanitary Operation Support OCWA, Sanitary Operator, Water Management	System (Storm & Sanitary) Analyst Team Leader, Storm & Sanitary	Field Support Data Collection Engineering Technologist, Storm & Sanitary	Development Monitoring & Inspection Engineering Technologist, Development	Building Support Division Leader, Building & CBO	Field Support Engineering Technologist, Capital Projects	Stormwater & Pump Lead Team Leader, Roads & Fleet	Stormwater Support Lead Hand(s), Road Operators, Roads & Fleet	Municipal Storm Drainage Support Assistant Drainage Superintendent	Road Closure Lead Team Leader, Parks	Road Support Engineering Technologist, Roads & Utilities	Road and Stormwater Support Park Operators, Water Operators	Administrative Assistants/ Project Coordinator Water Management, Public Works, Capital Projects, Engineering & Infrastructure	Public Service Unit Administrative Support Team Leader, Public Service Rep	Flooding Survey Support Business Application Specialist
Post Event																							
Document Event Response and Severity with collected information	I	I	C	C	C	C	C	C	C	A	R	C	C	C	C	C	C	C	C	C	C	I	I
Clean and Prepare Equipment for Next Event	I	C	A	I			I	I	I	I	I				R	R	C	R	I	C			
Maintain stormwater pump stations	I	C	A	C	I	I	I	C	I	I	I	I	I	C	R	R	C	I	I	R	I		
Complete any clean-up and coordinate garbage pickup activities in the field if necessary.	I	I	A	I			I	I	I	I	I				R	R	C	R	I	C			
Review Performance of Stormwater Pumps and Drains	I	C	A	I						C	C				R	R	C	I	I	C			
Review and update Flood Alert Levels	C	A	C	C	C	C	C	C	I	R	C	C	C	C	C	C	C	C	C	C	C	I	C
Update GIS for Storm and sanitary infrastruacture if needed.	I	A	C	I	I	I	I	I	I	C	C	I	C		I							I	I
Follow-up calls with the Public that have requested	C	A	I	I	C	C	I	I		A	I	C	C	I	C		I	C	I		R	C	C
Prepare any Council or Public Reports	R	R	C	I	I	I	C	I		R			I	I	I	I	I	I	I				
Provide staff training	A	R	R	C	C	R	C	C	I	C	C	C	C	C	C	C	C	C	C	C	C	I	C
Identify any building or by-law updates that would reduce future property damage during an event	I	I	I							I		A	R										
Initiate any Capital Works that were identifies during or after the event to assist in reducing property damage in future eevents.	I	C	I	A						R				I									
Participate In Lessons Learned Exercise (Appendix C) and/or meetings	A	R	C	C	C	C	C	C	I	C	C	C	C	C	C	C	C	C	C	C	C	I	C
Update and/or improvements to Website, Online Survey, Call Log, or Incident Maps	C	A	C	C	R	C	I	I	I													I	R
Flood Rapid Response Plan should be reviewed every 5 years or as needed through Lessons Learned	A	R	C	C	C	C	C	C	I	C	C	C	C	C	C	C	C	C	C	C	C	I	C

- R

Responsible
- A

Accountable
- C

Consulted
- I

Informed

6 Communication Plan

The following section outlines the communication processes and procedures during a flood event to ensure that communication is managed and coordinated appropriately and to not overwhelm the Municipal staff responding to the event.

The Communications Plan is shown graphically in Figures 6.1 through 6.3 and further discussed below.

The Flood Response Leader is accountable for the overall management of communications, assisted by the Administration Manager and Media & Public Engagement Support.

This communication plan uses a field and office collaboration approach to ensure timely and accurate information is provided to Council & CAO and to the Public.

6.1 Internal Communication

6.1.1 Council & CAO

The Flood Response Leader will issue communications directly to the Council and CAO via e-mail. It is expected that there will be direct communication to Council & CAO, during active Flood Alert Levels consisting of the following:

1. Notification will **NOT** be provided during **Alert Level 1** (unless there is understanding that a significant event is imminent and/or certainty that Alert Level 3 will be reached quickly);
2. Notification during **Alert Level 2**, an event has started, and a significant event is imminent, and that the Flood Response Team is responding to the event. This will likely happen when the risk is well into the Medium Risk Level;
3. Notification that an event is at an **Alert Level 3**. This communication will include a brief update on the expected event, call volumes, impact, etc.;
4. Any further required updates during the event (**Alert Level 3** only) including the extent of flooding and the response to mitigate the effects of the flooding on the residents if the event is longer in duration;
5. Update when the event is about to end or has ended; and
6. **Alert Level 4** communication (if required) will be the initiation of the MCEG.

The Flood Response Leader will also provide a post update to Council after every **Alert Level 3** event including the overall response to the event, the extent of damages any required additional clean up activities (additional garbage pick up as previously done in the past) and any Lessons Learned from the event through FMPF updates and/or a FRRP update, pending the impact of the event.

6.1.2 Flood Response Team

The Flood Response Leader will communicate directly with the Managers – Flood Response Manager, Administration Manager, the Flood Field Manager and the Response Manager/Field Manager Support.

The Public Inquiry & Call Management of the Flood Response Team consists of the Administration Manager who receives feedback from the Administrative Assistants/Project Coordinators. The Public Service Unit Administrative Support and Flooding Survey Support keep the Administrative Staff updated with public inquiries and Flooding Survey results.

The Flood Data department of the Flood Response Team consists of the System (Storm & Sanitary) Analyst and Field Support Data Collection role maintaining contact with the Flood Response Manager with respect to flood data observations via cell phone.

The Sanitary Monitoring of the Flood Response Team consists of the Sanitary Field Monitor and Sanitary Field Inspector receiving pump and treatment operation data from the Sanitary Operation Supports. Sanitary Field Monitor and Sanitary Field Inspector maintain contact with the Flood Response Manager with respect to system monitoring observations via cell phone.

The Flood Response Manager will maintain contact with the Flood Field Manager to coordinate the response in the field. These communications will be made via cell phone and text.

The Field Management and Operations of the Flood Response Team consists of the Flood Field Manager, the Stormwater and Pump Station Lead and the Road Closure Lead maintaining contact with the support forces in the field responding to the event. The communication with Municipal field staff will be via the municipal radio system and individual cell phones.

During a flood event, the primary method of communication between office staff and field staff is via the two-way radio base to ensure direct and immediate communication is available between the FMO and Field Support Staff.

The use of municipal cell phones will be another primary point of contact between staff who have a readily available municipal cell phone as part of their role. This includes the relative field staff and Engineering Technologists. In addition, the field support staff and Engineering Technologists have the option of using a tablet for documentation in the field that may be used for communication purposes to relay information back to the FMO.

It is noted that Field Staff should refrain from communicating with any members of the public and should refer the Public to Lakeshore's Website (<https://www.lakeshore.ca/en/living-here/flooding.aspx>) and the Flooding Survey for updates on the situation.

The Flood Response Manager will keep the Flood Response Leader updated with respect to the Flood Mitigation activities and their effectiveness.

Internal communications between the office staff will be via a group text.

If required, depending upon the severity of the event, the Flood Field Manager in consultation with the Flood Response Leader will contact Third Party Contractors to supplement the Municipal response or for emergency repairs to equipment or pumping stations.

If required, road closure notices will be provided to Emergency Services (fire and ambulance) identifying levels roadways may be unpassable. This level will be set in collaboration with Emergency Services as part of this plan and updated as required.

Further, based on the Flooding Mitigation and Protection Framework (FMPF) (adopted by Council) updates will also be provided to Council throughout the year. These updates can include lessons learned and any required changes to the FRRP.

Important web links:

www.Lakeshore.ca/Flooding
www.Lakeshore.ca/Subscribe
www.Lakeshore.ca/News
www.Lakeshore.ca/Contacts

Social media:



Facebook: @MunicipalityOfLakeshore



Twitter: @TweetLakeshore



#FLOODAWARE

6.2 Public (External) Communication

6.2.1 Incoming Communication

When the FRRP has been initiated, incoming calls from the Public during office hours will be answered initially by the Public Service Unit (PSU). The PSU will encourage the residents to use the Flood Survey Tool on the Municipality's Website to post any issues regarding flood impacts. Sample messaging for the PSU to utilize during a flood event will be part of the training plan for the FRRP.

The Flooding Survey Tool can be found at the following link:
[Municipality of Lakeshore Flooding Survey \(arcgis.com\)](http://Municipality of Lakeshore Flooding Survey (arcgis.com)).

As the severity of the event increases and the Alert Levels escalate it is anticipated that the volume of calls will increase.

Figure 6.1 shows how calls from the Public will be escalated and managed during an event.

Further information is provided based on the alert levels and expectations of communication.



*Operations Center (FMO),
Administrative call area*

Alert Level 1 – Enhanced Monitoring

During an Alert Level 1, surface flooding is expected to be minimal and as such the volume of calls from the Public should be relatively low. The PSU will route calls to the Operations department, as per normal practice under this Alert Level.

The Administrative Assistants will monitor the website and provide any concerns to the Administration Manager.

The Administrative Assistants will record calls in the Call Log and transfer the call to the appropriate Operations/Flood Team member, if required.

Alert Level 2 – Active Flood Event Management

During an Alert Level 2 minor surface flooding could be starting to occur, but little to no damage to Public Property such as basement flooding is expected.

There is expected to be a higher volume of calls during an Alert Level 2 event than from an Alert Level 1 event.

The calls will be first routed to the Public Service Unit who will either:

- Continue to transfer calls to the Operations Department; OR
- Encourage the callers to provide their questions or comments on the Flooding Survey website, if applicable and direction was provided.

The Administrative Manager will confirm with the PSU and Administrative Staff when the Flood Survey will be initiated in Alert Level 2, pending direction from the Flood Response Leader.

The Administrative Assistants will monitor email and the website and provide the comments to the Administration Manager for logging.

If the Public insists on speaking with someone, the PSU will route the calls to the Operations department.

The Administrative Assistants record calls in the Call Log and transfer the call to the appropriate Operations member. If this Operations member is not available to take a call, the Administrative Assistant will take a message so the Operations member can later follow up with the caller during or after the event has concluded (as time permits).

The Flood Response Leader assisted by the Flood Response Manager will determine the appropriate Operations member to follow up with the Public during and/or after the event.

Alert Level 3 – Severe Flooding Event

During an Alert Level 3, surface flooding will be occurring, roads will be closed and damage to private property such as basement flooding will be occurring and a high number of calls from the Public are expected.

At this Alert Level the Operations staff may not be able to keep up with call volumes and/or speak to the Public directly, as staff will be busy mitigating the flooding. However, information can be left on voicemail for a return call when activities cease to a level where staff can be available to provide updates and/or discuss the public concerns.

The calls will be first routed to the PSU who will encourage the callers to provide their questions or comments on the Flooding Survey website. The PSU may also become overwhelmed with call volumes and may require modification to the Interactive Voice Response (IVR) to provide additional options to the caller.

The Administrative Assistants will monitor email and the website and provide the comments to the Administration Manager for logging.

If the Public insists on speaking with someone, the Public Service Unit will route the calls to the Administrative Assistants. The Administrative Assistants will record calls in the Call Log and take a message, noting that the Municipality is actively managing the flooding and that someone will get back them once the flooding has subsided.

The Call Logs will be regularly updated and used by the Flood Response Manager to assess the current situation and prioritize resources and the response.

The Flood Response Leader assisted by the Flood Response Manager will determine the appropriate Operations member to follow up with the Public during and/or after the event.

Alert Level 4 – Activation of the MERP

Communication protocol (beyond the FRRP) and in this case will be as directed under the MERP and is not included in this plan.

6.2.2 Outgoing Communication



Minimal calls will be outgoing during activation of the FRRP. The outgoing communication will be limited to the below, based on Alert Levels.

During Alert Level 1 events, no Public Notices will be prepared.



During Alert Level 2 and 3 events, Public Notices will be posted on the Municipality's Website and social media by the Media & Public Engagement Support. The notices will be reviewed and approved by the Flood Response Leader. Public Notices/Updates will be prepared at appropriate intervals during the flood event.



If necessary, the Media & Public Engagement Support will prepare any necessary news releases to be approved by the Flood Response Leader.

The Flood Response Manager will monitor the Flooding Survey Tool and provide information collected to the Flood Field Manager. The Flooding Survey webpages should be reviewed at a minimum of once per hour. The information received from the Flooding Survey will be summarised in a log and provided to the Administration Manager for distribution.

The After-Hours Phone service will manage all after hours calls and the callers will be directed to post their questions or comments on the Flooding Survey website. Any messages left will then be forwarded to the Flood Response Manager.

If an Alert Level 3 Flood Event stretches to after hours, the Flood Response Leader will determine if the calls remain routed to the Administrative Support and/or the PSU or if the After-Hours Call Service will manage the calls pending Alert Level status and consideration of existing conditions.

IT support will be required in the event of any modification to standard call hours.

6.3 Other Applicable Agency Communications

6.3.1 Conservation Authorities

Prior to an event, the System (Storm & Sanitary) Analyst and Field Support Data Collection will monitor the weather and notices from ERCA and LTVCA with respect to the potential for a flood event occurring. They will keep the Flood Response Leader and the Flood Response Manager informed of any potential events that are forthcoming and assist with planning and preparing for an imminent event.

Both ERCA and LTVCA issue watershed condition outlooks and statements that will be used as guidance during the implementation of the FRRP and will assist in understanding the watershed conditions for the region. Any flood alerts or watershed condition statements issued by ERCA and LTVCA will be posted on the Municipality's social media outlets.

During a flood event, the Flood Response Leader will be in contact with ERCA and LTVCA (as required) to update them on the Municipal response and situation. Typically, this contact occurs at three points; once a flood event has started; mid way through the response and, when the event is ending (likely only in Alert Level 3).

The System (Storm & Sanitary) Analyst may also be in contact with ERCA and LTVCA with respect to water levels and rainfall data they may have. It is expected that this information will be polled on an hourly basis.

6.3.2 County Neighbouring Municipalities and Emergency Services

The Flood Response Leader will be in contact with other agencies including the County, Neighbouring Municipalities, OPP, and Fire Department on an as needed basis if warranted by the extent and severity of the event. When possible, any road closures and updates will be communicated with the Municipal 511 website for notification purposes.

FIGURE 6.1 - ALERT LEVEL COMMUNICATION PLAN

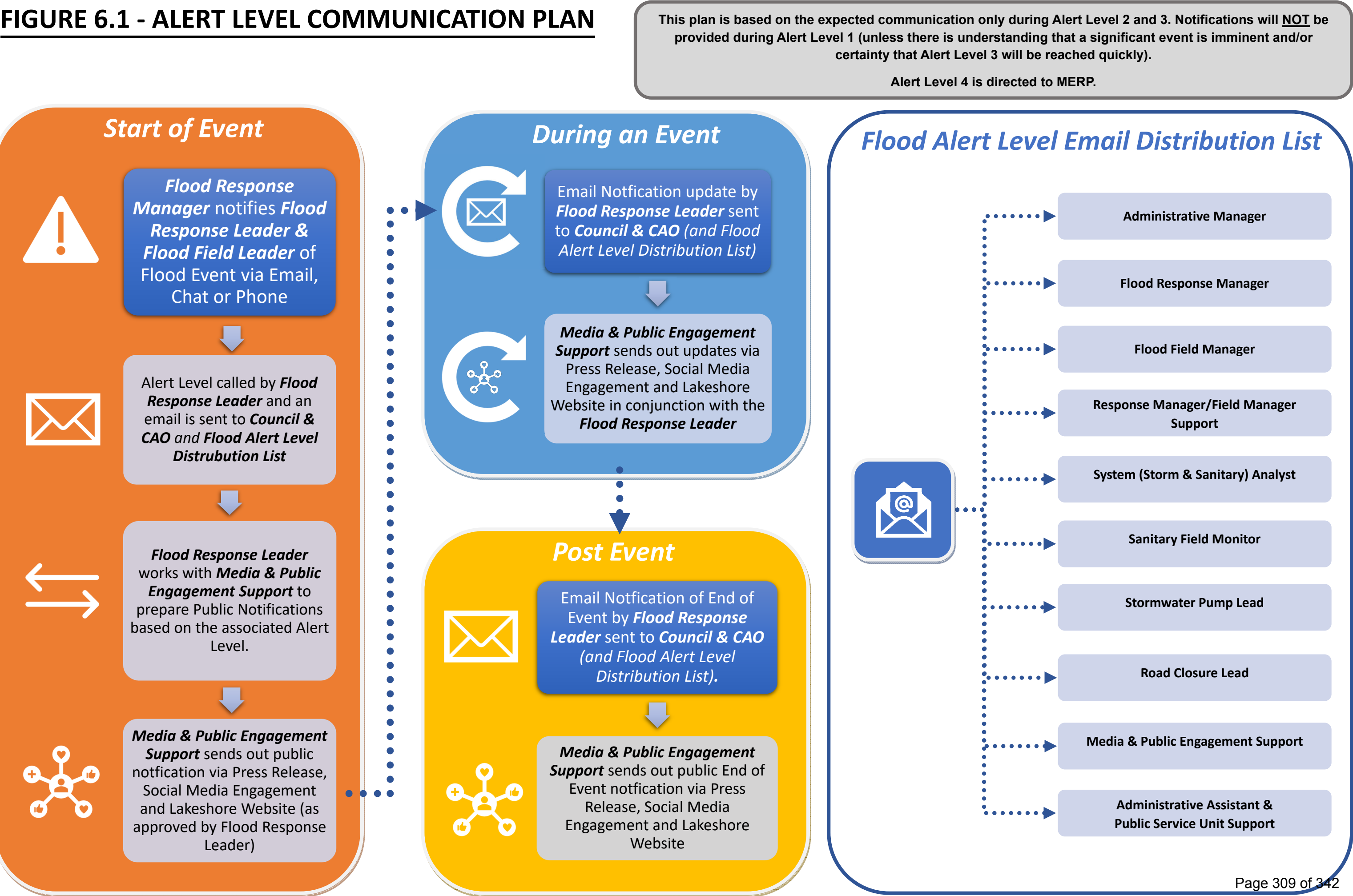


FIGURE 6.2 - INTERNAL COMMUNICATION PLAN

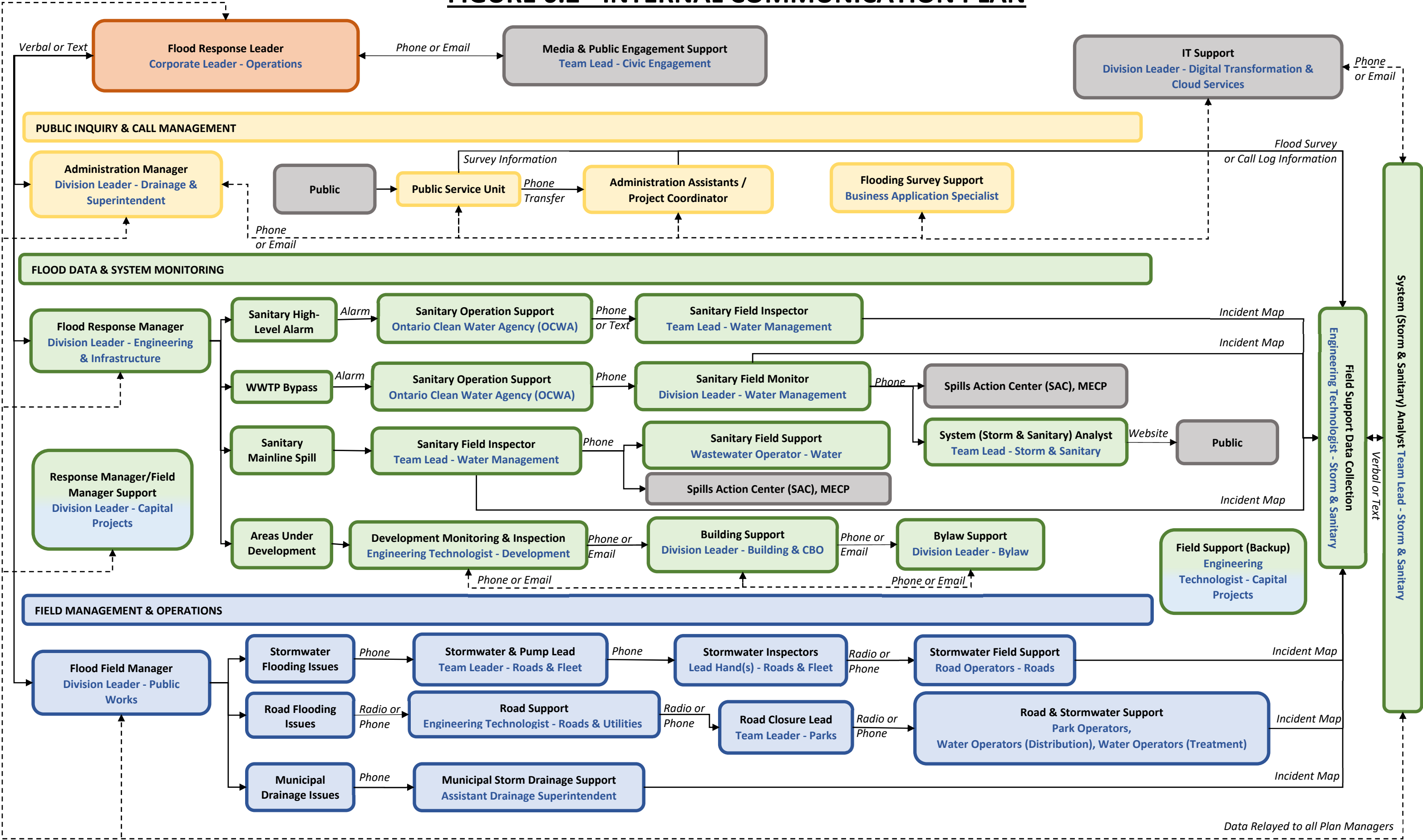
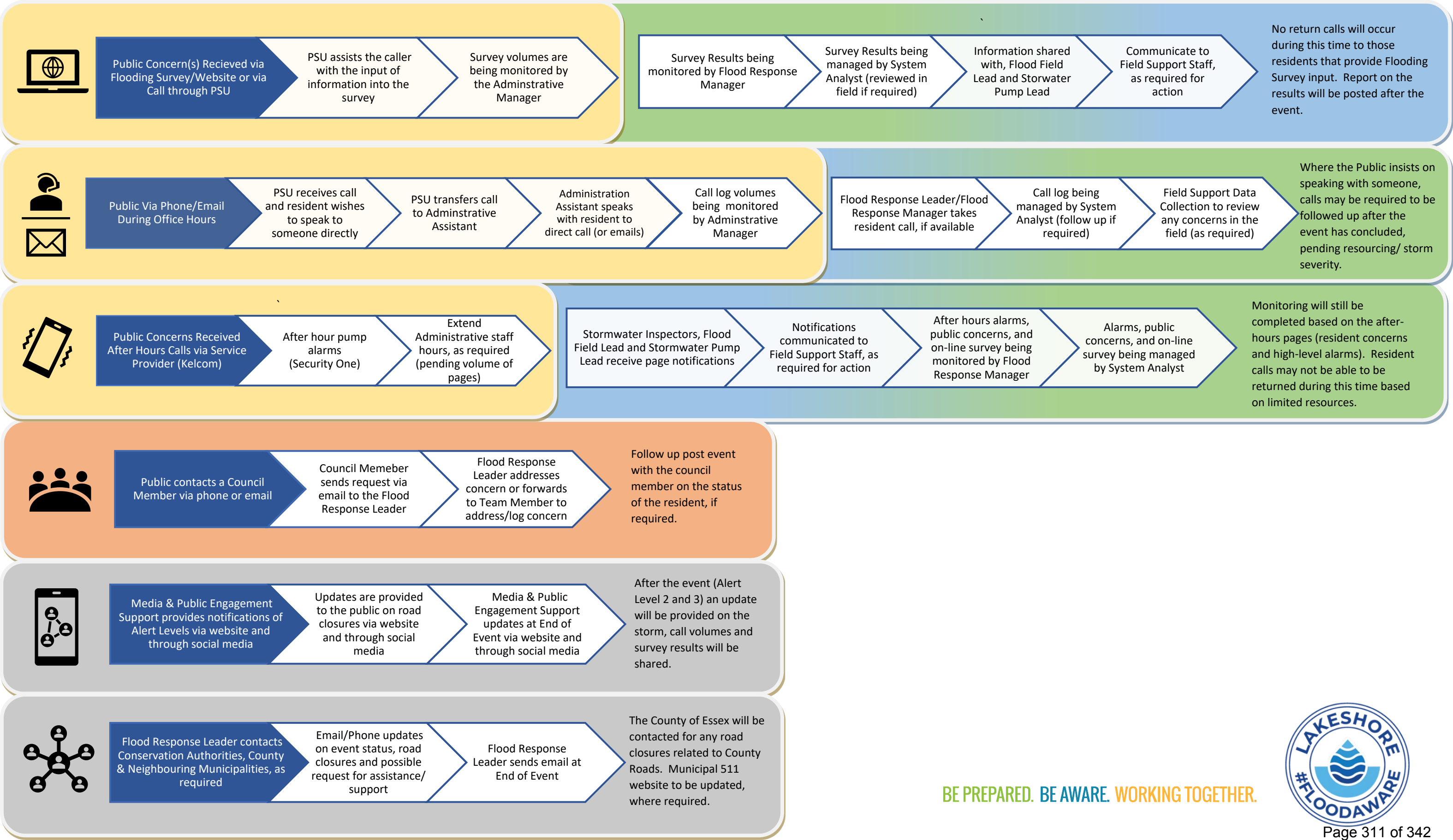


FIGURE 6.3 - PUBLIC COMMUNICATION PLAN



BE PREPARED. BE AWARE. WORKING TOGETHER.



7 Closing

The FRPP has been developed and adopted to put resources in place to assist with these events and continuous assessments on how Municipal responses can improve to assist during these events.



Leffler Drain, under full flow conditions after an event

It should be noted that some factors may exist that will adversely affect the municipality's ability to respond to flood events and/or the ability to respond to a flood event in a controlled manner such as:

- Availability of staff during an evening, pending time and duration of event;
- Loss of hydro or other impacts caused by third party utilities;
- Communication failure or disruption (cell phone, internet, radio, television, etc.); and
- Traffic disruptions (road or bridge closures).
- In certain situations, it may be difficult in attaining and delivering emergency services (police, fire, paramedic services) during flooding events and/or the response times may be longer if roads become impassable due to significant depths of flooding.

As part of the FRRP, and for purposes of shoreline flooding, the Municipality where possible, will provide sandbags and sand to residents when adequate supplies are available. Depots will be set up accordingly and as required (locations and timing will be communicated through the Municipality's website and social media). No municipal personnel will be deployed for purposes of assistance with the protection and placement of sandbags on private property.

The FRRP should be formally updated every 3 years. This includes a comprehensive review of the plan and any information compiled from the Flood Monitoring Database (FMD).

In addition, system training will be provided to all staff identified in the FRRP for the initial implementation once complete. Subsequent training will incorporate dry runs of the FRRP annually and/or as required by key staff. Training plans and opportunities will also be developed from the review of the Lessons Learned from past flooding events. Health and safety initiatives will be incorporated as part of the training plans for the FRRP to ensure the safety of all members of the flood response team while implementing the plan. This includes proper safeguards to be provided for staff to ensure their safety during a flooding event.

The Communication Plan uses a field and office collaboration approach to ensure timely and accurate information for internal and public engagement. This plan will be updated accordingly from any identified improvements from the Lessons Learned.

The FRRP, although considered a formal response plan, will likely see more informal modifications and updates based on specific events and changing circumstances during events that cannot be predicted or controlled.

Further, there are still systems that are required to be developed and put in place to effectively manage this plan. The below are some of the outstanding items that will require implementation in the near future:

- Incident map development with ARCGIS software similar to flooding survey tool to track all flooding incidents during an event, which includes:
 - Field Observations with respect to stormwater and/or sewage systems
 - Pumping Station Issues (high water level, alarm notifications, etc)
 - Gate status at storm and drain outlets (open/closed)
 - Flooding calls and survey
 - Basement flooding locations
 - Road Closures and surface flooding
- Inventory and inspection checklists of all flood mitigation equipment via electronic documentation;
- Development of a Flood Monitoring Database (FMD) that will house information collected by past and current events, which includes:
 - Rainfall Gauge Data
 - SCADA Data
 - Data from Appendices: Field Observations, Call Logs
 - Flooding Survey Data
 - Third Party Contact List
- Electronic forms as shown in the Appendices for easy use and live submission of field forms;
- Training plans along with health and safety plans;
- Communication system (such as Microsoft Teams) for advance notification of flood alert levels between the flood data/system monitoring team and the field staff to initiate FRRP awareness and routine inspections.
- Development of a Lessons Learned Exercise to review all data and have the necessary participation and input from all staff involved in the FRRP.
- Generation power at the FMO to support the plan.

We will be working in conjunction with IT Support to implement the above noted systems.

In closing, the FRRP outlines the assistance that will be provided to the municipality and its residents during flood events. The Municipality will be working in collaboration with ERCA, LTVCA, stakeholders and other authorities with the implementation of this plan.

Notice of Motion submitted by Councillor Kerr regarding Marina Fencing

Whereas the month of May 2023 has seen another night time incident with racing motor vehicles and unlawful discharging of fireworks over the boats at the northern end of the Belle River Marina;

And whereas the marina slips renters have been asking Lakeshore to implement security measures to keep the Marina parking lot and boat slips safe;

And whereas to date, the current security plan has not been as successful as desired;

Now be it resolved that Administration quickly develops a parking lot and marina area plan for security. The slip renters preferred plan includes east to west fencing in addition to a security officer-controlled entrance of barrier gate arms at the parking lot entrance just north of the boat trailer section of the parking lot; and

Be it further resolved that the fencing have pedestrian gates along the walkways that can be shut by security when the Lakeshore Park and Marina area are closed.

Municipality of Lakeshore

By-law 34-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-02-2022)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 26 to By-law 2-2012 is amended by changing the zoning classification of the remnant farm parcel resulting from a surplus dwelling severance at 1498 Walls Road, legally described as, Part of Lot 16, Concession 2 West of Belle River, Maidstone, Lakeshore, shown in cross hatch on Schedule "A" attached hereto and forming part of this By-law, from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.
2. This by-law shall come into force in accordance with sections 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

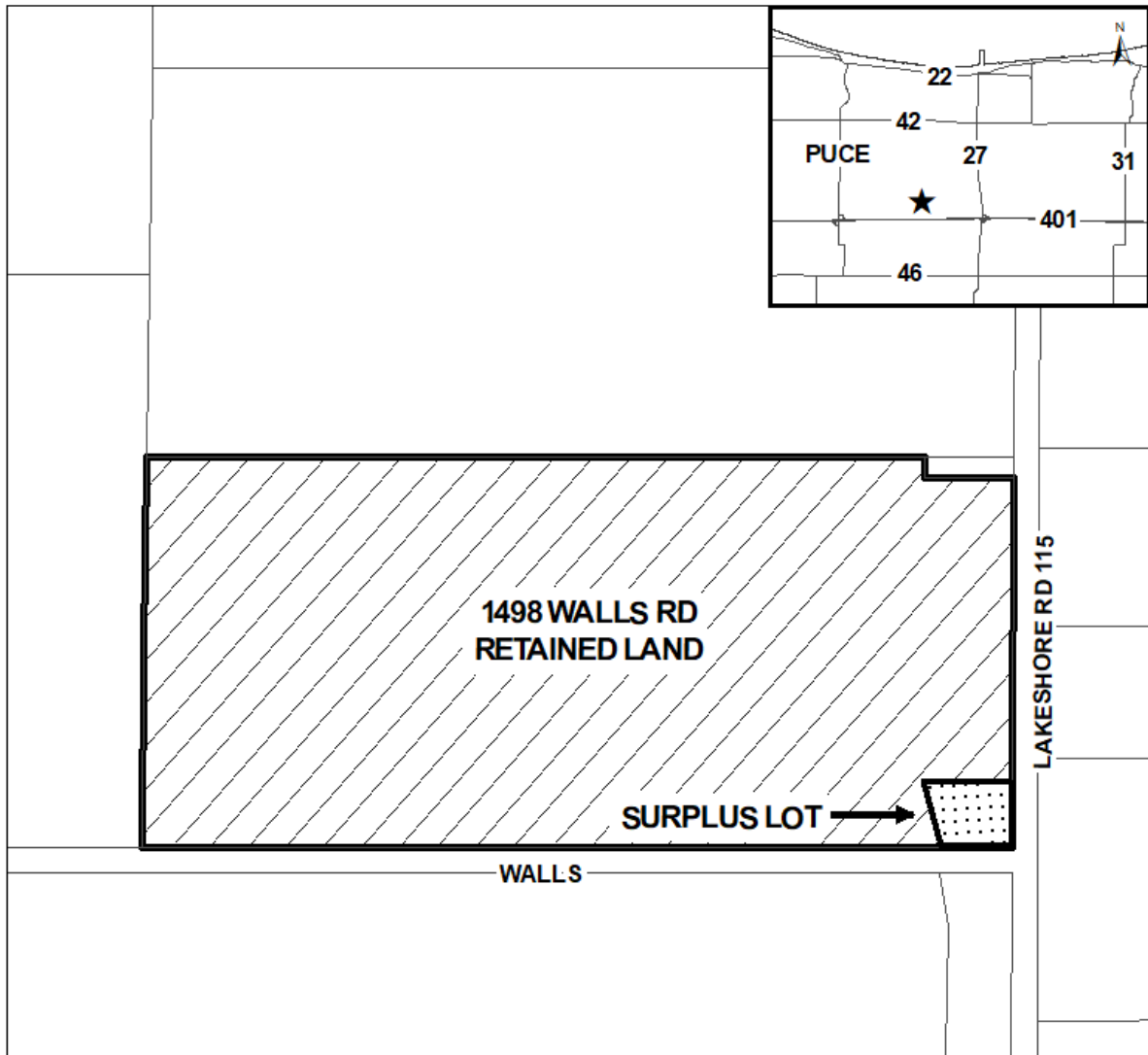
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A"
to By-law 34-2023

Rezone lands known municipally as 1498 Walls Road, and legally as Part of Lot 16, Concession 2 West of Belle River, Maidstone as in R1216586 (Firstly), Lakeshore from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.



Municipality of Lakeshore

By-law 35-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-12-2022)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 23 to By-law 2-2012 is amended by changing the zoning classification of the remnant farm parcel resulting from a surplus dwelling severance at 865 Lakeshore Road 115, legally described as, Part of Lot 14, Concession 2 West of Belle River, Maidstone designated as Parts 2 and 3 on Plan 12R11616; Lakeshore; shown in cross hatch on Schedule "A" attached hereto and forming part of this By-law, from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.
2. This by-law shall come into force in accordance with sections 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

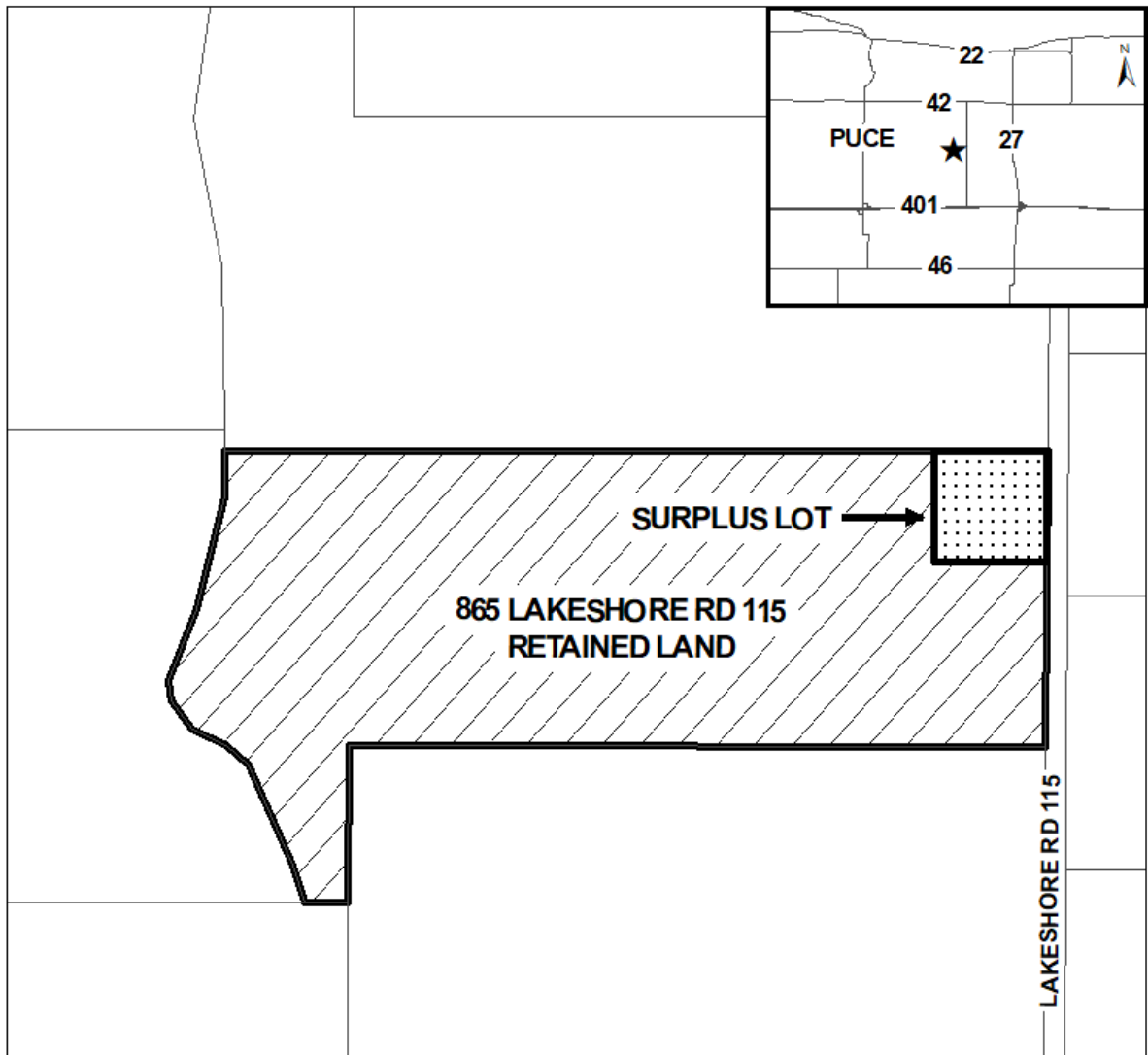
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A"
to By-law 35-2023

Rezone lands known municipally as 865 Lakeshore Road 115, and legally as Part of Lot 14, Concession 2 West of Belle River, Maidstone designated as Parts 2 and 3 on Plan 12R11616; Lakeshore from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.



Municipality of Lakeshore

By-law 36-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-13-2022)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 23 to By-law 2-2012 is amended by changing the zoning classification of the remnant farm parcel resulting from a severance at 1066 County Road 42, legally described as, Part of Lots 6 and 7, Plan 26, Maidstone, as in R1412055; Lakeshore, subject to an easement over Part 1 on Plan 12R22403 as in CE196410; shown in cross hatch on Schedule "A" attached hereto and forming part of this By-law, from 'Agriculture Zone (A)' to 'Agriculture Zone Exception 113 (A-113)'.

2. Section 9.20, Agriculture (A) Zone Exceptions is amended by adding Subsection 9.20.113 to immediately follow Subsection 9.20.112 and to read as follows:

"9.20.113 Agriculture Zone Exception 113 (A-113) as shown on Map 23, Schedule "A" of this By-law.

- a) Permitted Uses: Notwithstanding Section 7, Table 7.1 or any other provision of this by-law to the contrary, a single detached dwelling shall be prohibited. All other users are permitted.
- b) Permitted Buildings and Structures: Notwithstanding Section 7, Table 7.1 or any other provisions of this by-law to the contrary, a single detached dwelling shall be prohibited.
- c) Zone Regulations: Notwithstanding Section 8.9 of this by-law to the contrary, the minimum lot area shall be 11.3 hectares."

3. This by-law shall come into force in accordance with sections 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

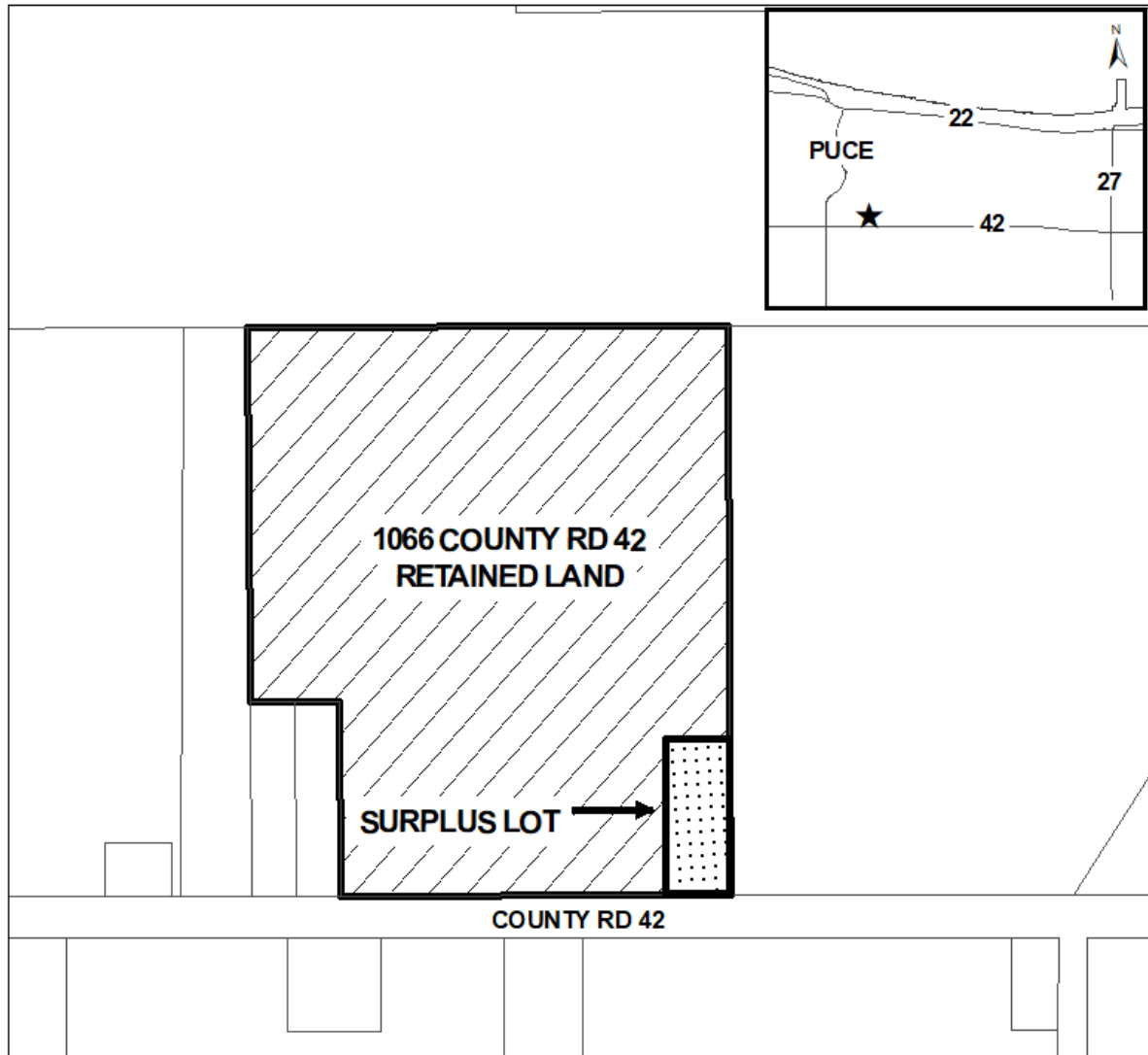
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A"
to By-law 36-2023

Rezone lands known municipally as 1066 County Rd 42, and locally as Part of Lots 6 and 7, Plan 26, Maidstone, as in R1412055; Lakeshore, subject to an easement over Part 1 on Plan 12R22403 as in CE196410 from 'Agriculture Zone (A)' to 'Agriculture Zone Exception 113 (A-113)'.



Municipality of Lakeshore

By-law 37-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-17-2022)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 60 to By-law 2-2012 is amended by changing the zoning classification of the remnant farm parcel resulting from a surplus dwelling severance at 2889 Lakeshore Road 225, legally described as, Part of Lot 28, Concession 1 East of Belle River, Rochester; Lakeshore; shown in cross hatch on Schedule "A" attached hereto and forming part of this By-law, from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.
2. This by-law shall come into force in accordance with section 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

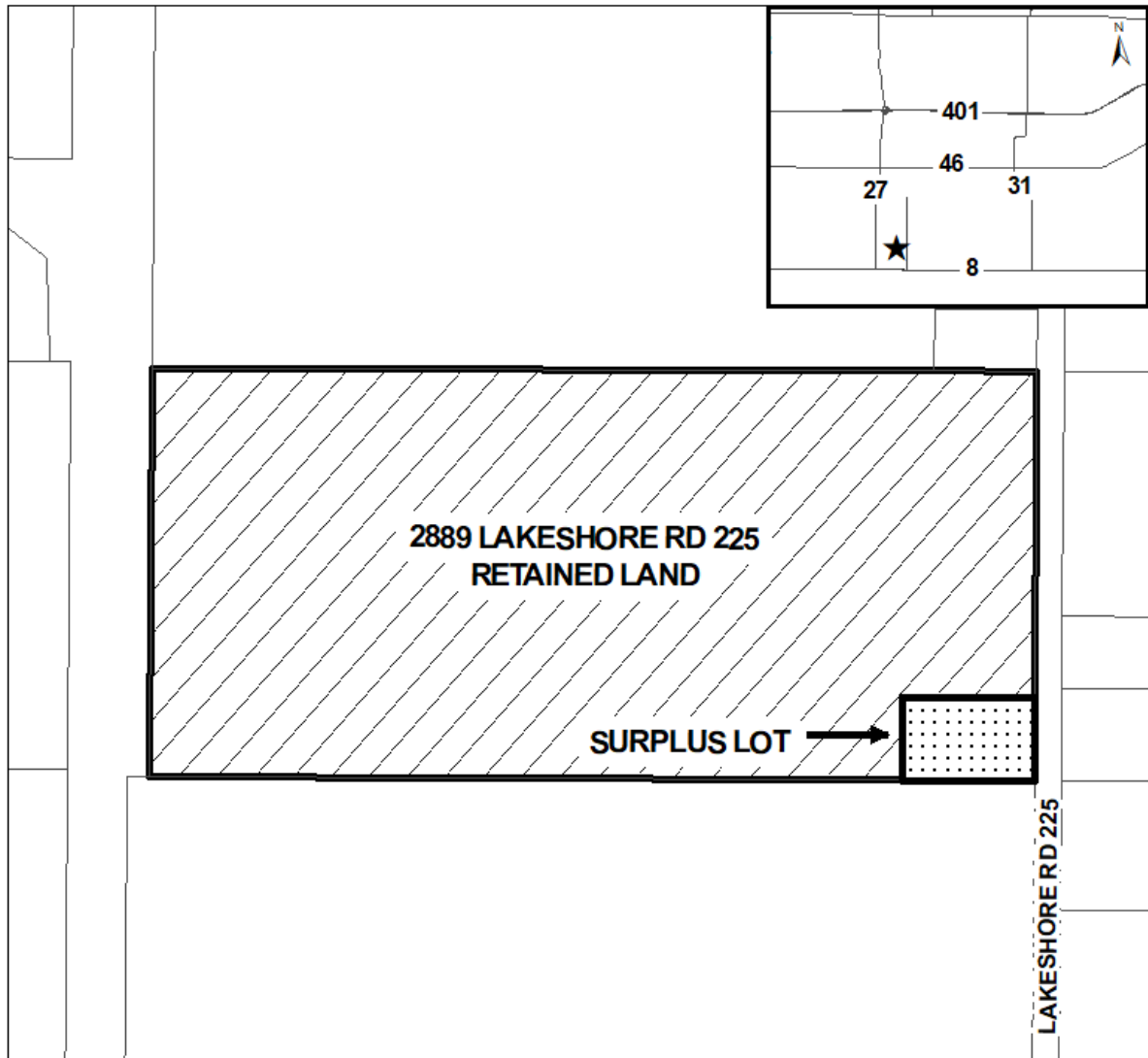
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A"
to By-law 37-2023

Rezone the subject property shown in cross hatch, known municipally as 2889 Lakeshore Road 225, and legally as Part of Lot 28, Concession 1 East of Belle River, Rochester, Lakeshore from 'Agriculture (A)' to 'Agriculture Zone Exception 1 (A-1)'.



Municipality of Lakeshore

By-law 44-2023

Being a By-law for the Beattie Drain South Branch (Ellis Drain Outlet) in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the improvement of the Beattie Drain South Branch (Ellis Drain Outlet);

And whereas the report dated March 2, 2023 has been authorized by the Council of the Municipality of Lakeshore and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$49,600.00;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$49,600.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.
4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.

- a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$49,600.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “Beattie Drain South Branch (Ellis Drain Outlet) By-law”.
 6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Read a final time and passed in open session on _____, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Municipality of Lakeshore

By-law 45-2023

Being a By-law for the East 11th Concession Drain Enclosure Improvements in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the improvement of the East 11th Concession Drain Enclosure Improvements (Former Tilbury West);

And whereas the report dated March 28, 2023 has been authorized by the Council of the Municipality of Lakeshore and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$106,223.00;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$106,223.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.
4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.

- a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$106,223.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the "East 11th Concession Drain Enclosure Improvements By-law".
 6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Read a final time and passed in open session on _____, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Municipality of Lakeshore

By-law 46-2023

Being a By-law for the Girard Drain (Damphouse Bridge) in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the improvement of the Girard Drain (Damphouse Bridge);

And whereas the report dated March 22, 2023 has been authorized by the Council of the Municipality of Lakeshore and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$24,500.00;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$24,500.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.
4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.

- a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$24,500.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “Girard Drain (Damphouse Bridge) By-law”.
 6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Read a final time and passed in open session on _____, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Municipality of Lakeshore

By-law 48-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-06-2022)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 79 to By-law 2-2012 is amended to permit a site-specific amendment to permit a group home and recognize the reduced rear yard setback, for lands known municipally as 6804 County Road 8, and legally described as Part of Lot 6 Concession 11, Tilbury; Part of the Road Allowance between Lot 6 and Lot 7; Tilbury, closed by R448416, Parts 1 and 2 on Plan 12R2331 and Parts 3 and 5 on Plan 12R2332, except R666878; LAKESHORE, being all of the Property Identifier Number 75058-0021(LT).

a) Section 9.19, Minor Institutional (I2) Zone is amended by adding Subsection 9.19.6 to immediately follow Subsection 9.19.5 and to read as follows:

"9.19.6 Minor Institutional - Exception 6 (I2-6) as shown on Map 78, Schedule "A" of this By-law.

a) Permitted Uses: Notwithstanding Section 7, Table 7.1 or any other provision of this by-law to the contrary, a Group Home Dwelling shall be an additional permitted use.

b) Zone Regulations: Notwithstanding Section 8.8 of this by-law to the contrary, the minimum rear yard setback shall be:

- i. 4.4 m for the existing main building;
- ii. 5.7 m for the building addition to the main building."

2. This by-law shall come into force in accordance with section 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

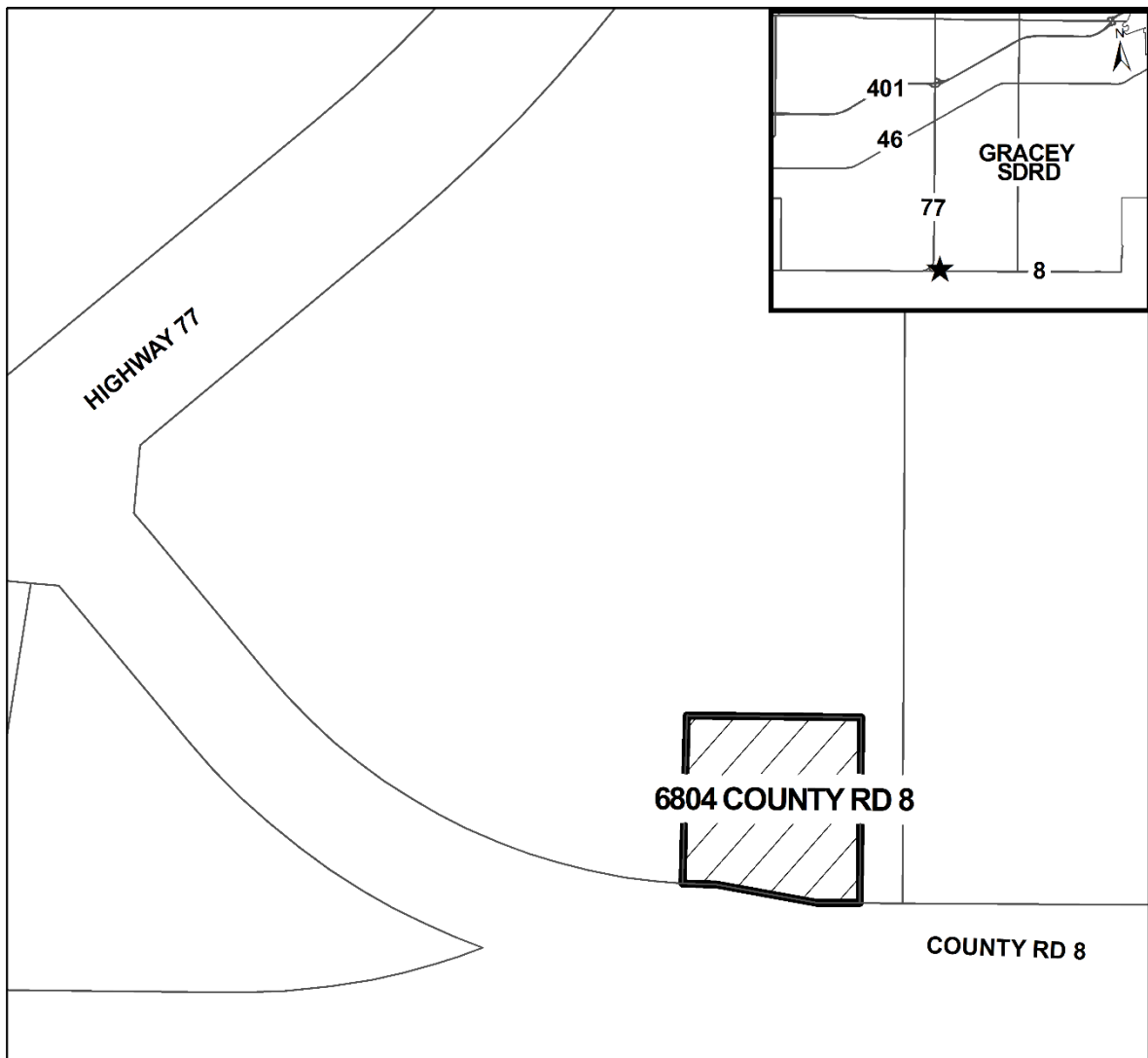
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A"
to By-law 48-2023

Rezone the lands known municipally as 6804 County Road 8, and legally described as Concession 11, Part of Lot 6 from 'Minor Institutional (I2)' to 'Minor Institutional – Exception 6 (I2-6)'.



Municipality of Lakeshore

By-law 47-2023

Being a By-law for the T. Renaud Drain North Branch in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the improvement of the T. Renaud Drain North Branch;

And whereas the report dated March 22, 2023 has been authorized by the Council of the Municipality of Lakeshore and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$97,250.00;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$97,250.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.
4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.

- a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$97,250.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the "T. Renaud Drain North Branch By-law".
 6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Read a final time and passed in open session on _____, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Municipality of Lakeshore

By-law 49-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-08-2023)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

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

1. Schedule "A", Map 16 to By-law 2-2012 is amended by adding a zone exception resulting in a site specific amendment to the R1 zone for lands known municipally as 1258 County Road 22, legally known as Part of Lot 4, Block B, Plan 1516, Maidstone, as in R1429254; Lakeshore, being all of the Property Identifier Number 75004-0438(LT).
2. Section 9.1, Residential Type 1 (R1) Zone Exceptions is amended by adding Subsection 9.1.40 to immediately follow Subsection 9.1.39 and to read as follows:

"9.1.40 Residential Zone Exception 40 (R1-40) as shown on Map 16, Schedule "A" of this By-law.

 - a) Parking Requirements: Notwithstanding Section 6.27, Table 6.41 or any other provision of this by-law to the contrary, a maximum of parking spaces shall be permitted for the *Home Occupation*.
 - b) Provisions: Notwithstanding Section 6.27 of this by-law to the contrary, the maximum gross floor area for a *Home Occupation* shall be 33%."
3. This by-law shall come into force in accordance with section 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

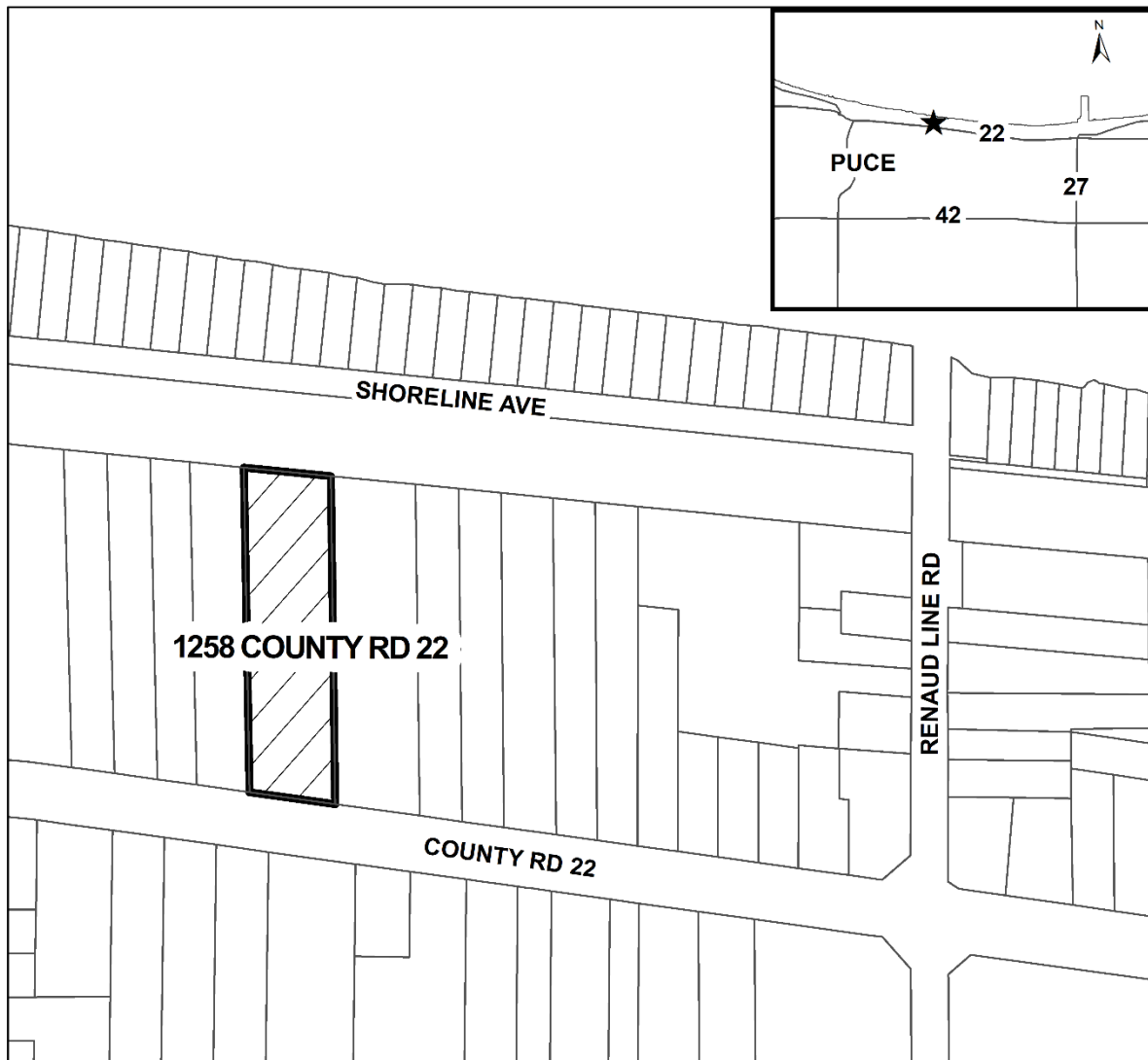
Read and passed in open session on May 30, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

**Schedule “A”
to By-law 49-2023**

Amend the zoning of 1258 County Road 22, legally known as Part of Lot 4, Block B, Plan 1516, Maidstone, as in R1429254; Lakeshore, being all of the Property Identifier Number 75004-0438(LT), from ‘Residential – Low Density (R1)’ to ‘Residential – Low Density Zone Exception - 40 (R1-40)’.



Municipality of Lakeshore

By-law 55-2023

**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 these sessions 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 actions passed and taken by the Council of the Municipality of Lakeshore, documents and transactions entered into during the May 2 and May 11, 2023 sessions 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 May 30, 2023.

**Mayor
Tracey Bailey**

**Kristen Newman
Clerk**