

Municipality of Lakeshore

Regular Council Meeting Agenda



Tuesday, June 27, 2023, 4:30 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)(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 the Amy Croft area.
- b. Paragraph 239(2)(b) and (d) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations, relating to the annual economic adjustment rate for non-union positions.
- c. 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 Couture Road (private road).

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 File ZBA-09-2023 at 0 Middle Rd by Stephen O'Neil**

6

Recommendation:

Approve Zoning By-law Amendment Application ZBA-09-2023 (Zoning By-law 2-2012, as amended), to rezone the lands known municipally as 0 Middle Road, and legally as PT S1/2 LOT 1 CON NMR MAIDSTONE DESIGNATED AS PT 1 ON 12R29146 from 'Rural Commercial / Employment (CR)' to 'Rural Commercial / Employment Exception 53 (CR-53)'; and

Direct the Clerk to read By-law 59-2023 during the Consideration of By-laws, all as presented at the June 27, 2023 Council meeting.

9. **Public Presentations**

1. **Vince Renaud - Potholes on Couture Road**

10. **Delegations**

1. **Asset Management Strategy**

12

Recommendation:

Approve the Asset Management Strategy for the Municipality of Lakeshore presented at the June 27, 2023 Council meeting; and Administration develop an action plan and funding strategy in the development of future budgets for the implementation of the Asset Management Strategy.

1. Jordan Gonda, PSD Citywide Inc.

97

2. **S-A-01-2023 Draft Plan of Subdivision Application for River Ridge Phase 10 by 1156756 Ontario Ltd & River Ridge (Lakeshore) Inc.**

110

Recommendation:

Direct Administration to advise the County of Essex that the Municipality of Lakeshore supports the draft plan approval for the River Ridge Phase 10 subdivision by 1156756 Ontario Ltd & River Ridge (Lakeshore) Inc. as described in the report presented at the June 27, 2023 Council Meeting.

1. Theresa O'Neill and Karl Tanner, Dillon Consulting Limited

11. Completion of Unfinished Business

12. Consent Agenda

Recommendation:

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

- | | | |
|----|--|-----|
| 1. | June 13, 2023 Special Council Meeting Minutes | 122 |
| 2. | June 13, 2023 Regular Council Meeting Minutes | 124 |
| 3. | City of Quinte West - Improve Municipal Codes of Conduct and Enforcement | 134 |
| 4. | Town of Bradford West Gwillimbury - Right to Repair | 136 |

13. Reports for Information

Recommendation:

Receive the Reports for Information as listed on the agenda.

- | | | |
|----|---|-----|
| 1. | Noise By-law Review | 139 |
| 2. | 2023 Quarter 1 (March 2023) Variance Report | 150 |

14. Reports for Direction

- | | | |
|----|----------------------|-----|
| 1. | IT Network RFP Award | 158 |
|----|----------------------|-----|

Recommendation:

Award the RFP for the design and replacement of the IT Network to Optimus Tech Solutions as the respondent with the highest total score, direct Administration to fund the overage of \$46,248 from the IT Lifecycle Reserve, as presented at the June 27, 2023 Council Meeting.

2. ATRC Room 010 – Options for Use

161

Recommendation:

Direct the Division Leader – Community Services:

- a. To investigate possible solutions to the Atlas Tube Recreation Centre’s concession location, to mitigate patrons within the ice rink hallways, utilizing the Atlas Tube Recreation Centre’s room’s 010 (pro shop), 011 (common kitchen or server), and room 012 (snack bar or concessions); and
- b. To prepare an agreement to enter into a one-year contract with Belle River Source for Sports for the rental of the Atlas Tube Recreation Centre’s Room 010 – Pro Shop, in the amount of \$308 per month, during the months of September 2023 to March 2024, for a total of \$2,156.00 plus HST; and
- c. To post an RFP for Concession operations for a one year term from September 2023 to March 2024, to allow for potential changes to the space beginning in April 2024; all as presented at the June 27, 2023 Council meeting.

3. Request for Designation of Municipally Significant Event – WKND Hospitality (Sunsplash) – July 13-16, 2023

167

Recommendation:

Designate the Sunsplash event, scheduled for July 13 to 16, 2023, as “municipally significant”, subject to the conditions outlined in the report presented at the June 27, 2023 Council meeting.

4. Amendment to Appointments By-law 34-2019

174

Recommendation:

Direct the Clerk to read By-law 43-2023, being a by-law to amend By-law 34-2019, during the Consideration of the By-laws, as presented at the June 27, 2023 Council meeting.

15. Announcements by Mayor

16. Reports from County Council Representatives

17. Report from Closed Session

18. Notices of Motion

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 third time and adopted; and

By-laws 43-2023, 59-2023 and 61-2023 be read and passed in open session on June 27, 2023.

- | | | |
|----|---|-----|
| 1. | By-law 43-2023, Being a By-law to Amend By-law 34-2019 to Appoint Statutory Officials and Enforcement Officers | 176 |
| 2. | By-law 44-2023, Being a By-law for the Beattie Drain South Branch (Ellis Drain Outlet) | 182 |
| 3. | By-law 45-2023, Being a By-law for the East 11th Concession Drain Enclosure Improvements | 185 |
| 4. | By-law 46-2023, Being a By-law for the Girard Drain (Dampouse Bridge) | 188 |
| 5. | By-law 47-2023, Being a By-law for the T. Renaud Drain North Branch | 191 |
| 6. | By-law 59-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-09-2022) | 194 |
| 7. | By-law 61-2023, Being a By-law to Confirm the Proceedings of the June 13, 2023 Council Meetings | 197 |

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: Kristina Brcic, Team Leader – Development Approvals
Date: June 13, 2023
Subject: Zoning By-law Amendment File ZBA-09-2023 at 0 Middle Rd by Stephen O’Neil

Recommendation

Approve Zoning By-law Amendment Application ZBA-09-2023 (Zoning By-law 2-2012, as amended), to rezone the lands known municipally as 0 Middle Road, and legally as PT S1/2 LOT 1 CON NMR MAIDSTONE DESIGNATED AS PT 1 ON 12R29146 from ‘Rural Commercial / Employment (CR)’ to ‘Rural Commercial / Employment Exception 53 (CR-53)’; and

Direct the Clerk to read By-law 59-2023 during the Consideration of By-laws, all as presented at the June 27, 2023 Council meeting.

Background

The Municipality of Lakeshore has received an application for the property known as 0 Middle Rd, known legally as PT S1/2 LOT 1 CON NMR MAIDSTONE DESIGNATED AS PT 1 ON 12R29146, located on the northern side of Middle Rd, east of Manning Rd. The subject property is designated “Service Commercial” by the Lakeshore Official Plan and zoned “Rural Commercial / Employment (CR)” under the Lakeshore Zoning By-law 2-2012.

The subject property is currently vacant and in 2022 the owners completed a severance under file B-11-2022 to sever and create a new lot off of 9 Middle Road. Presently, the applicant is looking to construct and operate a Stone Veneer and Brick cutting business. Therefore, the applicant is applying for a Zoning By-law Amendment for a site-specific amendment to permit a Building Supply Outlet as it is currently not a permitted use within the “Rural Commercial / Employment (CR)” zone. Additionally, the applicant will be constructing two buildings. The first structure will be approximately 557 m² (6,000 ft²) and 418 m² (4,500 ft²) in floor area. The proposed development will be subject to Site Plan Control prior to commencing construction.

Subject Land: 3804.04 m²
Existing Use – Vacant
Proposed Use – Impose a zone amendment to prohibit a building supply outlet
Access — Middle Road
Services — municipal water, septic system, storm drainage: ditches

Surrounding Uses: North: County Road 46 and beyond is residential
South: Middle Road
East: Rural Commercial/Employment
West: Rural Commercial/Employment

Official Plan: Service Commercial

Existing Zoning: Rural Commercial (CR)

Comments

Provincial Policy Statement (PPS)

There are no issues of provincial or county significance raised by this proposed amendment. Therefore, the application for a zoning by-law amendment consistent with the policies and goals of the PPS.

Municipality of Lakeshore Official Plan

The subject property is designated Service Commercial in the Lakeshore Official Plan and the application is to permit a building supply outlet. Section 6.7.2 states that development within the Service Commercial designation will be compatible with surrounding land uses. The area of the subject property is a unique cluster of uses in the area including gas station, restaurant, autobody shop and woodworking. Therefore, it is determined that the proposed amendment is compatible within the surrounding area and conforms to the land use and policies of the Lakeshore Official Plan.

Zoning By-law 2-2012, as Amended

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

In order to operate a Building Supply Outlet on the property, a Zoning By-law Amendment Application has been submitted to rezone the parcel to permit this use. The subject property conforms to the regulations detailed within the Lakeshore Zoning By-law 2-2012 being that the property is 3804.04 m² with approximately 41.10 m of frontage along County Rd 46 and 47.33 m of frontage along Middle Rd. The minimum lot size required in the CR Zone is 1858 m² (subject to suitability of servicing) and the minimum frontage is 30.0 m. Therefore, the proposal conforms to the Lakeshore Zoning By-law 2-

2012 as amended.

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

The development of the site will include a collection of development charges and building permit fees as well as an increase in the collectable assessed tax value.

Attachments

Appendix A – Location Map
Appendix B – Draft Site plan
Appendix C – Registered Survey

Report Approval Details

Document Title: ZBA-09-2023 - 0 Middle Rd - 1000435838 - Stephen O'Neil.docx

Attachments: - Appendix A - Location Map.pdf
- Appendix B - Draft Site Plan.pdf
- Appendix C - Survey.pdf

Final Approval Date: Jun 22, 2023

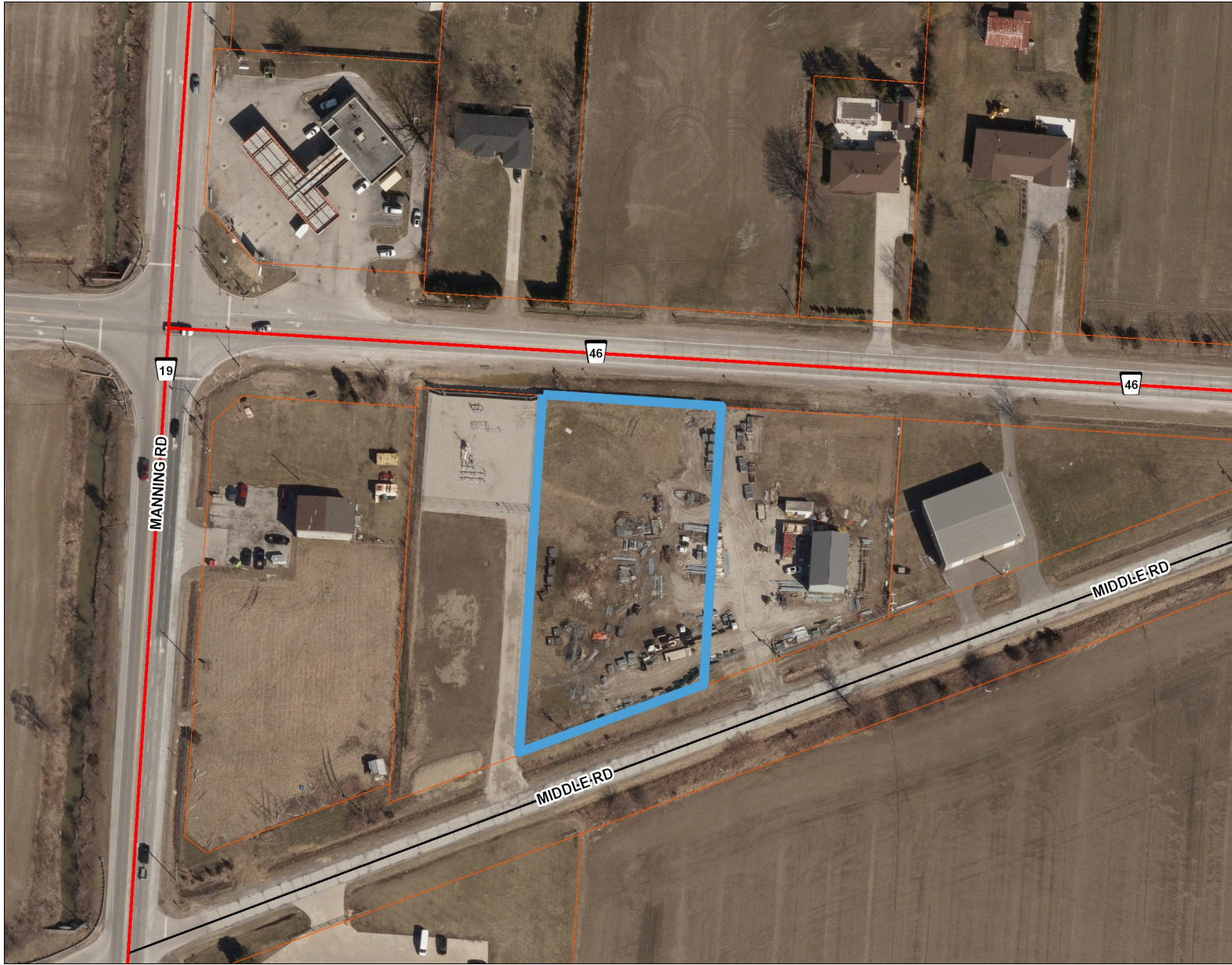
This report and all of its attachments were approved and signed as outlined below:

Prepared by Kristina Brcic

Submitted by Ryan Donally and Tammie Ryall

Approved by Justin Rousseau and Truper McBride

0 Middle Road



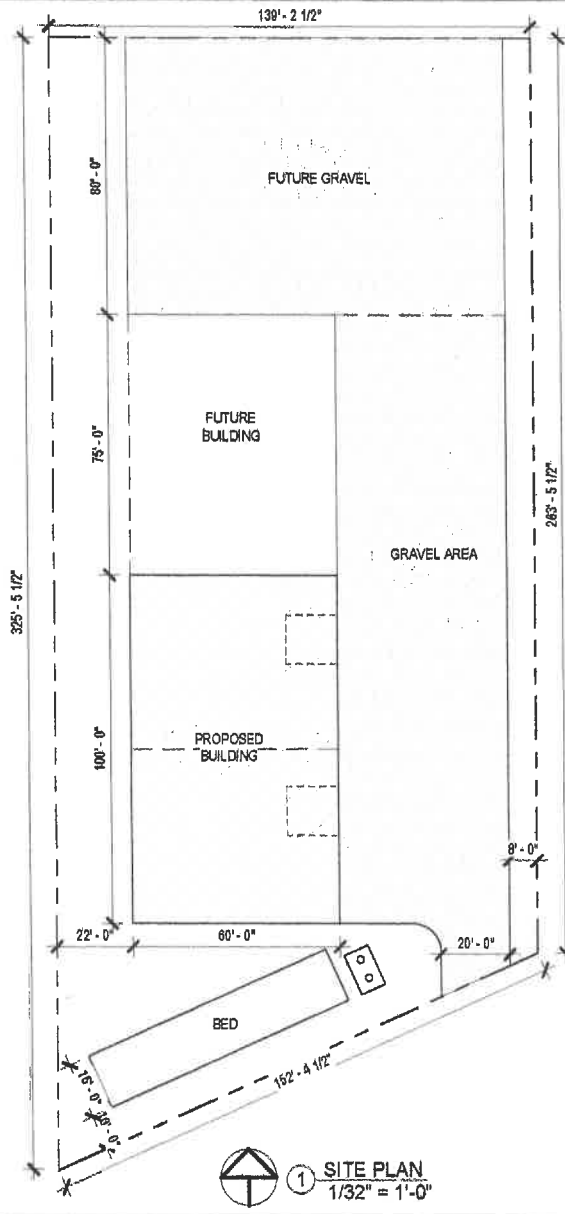
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 - WorkingParcel
 - Street Centreline
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 - CNTY
 - LAK
 - PRIV
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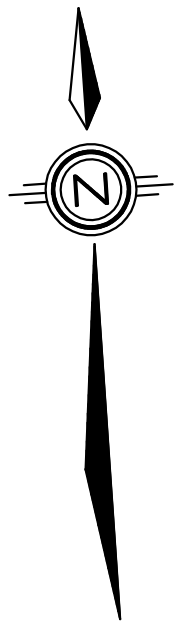


Notes:

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



 www.jettfd.ca	PROJECT TITLE	LAST MODIFIED: MM-DD-YY	CHECKED BY: J.S.	DRAWN BY: D.E.
	SHEET TITLE SITE PLAN	DATE: 3/28/2023 11:50:11 AM	SHEET NUMBER	
		SHEET SCALE: 1/32" = 1'-0"		A0
		PLOT SCALE: 1/32" = 1'-0"		
ELECTRONIC NAME:				



NOTES

BEARINGS ARE UTM GRID DERIVED FROM OBSERVED REFERENCE POINTS "A" AND "B" BY REAL TIME NETWORK OBSERVATIONS AND ARE REFERRED TO UTM ZONE 17 (81° WEST LONGITUDE) NAD83 (CSRS) (2010.0).

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999899.

ALL SET SSIB AND PB MONUMENTS WERE USED DUE TO LACK OF OVERBURDEN AND/OR PROXIMITY OF UNDERGROUND UTILITIES IN ACCORDANCE WITH SECTION 11 (4) OF O.REG. 525/91.

PARTS SCHEDULE				
PART	LOT	CON/PLAN	P.I.N.	AREA (Ha)
1	PART OF LOT 1	CONCESSION NORTH OF MIDDLE ROAD	ALL OF 75014-0185	0.380
2				0.380

PLAN 12R-29146

Received and deposited

September 13th, 2022

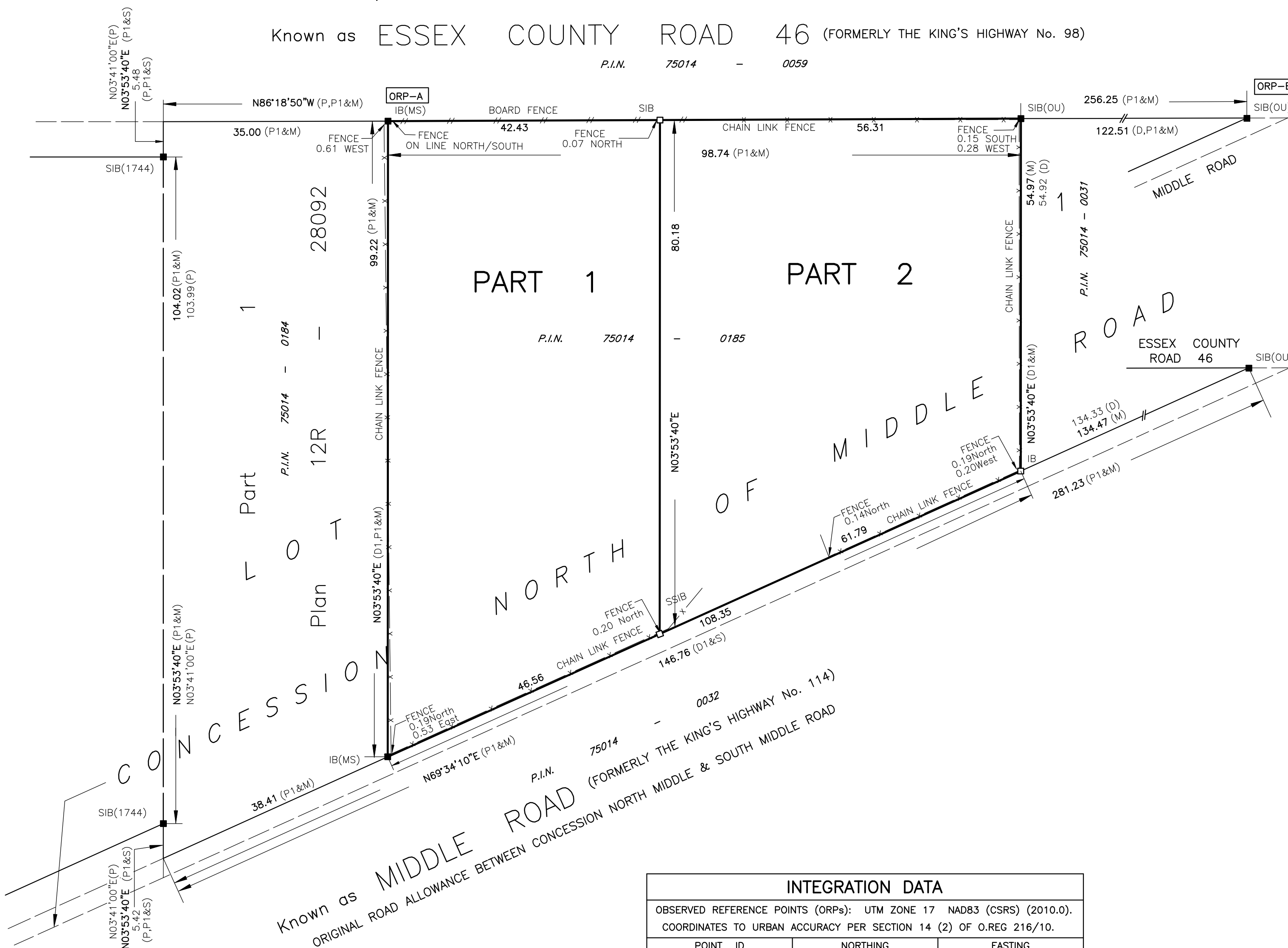
Kelly Cochran-nott

Representative for the
Land Registrar for the
Land Titles Division of
Essex (No.12)

LOT 1, CONCESSION NORTH OF MIDDLE ROAD

Known as ESSEX COUNTY ROAD 46 (FORMERLY THE KING'S HIGHWAY No. 98)

P.I.N. 75014 - 0059



PLAN OF SURVEY
OF
PART OF LOT 1
CONCESSION NORTH OF MIDDLE ROAD
GEOGRAPHIC TOWNSHIP OF MAIDSTONE
NOW IN THE
MUNICIPALITY OF LAKESHORE
COUNTY OF ESSEX, ONTARIO

VERHAEGEN LAND SURVEYORS, A DIVISION OF J.D. BARNES LIMITED

SCALE = 1:500



THE INTENDED PLOT SIZE OF THIS PLAN IS 609mm IN WIDTH BY 457mm IN HEIGHT WHEN PLOTTED AT A SCALE OF 1:500

"METRIC" DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

LEGEND

- DENOTES SURVEY MONUMENT FOUND
- DENOTES SURVEY MONUMENT SET
- SIB DENOTES STANDARD IRON BAR (OU) DENOTES ORIGIN UNKNOWN
- SSIB DENOTES SHORT STANDARD IRON BAR S DENOTES SET
- IB DENOTES IRON BAR I DENOTES PERPENDICULAR
- PB DENOTES PLASTIC BAR
- WIT DENOTES WITNESS
- (M) DENOTES MEASURED
- (P) DENOTES PLAN OF SURVEY BY 1744, Dated July 30, 1987, Plan File F-910
- (P1) DENOTES PLAN 12R-28092 (D) DENOTES INST. No. R1513803
- (JDB) DENOTES J.D. BARNES LIMITED (D1) DENOTES INST. No. R1450506
- (1744) DENOTES VERHAEGEN SURVEYORS INC., O.L.S.
- (MS) DENOTES MONTEITH & SUTHERLAND LIMITED
- (MTO) DENOTES MINISTRY OF TRANSPORTATION, ONTARIO
- (OU) DENOTES ORIGIN UNKNOWN

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
2. THIS SURVEY WAS COMPLETED ON THE 18th DAY OF AUGUST, 2022

DATE AUGUST 18, 2022

Roy Simono
ROY A. SIMONO
ONTARIO LAND SURVEYOR

THIS PLAN OF SURVEY RELATES TO AOLS PLAN SUBMISSION FORM NUMBER 2195192

INTEGRATION DATA

OBSERVED REFERENCE POINTS (ORPs): UTM ZONE 17 NAD83 (CSRS) (2010.0). COORDINATES TO URBAN ACCURACY PER SECTION 14 (2) OF O.REG 216/10.		
POINT ID	NORTHING	EASTING
ORP-A	N4675817.36	E345366.14
ORP-B	N4675803.15	E345586.88
COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.		

FOR BEARING COMPARISON, A ROTATION OF 01°12'30" CLOCKWISE WAS APPLIED TO (P) TO CONVERT TO GRID BEARINGS

VERHAEGEN
LAND SURVEYORS
A Division of
J. D. Barnes Limited

944 OTTAWA STREET, WINDSOR, ON, N8X 2E1
T: (519) 258-1772 F: (519) 258-1791 www.jdbarnes.com

SURVEYING
MAPPING
GIS

DRAWN BY: NMG	CHECKED BY: RAS	REFERENCE NO.: 22-47-333-00
FILE: E-MAID-NMR-1	CAD Date: September 8, 2022 10:04 AM CAD File: 22-47-333-00.dwg	

Municipality of Lakeshore – Report to Council

Finance

Financial Planning & Analysis



To: Mayor & Members of Council
From: Justin Rousseau, Corporate Leader Chief Financial Officer
Date: May 29, 2023
Subject: Asset Management Strategy

Recommendation

Approve the Asset Management Strategy for the Municipality of Lakeshore presented at the June 27, 2023 Council meeting; and Administration develop an action plan and funding strategy in the development of future budgets for the implementation of the Asset Management Strategy.

Background

In December 2017, the Province passed an Asset Management Planning regulation under the Infrastructure for Jobs and Prosperity Act, 2015. Ontario Municipalities are now subject to Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. Under the Regulation, every Municipality is required to prepare a comprehensive strategic asset management policy, a plan to maintain core municipal infrastructure, a level of service proposal, and a publicly accessible Asset Management Plan (AMP) which is required to be updated every fifth year going forward with data obtained within the preceding two years.

The following are the key dates to this Regulation:

- January 1, 2018: Effective date of Regulation.
- July 1, 2019: Date for Municipalities to have a finalized strategic Asset Management Policy.
- July 1, 2021 (*now 2022): Date for Municipalities to have an approved AMP for core assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services.
- **July 1, 2023(*now 2024)**: Date for Municipalities to have an approved AMP for all municipal infrastructure assets that discusses current levels of service and the cost of maintaining those services.
- **July 1, 2024(*now 2025)**: Date for Municipalities to have an approved AMP for all municipal infrastructure assets that builds upon the requirements set out in 2023.

This includes a discussion of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities.

*Due to the pandemic and the state of many Municipal resources in the province, the deadlines were extended a year.

On July 12, 2022, the Municipality of Lakeshore passed By-Law 66-2022 enacting an Asset Management Policy thus satisfying the July 1, 2019, requirement.

On September 27, 2022, the following resolution was passed by Lakeshore Council:

Approve the Municipality of Lakeshore Asset Management Plan 2022;

Direct the Corporate Leader-Chief Financial Officer to submit the Municipality of Lakeshore Asset Management Plan 2022 to the Ontario Ministry of Infrastructure;

Direct that the Municipality of Lakeshore Asset Management Plan 2022 be made available on the Municipal website;

Direct that the financial strategies outlined in Municipality of Lakeshore Asset Management Plan 2022 Report presented at the September 27, 2022 Council meeting be adopted and implemented in future budgets and fiscal planning and policy documents.

The Municipality of Lakeshore AMP 2022 stratifies the July 1, 2022, requirement.

The Ontario Regulation 588/17 Requirements and Reporting Deadlines are included below:

	2019	2022	2024	2025
Asset Management Policy	●		●	
Asset Management Plans		●	●	●
State of infrastructure for core assets		●		
State of infrastructure for all assets			●	●
Current levels of service for core assets		●		
Current levels of service for all assets			●	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		●	●	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		●	●	●
Financial strategy				●

After the approval of the AMP, Lakeshore move into Phase 2 of the project to help reach a more mature asset management state. The first step in this was to conduct a current state assessment and Asset Management Strategy.

In 2022 the Municipality of Lakeshore was able to secure \$50,000 in funding from the Federation of Canadian Municipalities' (FCM) who offered an eight-year, \$50 million Municipal Asset Management Program (MAMP) through the funding from Infrastructure Canada (INFC) to support Canadian Municipalities and communities in building their Asset Management (AM) practice. This funding will help Lakeshore continue to improve our data and business process around Asset Management and has provided a funding source for this work to be completed within budget.

Comments

Attached to the report in Appendix A is the Asset Management Strategy for the Municipality of Lakeshore. The current state assessment was established by survey results from both Council and Administration as well as detailed meetings with departments which play a key role in the process of Asset Management.

This asset management strategy provides a practical framework for the Municipality of Lakeshore to establish and maintain an efficient asset management program. It makes recommendations to improve the Municipality's asset management program, introducing actionable items along with suitable timeframes. The following recommendations enhance an asset management culture which is reinforced by sound processes and practices.

The strategy identifies seven priority initiatives with 29 recommended tasks, distributed over four years. These recommendations are based on the Municipality's current state assessment. This assessment establishes the Municipality's current asset management maturity levels on seven core elements of asset management; identified gaps in asset management practices, procedures, and business processes; and, discovered critical information gaps in the Municipality's infrastructure datasets.

The seven core elements of asset management are: Organization and People; Strategy and Planning; Asset Data; Asset Management Decision Making (Project Prioritization); Risk Management; Levels of Service; and Financial Management. The elements, or core competencies, are consistent across leading asset management associations and industry groups, including the Institute of Asset Management (IAM), the Global Forum on Maintenance and Asset Management (GFMAM), and the International Infrastructure Management Manual (IIMM).

The Municipality of Lakeshore's overall asset management maturity was assessed as 'Intermediate', suggesting that the Municipality is in the learning and implementing stage of asset management. Its performance varied somewhat across all seven elements and did not surpass an intermediate maturity rating. The lowest score was measured in risk, and the highest was asset management decision-making.

Organizations in the learning and implementation stages benefit from improving their asset management knowledge, and from actively assessing and building their capacity and culture. At this stage, it is typical to find many gaps across each of the seven core elements of asset management, particularly datasets and business processes. For Lakeshore, these gaps, constraints, and challenges include:

- There is no asset management coordinator or governance structure defined;
- The corporate Strategic Plan requires revision;
- Staff have moderately low confidence in asset datasets;
- The Municipality uses a short-term planning horizon;
- Risk models are basic to intermediate and are not consulted for decision making;
- Levels of service analysis is limited to regulatory reporting only; and
- There is minimal cross-departmental collaboration to develop budgets.

The priority initiatives we have proposed to address these gaps are designed to be cumulative; as a result, some recommendations are sequential, and require completion of preceding tasks. These tasks are scheduled in **Appendix 1 of the Asset Management Strategy**.

In Year 1, the focus is on enabling the Municipality to complete an effective Asset Management Plan that meets 2024 O. Reg. 588/17 compliance. The first year involves significant resource capacity expansion and training along with notable data and asset management strategy improvements.

In Year 2, the focus is on enabling the Municipality to complete an updated Asset Management Plan that meets 2025 O. Reg. 588/17 compliance. The first goal to enhance the Municipality's understanding of growth and demand drivers along with the associated costs. The second goal is to develop proposed levels of service and identify the associated costs with meeting the desired levels of service.

In Year 3, the recommendations are focused on expanding governance strategies. The Municipality will be seeking to adopt new communication tools and new policies and strategies that will facilitate the maintenance and advancement of the asset management program.

In Year 4 the final improvements involve making the most use of the advancements made in the previous three years. The recommendations support enhanced financial planning and advanced project prioritization.

The current state assessment identified 32 gaps across the seven core elements of asset management. The strategy is designed to close these gaps over time. There are several recurring themes throughout the strategy, including a sharp focus on documentation, standardization, and integration.

Some benefits of implementing the strategy will be realized immediately, including higher staff confidence in datasets, clarity on roles and responsibilities, and greater cohesiveness across the organization. Other benefits, such as improved capital planning, cost savings, better risk management, and more seamless alignment of infrastructure services with community expectations, will become more evident gradually.

The strategy outlines seven priority initiatives with 29 recommended tasks distributed over four years. The initiatives are designed to be cumulative; as a result, some recommendations require the completion of preceding task and initiatives. A 4-year schedule to undertake the recommendations has been drafted and is as follows:

Others Consulted

Jordan Gonda, Public Sector Digest Citywide Inc.

Financial Impacts

Recommendations that require additional funding based on the Asset Management Strategy will be brought back for Council Consideration in future budgets.

Currently, the Lakeshore Asset Management Plan 2022 calls for the following:

- implementing a 3.4% annual tax increase over a 5-year phase-in period and allocating the full increase in revenue toward tax-funded asset categories into future budgets for Council consideration;
- implementing a 1.2% rate increase for water over a 5-year phase-in period, and a 2.3% increase for wastewater, over a 10-year phase-in period as well as tie the assumptions into the water and wastewater rates studies and future budget consideration;
- continued allocation of OCIF and CCBF funding as previously done in the past; and
- using risk frameworks and staff judgement to prioritize projects, particularly to aid in the elimination of existing infrastructure backlogs.

Attachments

Priority Initiatives	Task	Description	2023		2024				2025				2026				2027	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Resource Capacity and Training	1.1	Consider retaining an asset management coordinator to coordinate information and maintain and develop the asset management program.																
	1.2	Educate and train key personnel and Council on broader asset management best practices including database management and the optimal use of Citywide Asset Manager.																
	1.3	Define an asset management governance structure, including roles and responsibilities at each level.																
	1.4	Coordinate regularly scheduled meetings on asset management for staff, providing updates to ensure consistent approaches to asset management																

		practices across departments.																
	1.5	Ensure software functionality meet service area needs and is compatible with existing systems. Engage in information sharing about available tools and software training for all departments.																
Improve Data & AM Strategies	2.1	Ensure any remaining key data gaps are closed for assets.																
	2.2	Comprehensive update of replacement costs for all asset classes, incorporating industry standard costing references and local market pricing which are updated periodically.																
	2.3	Review and refine risk models with staff input once data maturity has improved.																
	2.4	Audit existing technical																

		reports for levels of service metrics and consolidate to a centralized levels of service framework.																
Growth Analysis	3.1	Identify current and future demand drivers and document within the current Asset Management Plan.																
	3.2	Project future asset acquisitions due to growth across all departments.																
Develop Proposed Levels of Service & Analysis	4.1	Link the costs and impacts of lifecycle activities to specific levels of service metrics to enable scenario analysis.																
	4.2	Document the risks of achieving the current and proposed lifecycle strategy.																
	4.3	Track levels of service trends over time and utilize for																

		decision-making.																
	4.4	Identify service level implications of not meeting budget requirements.																
	4.5	Consult the public on service expectations, utilizing surveys and/or public consultation workshops.																
	4.6	Establish proposed levels of service, considering legislative requirements, trends, and commitments within strategic planning and Master Planning documents.																
Expand Governance Strategies	5.1	Coordinate regularly scheduled meetings to communicate asset management plan updates and levels of service reporting. Notify Council of key asset																

		management initiatives.																
	5.2	Develop a data governance policy or set of procedures to guide the process of acquiring new information, updating systems, timing, and communicating changes to the inventory.																
	5.3	Develop a strategic and scheduled condition assessment program, documenting the timing and method of assessments. Observations should be linked to a condition score.																
	5.4	Develop a corporate risk management program that is endorsed by Council. The program will identify system risks and provide a risk mitigation plan.																
	5.5	Define service policies with																

		defined service goals and incorporate into the Asset Management Plan.																	
	5.6	Update the corporate Strategic Plan to be relevant for the next five years.																	
Improve Financial Planning	6.1	Identify cross-department initiatives during the budgeting process, and collectively determine funding requirements.																	
	6.2	Examine long-term financial sustainability of the current funding strategies related to annual budgets, reserves, and debt.																	
	6.3	Examine at least two funding scenarios, exploring varying tax rate increases, rates, debt and reserve usage, and project deferrals.																	

Advance Project Prioritization	7.1	Develop business case templates, clearly indicating whole life costs, risks, and levels of service impacts of capital projects.																
	7.2	Structure an annual, formalized capital prioritization process. Document the risks of deferring projects when capital budgets are limited, using input from staff.																
	7.3	Utilize information as it becomes available for project prioritization.																

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ASSET MANAGEMENT AT THE MUNICIPALITY OF LAKESHORE

Asset Management Strategy

SUBMITTED BY PSD CITYWIDE
MAY 2023

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Executive Summary

This asset management strategy provides a practical framework for the Municipality of Lakeshore to establish and maintain an efficient asset management program. We make recommendations to improve the Municipality's asset management program, introducing actionable items along with suitable timeframes. Following the recommendations enhances an asset management culture—reinforced by sound processes and practices.

The strategy identifies seven priority initiatives with 29 recommended tasks, distributed over four years. These recommendations are based on the Municipality's current state assessment. This assessment establishes the Municipality's current asset management maturity levels on seven core elements of asset management; identified gaps in asset management practices, procedures, and business processes; and, discovered critical information gaps in the Municipality's infrastructure datasets.

The seven core elements of asset management are: Organization and People; Strategy and Planning; Asset Data; Asset Management Decision Making (Project Prioritization); Risk Management; Levels of Service; and Financial Management. The elements, or core competencies, are consistent across leading asset management associations and industry groups, including the Institute of Asset Management (IAM), the Global Forum on Maintenance and Asset Management (GFMAM), and the International Infrastructure Management Manual (IIMM).

The Municipality of Lakeshore's overall asset management maturity was assessed as 'Intermediate', suggesting that the Municipality is in the learning and implementing stage of asset management. Its performance varied somewhat across all seven elements and did not surpass an intermediate maturity rating. The lowest score was measured in risk, and the highest was asset management decision making.

Organizations in the learning and implementation stages benefit from improving their asset management knowledge, and from actively assessing and building their capacity and culture. At this stage, it is typical to find many gaps across each of the seven core elements of asset management, particularly datasets and business processes. For Lakeshore, these gaps, constraints, and challenges include:

- There is no asset management coordinator or governance structure defined;
- The corporate Strategic Plan requires revision;
- Staff have moderately low confidence in asset datasets;
- The Municipality uses a short-term planning horizon;

- Risk models are basic to intermediate and are not consulted for decision making;
- Levels of service analysis is limited to regulatory reporting only; and
- There is minimal cross-departmental collaboration to develop budgets.

The priority initiatives we have proposed to address these gaps are designed to be cumulative; as a result, some recommendations are sequential, and require completion of preceding tasks. These tasks are scheduled in **Appendix 1**.

In Year 1, the focus is on enabling the Municipality to complete an effective Asset Management Plan that meets 2024 O. Reg. 588/17 compliance. The first year involves significant resource capacity expansion and training along with notable data and asset management strategy improvements.

In Year 2, the focus is on enabling the Municipality to complete an updated Asset Management Plan that meets 2025 O. Reg. 588/17 compliance. The first goal is to enhance the Municipality's understanding of growth and demand drivers along with the associated costs. The second goal is to develop proposed levels of service and identify the associated costs with meeting the desired levels of service.

In Year 3, the recommendations are focused on expanding governance strategies. The Municipality will be seeking to adopt new communication tools and new policies and strategies that will facilitate the maintenance and advancement of the asset management program.

In Year 4 the final improvements involve making the most use of the advancements made in the previous three years. The recommendations support enhanced financial planning and advanced project prioritization.

Background and Context

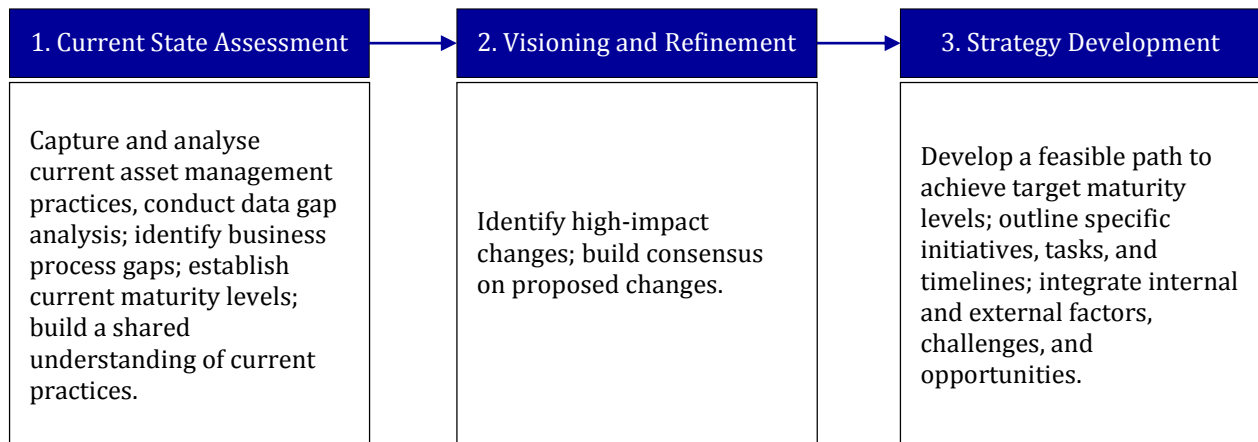
This asset management strategy will serve to guide staff at the Municipality of Lakeshore in establishing a high-functioning asset management program. The strategy outlines strategic priority initiatives designed to gradually close critical gaps in people, processes, and tools. Overall, it builds the Municipality’s organizational capacity and culture for asset management.

This is the Lakeshore’s first asset management strategy. The recommendations in this document span approximately three years, and reflect the challenges, opportunities, and priorities identified through the Municipality’s current state assessment and ongoing dialogue with staff.

Methodology

The development of the strategy involved three distinct phases, as illustrated in Figure 1. It begins with a comprehensive current state assessment. A description of each phase follows.

Figure 1 Developing the Asset Management Strategy: Project Path



Current State Assessment

Lakeshore’s current state assessment took place between January – March 2023 and included three core components: administration of PSD’s Asset Management Self-Assessment Tool (AMSAT), a structured, technical survey; a data gap analysis (in progress); and follow-up discussions with departmental staff with direct knowledge of their respective asset portfolios.

The AMSAT is a technical survey that covers seven core elements of an industry standard asset management program, defined in Table 1. It is designed to diagnose underlying issues, limitations,

and concerns within a Municipality’s asset management program. The seven elements are considered core competencies that are consistent across leading asset management associations and industry groups. These include the Institute of Asset Management (IAM), the Global Forum on Maintenance and Asset Management and Maintenance (GFMAM), and the International Infrastructure Management Manual (IIMM). The survey includes questions for each of the seven elements and is designed to assess the asset management maturity level of an organization.

The AMSAT was completed by 10 respondents, representing the Municipality’s various asset classes including roads, bridges, water, storm network, buildings, machinery, and equipment. In addition, the respondent included perspectives from business support functions including Operations, Planning and Development, Finance, and Information Technology.

Following the administration of the survey, we completed an immersive dialogue with staff to further understand current asset management practices and approaches, particularly those related to data, lifecycle, risk, and levels of service.

Table 1 Seven Key Elements of Asset Management

Seven Key Elements of Asset Management		
1	Organization and People	Review of existing organizational capacity and culture for asset management
2	Asset Data	Asset data completeness, management strategy, standards, and systems
3	Strategy & Planning	Alignment between asset management activities and corporate or strategic objectives
4	Asset Management Decision Making (Project Prioritization)	Approach to lifecycle activities, including maintenance and rehabilitation, and project prioritization
5	Risk Management	Identification, understanding, and management of economic, financial, environmental and climate change related, social, and reputational risks
6	Levels of Service	Existing approach to the development and application of levels of service frameworks and their ongoing monitoring and review
7	Financial Strategy	The feasibility of current financial strategies to maintain a practical asset management program, and support current and proposed Levels of Service

The current state assessment will provide an overall rating of maturity as well as a rating of maturity for each of the seven key elements. This rating can either be basic, intermediate, or advanced. The following table defines the maturity ratings that will be used for this assessment.

Table 2 Current State Assessment Maturity Scale

Current State Assessment Maturity Scale	
Advanced	<ul style="list-style-type: none"> • Staff have expert understanding of asset management concepts and there is high human resource capacity for asset management with dedicated staff. • All key documents are in place and up-to-date and a service mission with vision and key objectives is in place. • The asset inventory is centralized, accessible, current, accurate, and linked to GIS. There are little to no gaps in the primary datasets and the secondary/attribute data is detailed. • A formalized project prioritization process is used to develop capital plans which include lifecycle analysis. Asset needs lists are produced based on a combination of asset age, condition assessments, risk management, growth and demand projections, and other factors. • Advanced risk models are in place and a formal and documented risk management process is used to inform project prioritization and infrastructure spending. • Levels of service data is managed in a centralized database and linked to assets/services within a software system. Levels of service reporting is used to set targets and trends for service delivery, prioritize capital projects, and more. • The municipal budgets are aligned with asset management strategies; financial requirement analysis accounts for operating and maintenance, future rehabilitation and renewal, growth elements, and/or proposed levels of service.
Intermediate	<ul style="list-style-type: none"> • Staff have some understanding of asset management concepts and there is adequate human resource capacity for asset management. • Some key asset management documents are in place and service mission is in place, but it may lack key objectives. • The asset inventory is centralized and has limited gaps in the primary datasets and some secondary/attribute data available. • A formalized project prioritization process is used to develop capital plans and asset needs lists are produced based on a combination of asset age, condition assessments, and growth and demand projections. • Rudimentary risk models are in place and a formal risk management process is used to inform project prioritization and infrastructure spending. • Levels of service data is managed in a centralized database and regularly reported on. • There is some alignment of municipal budgets and asset management strategies; financial requirement analysis accounts for operating and maintenance, future rehabilitation and renewal, growth elements, and/or proposed levels of service.
Basic	<ul style="list-style-type: none"> • Staff have minimal understanding of asset management concepts and there is inadequate human resource capacity for asset management practices. • The Municipality has few key asset management documents in place and no formal service mission vision.

- The asset inventory is decentralized and/or has many gaps in primary and secondary/attribute data.
- There is no formal project prioritization process that guides capital planning
- There is no formal and document risk management processes
- Levels of service reporting and data are managed through non-structure methods.
- There is minimal alignment of municipal budgets and asset management strategies; financial requirement analysis does not account for operating and maintenance, future rehabilitation and renewal, growth elements, and/or proposed levels of service.

The current state assessment stage also includes a data gap analysis, which is included in **Appendix 2**. The gap analysis will identify critical gaps in both primary and secondary datasets. Primary datasets include information on asset replacement cost, estimated useful life (EUL), in-service date, condition, and historical cost. Secondary datasets include additional attribute information for assets, including location, material, composition, etc. This information is required in developing a thorough understanding of the Municipality’s infrastructure portfolio and generate meaningful insights. This report will be updated upon completion of the data gap analysis, which will be included in the Appendix.

The assessment results will define the current stage of asset management as defined in the table below.

Table 3 Stages of Asset Management

Stages of Asset Management		
Stage	Description	Common Components
Learning	Municipality is building its knowledge on asset management, and actively assessing its own internal capacity and culture	Training, courses, workshops, knowledge-sharing, conferences, self-assessments
Capable	Municipality has adequate knowledge, skillsets, resources, and senior leadership commitment to begin implementing strategic asset management activities.	Understands what asset management entails (technical knowledge); how they link to the organizational goals and decision-making; their value; trends; a good cross-functional team
Implementing	Municipality is actively engaged in asset management. Still learning to balance asset management and lifecycle activities (e.g., prioritizing assets, networks, etc.)	An asset management policy, strategy, system, and plan are in place and actively guide decision-making; high data integrity, and strong data management practices; financial strategy to support asset management; levels of service framework (current); lifecycle framework; risk framework; capital prioritization framework

		(basic); internal and external communications program development
Proficient	Municipality implements data-driven asset management. Asset management is well-integrated with corporate/financial decision-making and value to constituents can be clearly demonstrated.	LOS framework (proposed); capital prioritization process (advanced); strong internal and external communications (to inform LOS); strong understanding of growth-related asset management activities and planning; potential alignment with ISO 50001
Innovating and Optimizing	Organization is continuously refining and enhancing its asset management program, resource and system gaps, and actively identifying ways to integrate emerging technologies and environmental trends into its asset management program.	Data governance strategy; strategic condition assessments (risk-based); asset management fully integrated with financial planning

Visioning and Refinement

Throughout the duration of the project, we consulted with Municipality staff to identify organizational needs, and high-value priority initiatives. Staff discussed current constraints, potential opportunities, and provided feedback that was instructive in developing the strategy document.

Strategy Development

The results of the AMSAT and departmental dialogues were synthesized to develop an ambitious, but feasible path for the Municipality to follow to improve its asset management program. As with most organizations that endeavour to build these programs systematically for the first time, considerable time and resources are required. However, the benefits of these initial investments are clear and far outweigh the costs incurred.

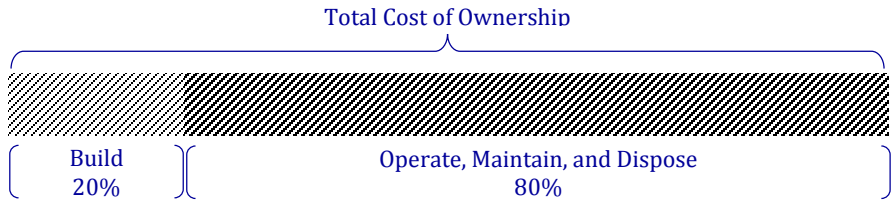
The Rationale for Systematic Asset Management

Asset management is not a new concept. Infrastructure-intensive organizations like Lakeshore exercise asset management every day. However, they may vary in the extent to which these activities are systematic, formal, documented, data-driven, analyzed, and optimized over time. Many lack a strong asset management framework, made of key skillsets, documents, business processes, and technological tools. Some simply lack the requisite organizational culture.

An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community, making up nearly 60% of Canada’s public infrastructure stock. Investments in infrastructure can be substantial, ranging from minor repairs to multi-million-dollar upgrades and rebuilds. These are funded by taxpayers, and often financed over decades. The initial construction or acquisition of an asset accounts for only 20% of its lifecycle costs. The remaining 80% is incurred while maintaining, operating, and disposing an asset.

Figure 2 Total Cost of Asset Ownership



With proper lifecycle planning, these costs can be minimized. Without it, assets can malfunction and fail, disrupting service provision, day-to-day economic activity, and can threaten public health and safety. A long-term strategy that does not consider end-of-life activities, such as rehabilitation, renewal, or disposal, may not optimize the limited funding available. This can lead to a decline in service quality. Poorly managed infrastructure can also bring reputational damage to the community, making it less competitive and desirable.

Asset management is the coordinated effort of all relevant departments and stakeholders across an organization to extract the highest value from tangible assets at the lowest lifecycle cost. This relies on selecting the right asset, for the right lifecycle activity, at the right time. All departments across the organization must work together to implement strong asset management practices and build a high-functioning asset management program.

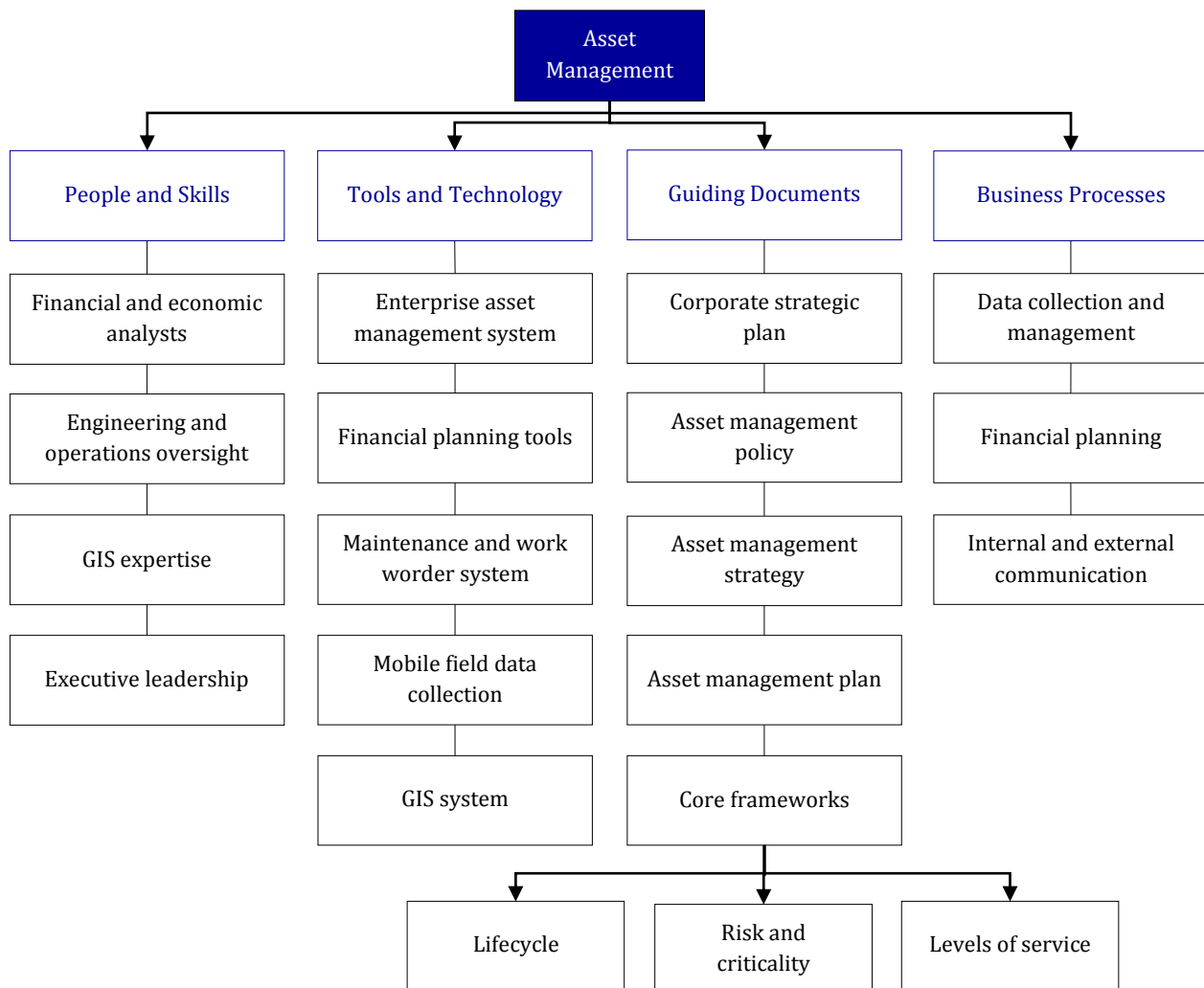
A municipal asset management program is a combination of several disciplines or business functions, including executive management, financial and economic analyses, engineering, and

operations and maintenance. A framework is comprised of many components such as: guiding documents including the asset management policy, strategy, and plan; software applications that can produce valuable analytics on the Municipality’s infrastructure portfolio; and qualified and knowledgeable staff to carry out complex initiatives. All of this is underpinned by efficient, documented, and repeatable business processes.

The Asset Management Framework

As with any complex structure, a well-built yet flexible asset management framework has many parts, including people, processes, technology, and guiding documents. Figure 3 summarizes elements we typically find in effective asset management frameworks. These are non-exhaustive and presented only at the high-level. These elements all work together.

Figure 3 Asset Management Framework: Common Elements



Asset Management Plan vs. Asset Management Strategy

In the municipal sector, ‘asset management strategy’ and ‘asset management plan’ are often used interchangeably. Other concepts such as ‘asset management system’ and ‘strategic asset management plan’ further add to the confusion. Lack of consistency in the industry on the precise purpose and definition of these elements also offers little clarity. We make a clear distinction between the strategy and the plan.

An asset management strategy—this document—is typically a higher-level document, focusing on business processes, organizational practices, and key initiatives with associated timelines and resources designed to create and sustain an asset management program. While not a static document, the strategy should not evolve and change frequently—unlike the asset management plan. The strategy provides a long-term outlook on the overall asset management program development and strengthening key elements of its framework.

The asset management plan follows from the strategy, with a sharp focus on the current state of the Municipality’s asset portfolio, and its approach to managing and funding individual service areas or asset groups. It is tactical in nature and provides cross-sectional data.

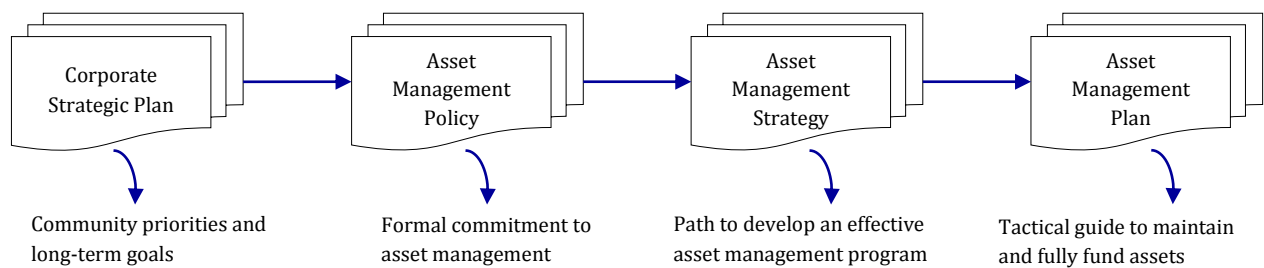
Table 4 Asset Management Strategy vs. Asset Management Plan

Element	Asset Management Strategy	Asset Management Plan
Perspective	Corporate, strategic, and programmatic	Departmental, tactical, and asset-centric
Focus	People, business processes, and tools	Assets
Purpose	Improve organizational capacity to create and maintain an asset management program; optimize asset portfolio based on strategic goals	Improve asset performance to maintain or improve levels of service; optimize asset performance and funding
Updates	Infrequent, e.g., 3-5 years	Frequent, e.g., annually, or biannually
Audience	Primary: Executive and council Secondary: Departmental	Primary: Departmental Secondary: Executive and council

Adopted from the Institute of Asset Management, **Error! Reference source not found.** illustrates the relationship between various industry-standard documents found in an effective asset management program, beginning with the Municipality’s strategic plan. It also illustrates the concept of ‘line of sight’, or alignment between the Municipality’s corporate strategic plan and various asset management documents.

The strategic plan has a direct, and cascading impact on asset management planning and reporting, making it a foundational element. Many municipalities begin with an asset management plan. However, without the preceding documents, the AMP operates in a vacuum.

Figure 4 Key Guiding Documents in Asset Management



Progress to date

The Municipality of Lakeshore has already taken important steps toward developing its asset management program. Table 5 identifies key asset management documents in progress or are already completed by the Municipality. In choosing to first develop a strategy and take an incremental approach to asset management, the Municipality becomes part of a small group of municipalities in Canada.

Table 5 Status of Various Asset Management Documents

Document	Status	Updates
Corporate Strategic Plan	Outdated	The current Strategic Plan is for 2019-2022
Asset Management Policy	Completed	Completed in 2019
Asset Management Strategy	In Progress	This document is in progress in 2023
Asset Management Plan	Completed	Completed in 2022

Current State Assessment

In this section, we detail the results of Lakeshore's current state assessment. The assessment measures the Municipality's asset management maturity and the degree to which the seven essential elements of asset management are implemented in the organization. See Table 1 for details on these elements. Municipalities with advanced asset management maturity deliver desired services consistently, in a fiscally responsible manner, while minimizing the associated risks. The assessment also includes a data gap analysis in **Appendix 2**.

The current state assessment was used to identify capacity, knowledge, and business process gaps, determine high priority areas of improvement, and inform the development of this asset management strategy. In total, we identified 32 overarching gaps across the seven core elements. These form the basis of our recommendations and strategic priorities outlined in '[The Strategy: A More Advanced Future State](#)' section.

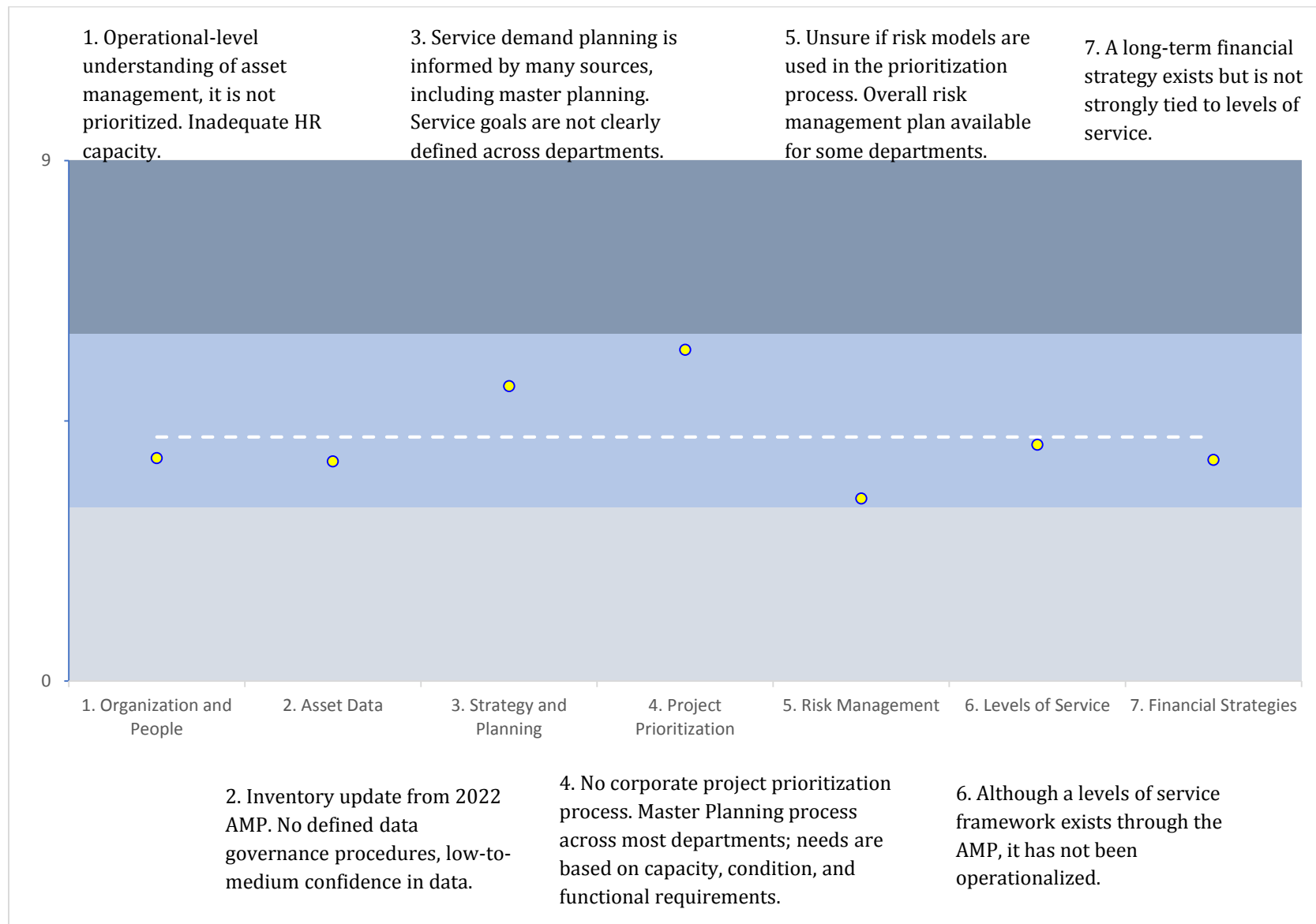
Current Asset Management Maturity Levels

As illustrated in Figure 5, the Municipality of Lakeshore's overall asset management maturity was assessed as 'Intermediate', suggesting that the Municipality is in the 'Implementing' stages of asset management. The Municipality has sufficient knowledge, skillsets, resources, and commitment to implement strategic asset management activities. All elements were assessed as 'Intermediate'; however, some elements of the asset management program require more attention than others.

Risk management and asset data had the lowest maturity scores. The results found that quantitative asset records, including those related to risk, were not advanced. Staff do not have a high level of confidence in the currency and accuracy of asset data and risk models. Furthermore, several participants were not able to provide an informed analysis of those elements, suggesting a lack of organizational knowledge of asset data and data management systems. Data gathering and management and the development of comprehensive risk models are difficult tasks that require significant resource capacity. The assessment results also found that the Municipality does not have sufficient resource capacity to advance and implement their asset management program.

A core component of the Municipality's current state assessment was the AMSAT, a technical survey with 62 questions, completed by nine respondents. We found that, in total, the nine respondents answered 'Unsure' 114 times. On average each respondent answered 'Unsure' to 13 questions with a range of 0 to 37 'Unsure' responses amongst the nine respondents. Respondents were unsure of the quality of the Municipality's asset data and how asset management is prioritized. Although there are many areas of improvement, minimizing uncertainty within the organization through better internal communication and information sharing should be a clear priority.

Figure 5 Current Maturity Levels



Element 1: Organization and People

The ‘Organization and People’ element considers the Municipality’s general ability to create and maintain an asset management program. Key components include team makeup, staff knowledge and capacity, processes and practices, communication, and how asset management is prioritized across the organization. This includes council, senior management, and departmental levels.

Table 6 summarizes the three maturity levels for the ‘Organization and People’ element and identifies key competencies typically found within each level.

Table 6 Defining Maturity Levels - Organization and People

Basic	Intermediate	Advanced
Minimal understanding of asset management concepts and principles among staff.	Some understanding of asset management concepts and principles among staff.	Expert understanding of asset management concepts and principles among staff.
Asset management a low priority.	Asset management a medium priority.	Asset management a high priority.
Absence of adequate human resource capacity for asset management.	Adequate human resource capacity for asset management	High human resource capacity for asset management, with dedicated staff.
Processes and tools do not facilitate asset management planning; may impede planning.	Processes or tools facilitate asset management planning.	Processes and tools facilitate asset management planning.
Lack of strategic communications on asset management initiatives.	Some or ad hoc communications related to asset management initiatives.	Strategic communications on asset management initiatives.

Current Practices and Maturity Level

We determined the Municipality of Lakeshore’s overall asset management maturity for ‘Organization and People’ is **Intermediate**. At the management level, staff across departments value the importance of asset management to effectively deliver their services. Although most departments believe there are tools and processes available to facilitate asset management, all departments have indicated that there is limited capacity to contribute to a strong asset management program. Through departmental discussions, asset management was determined to be a low-to-medium priority at the Municipality.

There is limited asset management governance structure in place. Roles related to the asset management procedures, such as tracking key performance metrics and maintenance of asset data are distributed among all staff. There is no dedicated asset management coordinator at the Municipality. Most departments are tasked with managing their full-time responsibilities along with asset management activities; in some cases, they are unable to complete required asset management activities. The Municipality identifies staff turnover as a concern as well. The lack of

capacity contributes to limited communication across departments. The Municipality would benefit significantly from having additional staff, such as an asset management coordinator, who is able to prioritize asset management tasks, effectively connect departments, develop and maintain risk and lifecycle models, and gather and consolidate data to reflect an accurate asset inventory.

There is no standard process for communication for the asset management program within the organization and to Council. Staff and council members’ understanding of the Municipality’s asset management program differ, as Council is less familiar with the Municipality’s systems and processes to manage assets and may not be aware of the capacity required to implement an effective asset management program. Council is often focused on short-term costs while staff are more focused on long-term sustainability; this can make it difficult receive timely funding for proactive capital renewal. Generally, council members prioritize asset management less than staff, however, improved communication of asset management goals and outcomes may increase Council support going forward.

Key Gaps in People, Tools, and Processes: Organization and People

Lakeshore’s maturity rating on the ‘Organization and People’ element was assessed as intermediate. Key gaps identified through the technical survey, and follow-up dialogues with staff are discussed below.

- Generally, a low-to-medium prioritization of asset management by the Municipality, with the exception of the Public Works department, who has noted a high prioritization of asset management;
- Low human resource capacity dedicated to asset management across all departments;
- No full-time asset management coordinator or team exists;
- There are no defined standard operating procedures to govern asset management activities;
- Inconsistent communication channels regarding asset management both between departments and between staff and Council;

Table 7 Recommendations - Organization and People

Recommendations: Organization and People	Effort/Cost	Impact
Consider retaining an asset management coordinator to coordinate information and maintain and develop the asset management program.	High	Highest
Educate and train key personnel and Council on broader asset management best practices including database management and the optimal use of Citywide Asset Manager.	Medium	Medium
Define an asset management governance structure, including roles and responsibilities at each level.	High	Very High
Coordinate regularly scheduled meetings on asset management for staff, providing updates to ensure consistent approaches to asset management practices across departments.	Low	Very High
Coordinate regularly scheduled meetings to communicate asset management plan updates and levels of service reporting. Notify Council of key asset management initiatives.	Low	Very High

Element 2: Strategy and Planning

Asset management is only useful and meaningful if it aligns with the Municipality’s overarching strategic direction as informed by council’s priorities. This ‘line of sight’ approach ensures that all expenditures on infrastructure programs advance the community’s long-term objectives. In the ‘Strategy and Planning’ element, we evaluated how closely the Municipality’s asset management program is linked with its corporate goals.

Table 8 summarizes the three maturity levels for the ‘Strategy and Planning’ element and identifies key competencies typically found within each level.

Table 8 Defining Maturity Levels – Strategy and Planning

Basic	Intermediate	Advanced
No departmental service mission, vision, or key objectives.	Departmental service mission in place, but may lack vision, or key objectives.	Departmental service mission, vision, and key objectives in place.
No key asset management documents in place, such as an asset management policy, strategy, or up-to-date plan.	Some key asset management documents in place, such as an asset management policy, strategy, or up-to-date plan.	An asset management policy, strategy, and up-to-date plan are in place.
No formal service demand planning in place or done through ad hoc analyses.	Service demand planning integrates some, but not all, elements, including master plans, external engineering or economic studies, modeling, policies, and public consultation.	Service demand planning integrates most or all elements, including master plans, external engineering or economic studies, modeling, policies, and public consultation.

Current Practices and Maturity Level

The Municipality of Lakeshore’s maturity level on ‘Strategy and Planning’ was assessed **Intermediate**. The Municipality has not developed an asset management policy that is regulated for all departments. The Municipality has recently developed a 2022 O. Reg. 588/17 compliant asset management plan in 2022. The Corporate Strategic Plan was developed for the years of 2019 to 2022 and will require revision. A more defined vision and mission along with key objectives to guide the overall direction of the asset management program can provide strategic direction for the Municipality.

The majority of departments do not have formalized service policies, however, service goals are guided by Minimum Maintenance Standards and Master Plans. The Municipality currently has a Master Plan for stormwater, fire, and parks and recreation services. A number of service policies do exist to guide activities such as snow removal and emergency response. Service policies set a vision, goals, and targets for each service area, holding a standard to which service areas must perform. Service policies should be developed in coordination with the the corporate level Strategic Plan to ensure departmental aims align with the Municipality’s overall goals and values.

Overall, service demand planning is at an intermediate level, as it is informed by Master Plans, minimum maintenance standards, external studies, modeling, various ad hoc analyses, and informal public consultation.. Some departments are unsure or have limited information input towards service demand planning. Future demands due to growth have been evaluated in a variety of strategic documents, such as the Official Plan, Community Improvement Plan, Fire Master Plan, Parks and Recreation Master Plan, and Transportation Master Plan. However these documents don't outline future capacity demands and demographic change impacts across all services.

Key Gaps in People, Tools, and Processes: Strategy and Planning

Lakeshore's maturity rating on the 'Strategy and Planning' element was assessed as 'Intermediate'. Key gaps identified through the technical survey, and follow-up dialogues with staff are discussed below.

- Corporate strategic plan requires revision;
- Service goals are not defined within standardized policies for most services;
- Limited understanding of growth impacts and demand drivers across all services.
- Current and forecasted demand for capital assets and associated services is based on technical studies and master plans for only a few departments;

Table 9 Recommendations - Strategy and Planning

Recommendations: Strategy and Planning	Effort/Cost	Impact
Update the corporate Strategic Plan to be relevant for the next five years.	High	Very High
Identify current and future demand drivers and document within the current Asset Management Plan.	Medium	High
Project future asset acquisitions due to growth across all departments.	High	High
Define service policies with defined service goals and incorporate into the Asset Management Plan.	High	High

Element 3: Asset Data

The ‘Asset Data’ element considers the Municipality’s current asset related data, and data management practices and processes—including how staff collect, store, analyze, and link data to their decision processes. Standardized, complete, and accurate information contributes to better decisions. In the long-term, this can help organizations stop the reactive maintenance loop and implement proactive strategies.

Although all seven elements are mainstays of an effective asset management program, most organizations find reinforcing datasets often brings the highest initial marginal value for time and money spent. As such, we have devoted a portion of the document to a data gap analysis found in the Appendix.

Table 10 summarizes the three maturity levels for the ‘Asset Data’ element and identifies key competencies typically found within each level.

Table 10 Defining Maturity Levels - Asset Data

Basic	Intermediate	Advanced
Many gaps in in primary datasets, including replacement costs, historical costs, estimated useful life, in-service dates, and condition.	Some gaps in primary datasets, including replacement costs, historical costs, estimated useful life, in-service dates, and condition.	Minimal gaps in primary datasets, including replacement costs, historical costs, estimated useful life, in-service dates, and condition.
Minimal secondary or attribute data, including physical properties, size, material	Some secondary or attribute data, including physical properties, size, material	Detailed secondary or attribute data, including physical properties, size, material
Inventory is decentralized across many systems.	Inventory is centralized, but may not be fully accessible, current, accurate, completed, or verified.	Inventory is highly centralized, accessible, current, accurate, verified, complete, linked to GIS
No established cycle for updating replacement costs.	Replacement costs are updated on an ad hoc basis.	Replacements costs are updated on an established cycle.
Replacement costs are updated primarily using inflation.	Replacement costs are updated using a combination of inflation and procurement data.	Replacement costs are updated using procurement data and/or prevailing market conditions.
No strategic and scheduled condition assessment programs in place.	Condition assessment programs is scheduled but not strategic.	Strategic and scheduled condition assessment program is in place.
Data governance is informal.	Some elements of formal data governance and management are in place and documented, including data governance policies and procedures.	Most elements of formal data governance and management are in place and documented, including data governance policies and procedures.

Current Practices and Maturity Level

The Municipality's maturity level for 'Asset Data' was identified as **Intermediate**. The Municipality has a robust centralized inventory that includes most of the capital assets owned by the Municipality. Although the Municipality has a centralized inventory for their assets, it is not fully accessible, current, and verified. There are a variety of database software used at the Municipality such as Citywide, Cityworks, and departmental excel records. The disconnect between databases and irregular updates to separate databases can result in inconsistencies across departments and inaccurate asset records.

Staff have indicated a low-to-medium level of confidence in the Municipality's infrastructure datasets. In terms of completeness, the most significant data gap is assessed condition. Assessed condition data is available for bridges and culverts, roads, and sidewalks; all other assets rely on age-based condition ratings. Furthermore, the majority of the Municipality's assets have outdated replacement costs that are not user-defined, making it difficult to develop accurate capital requirement projections. Updating the asset inventory frequently can allow for more effective decision-making.

Buildings are not componentized which provides inaccuracies in asset data. Each component has a unique estimated useful life (EUL) and requires asset-specific lifecycle strategies. Primary datasets of components within each building vary significantly and will create inaccurate budget requirements and project prioritization. The inventory overstates the number of assets that are in-service beyond their useful life; current data indicates that approximately 20% of assets are beyond their useful life. This could be caused by a variety of factors such as inaccurate conditions, outdated asset inventories, and/or inaccurate EULs.

The bridges and culverts, road network, and water network have established cycles for updating their replacement costs and condition through the use of data collection mechanisms such as the OSIM reports, road needs study, Streetscan, and third-party contractors. The public works department updates their replacement costs on an established cycle based on procurement data. The remaining departments do not have established cycles for replacement cost updates. Generally, replacement costs are gathered on an ad hoc basis. For the majority of the Municipality's inventory, replacement costs are obtained by inflating historical costs utilizing the consumer price index.

For most departments, no formal data governance policy or procedure exist. Most staff do not regularly consult the centralized asset inventory and there are no quality assurance procedures in place to ensure asset data in the inventory is accurate and relevant for operations and planning purposes. A detailed data gap analysis and recommendations can be found in **Appendix 2**.

Key Gaps in People, Tools, and Processes: Asset Data

Lakeshore's maturity rating on the 'Asset Data' element was assessed as 'Basic-to-Intermediate'. Key gaps identified through the technical survey, data gap analysis, and follow-up dialogues with staff are discussed below.

- Little corporate oversight on asset information management systems;

- Several data gaps were found in the data, including the service life of assets, componentization of buildings, assessed condition, and user-defined replacement costs;
- No formal data governance policy, procedures, or processes exist;
- Limited staff knowledge of data management and data tools.

Table 11 Recommendations - Asset Data

Recommendations: Asset Data	Effort/Cost	Impact
Comprehensive update of replacement costs for all asset classes, incorporating industry standard costing references and local market pricing which are updated periodically.	Medium	High
Develop a strategic and scheduled condition assessment program, documenting the timing and method of assessments. Observations should be linked to a condition score.	Medium	Medium
Ensure any remaining key data gaps are closed for assets.	High	Very High
Develop a data governance policy or set of procedures to guide the process of acquiring new information, updating systems, timing, and communicating changes to the inventory.	High	High
Ensure software functionality meet service area needs and is compatible with existing systems. Engage in information sharing about available tools and software training for all departments.	Low	Very High

Element 4: Asset Management Decision Making

In ‘Asset Management Decision Making, we evaluate how the Municipality prioritizes specific projects and spending decisions. It is closely linked to the ‘Strategy and Planning’ element, which focuses on broader trends and corporate goals. With a focus on individual projects, it is more tactical in nature.

Table 12 summarizes the three maturity levels for the ‘Project Prioritization’ element and identifies key competencies typically found within each level.

Table 12 Defining Maturity Levels – Asset Management Decision Making

Basic	Intermediate	Advanced
Asset needs lists are produced primarily based on age data.	Asset needs lists are produced based on a combination of age data and condition assessments.	Asset needs lists are produced based on a combination of age, condition assessment data, and recommendations from various technical or economic studies.
Growth and demand projects not identified in long-term budgets.	Growth and demand projects identified in long-term budgets.	Growth and demand projects identified in long-term budgets.
No infrastructure master planning process to determine which growth and demand projects are coordinated into budgets.	An infrastructure master planning process determines which growth and demand projects are coordinated into budgets.	An infrastructure master planning process determines which growth and demand projects are coordinated into budgets. Accounts for public affordability expectations.
No formal project prioritization process to develop budgets and capital plans	A formalized project prioritization process is used to develop budgets and capital plans.	A formalized project prioritization process is used to develop budgets and capital plans and includes lifecycle analysis, treatment options, and risk management.
The capital investment prioritization process is best described as a set of informal recommendations.	The capital investment prioritization process is best described as a structured annual process.	The capital investment prioritization process is best described as a structured annual process identifying risks and benefits.

Current Practices and Maturity Level

The Municipality of Lakeshore’s maturity level for ‘Asset Management Decision Making’ was assessed as **Intermediate-to-Advanced**. Asset needs for roads and bridges are identified through the most recent Roads Needs Study and OSIM report. The majority of departments provide an asset needs list that considers functional, capacity, and regulatory requirements, but rely mainly on aged-based condition data. Currently, operation and maintenance and capital costs are planned for a 5-year horizon. A longer planning horizon would allow for more effective financial planning that

includes the full lifecycle of municipal assets. Staff do not currently use a standardized corporate-wide business case report. A standard business case report allows individual projects to be compared while clearly communicating the risks and service-level implications of deferring these needs.

Many of the departments use a Master Plan to determine which growth and demand projects are coordinated into budgets. The planning process also considers public affordability expectations to determine which growth and demand projects match desired levels of service targets. For the majority of departments, the budgeting process is completed by considering risk and levels of service elements, and in some cases lifecycle strategies and forecasted renewal requirements are also part of the decision-making process. The Majority of departments have a structured annual capital investment prioritization process, but rational and full financial impacts of projects are not clearly and consistently communicated.

Despite staff efforts to integrate multiple considerations into asset management decision-making, there are notable gaps in the available asset data and limited staff resources to gather and analyze existing information. Staff are seeking to improve long-term operations and maintenance (O&M) and capital planning by advancing information related to asset replacement costs, asset conditions, asset risk models, growth and demand projections, and asset lifecycle management across all departments.

Key Gaps in People, Tools, and Processes: Asset Management Decision Making

Lakeshore’s maturity rating on the ‘Project Prioritization’ element was assessed as ‘Intermediate-to-Advanced. Key gaps identified through the technical survey, data gap analysis, and follow-up dialogues with staff are discussed below.

- O&M costs and capital costs are planned over a short-term horizon (5 years);
- Insufficient resources for information gathering and analysis, including assessed conditions, accurate replacement costs, asset risks, and growth and demand projections;
- Rational and full financial impacts of projects are not clearly and consistently communicated during the capital planning process;
- No corporate-wide business case template is available.

Table 13 Recommendations – Asset Management Decision Making

Recommendations: Asset Management Decision Making	Effort/Cost	Impact
Develop business case templates, clearly indicating whole life costs, risks, and levels of service impacts of capital projects.	Medium	High
Structure an annual, formalized capital prioritization process. Document the risks of deferring projects when capital budgets are limited, using input from staff.	High	Very High
Utilize information as it becomes available for project prioritization.	Low	High

Element 5: Risk Management

The level of risk an asset carries determines how closely it is monitored and maintained, including the frequency of various lifecycle activities, and the investments it requires on an ongoing basis. Risk is a function of an asset’s probability of failure and the consequences of that failure event.

$$\text{Risk} = \text{Probability of Failure} \times \text{Consequence of Failure}$$

The likelihood that an asset will fail can be based on many factors, including its age, condition, design, and its exposure to deterioration accelerators, e.g., extreme weather events. An asset failure event can have many different consequences, each with its own magnitude and weighting. These can include economic, financial, social, health and safety, environmental, and even political or reputational consequences.

Using probability and consequence data attributes, asset risk models and frameworks can be developed. Over time, as these ‘Risk Management’ frameworks become more sophisticated, they can provide reliable guidance on prioritizing projects.

There is no asset management without risk management. Together with target levels of service, an asset’s risk profile should determine capital investment decisions. Table 14 summarizes the three maturity levels for the ‘Risk Management’ element and identifies key competencies typically found within each level.

Table 14 Defining Maturity Levels – Risk Management

Basic	Intermediate	Advanced
No documented understanding of the probability of asset failure, and the various economic, financial, social, and environmental risks associated with assets (risk frameworks).	Some documentation on the probability of asset failure, and the various economic, financial, social, and environmental risks associated with assets.	Various economic, financial, social, and environmental risks are well-documented for most or all assets. Probability of asset failure is also quantified. Detailed risk frameworks in place.
No quantitative models, scores, or risk matrices in place.	Rudimentary risk models, scores, or matrices in place.	Advanced risk models in place, including numerical indices, informed by staff judgement and expert reports and studies.
No formal and documented risk management process to prioritize infrastructure related spending.	Formal risk management process to inform project prioritization and infrastructure related spending; may not be documented.	Formal, documented risk management process to determine project prioritization and infrastructure related spending.

Current Practices and Maturity Level

The Municipality of Lakeshore’s maturity level for ‘Risk Management’ was assessed as **Basic-to-Intermediate**. The Municipality has an informally documented understanding of the various economic, financial, social, and environmental risks associated with its assets. The Municipality also uses a basic risk management process to prioritize infrastructure expenditures. The survey results indicate that some staff are unsure about which risks are associated with their assets and how risk contributes to project prioritization.

The Municipality currently does not prioritize projects based on quantitative risk models which may lead to neglecting the highest risk assets. The majority of departments are unsure about the quality of their current risk models and do not have a standardized process for gathering data for the risk models. Models have been developed as part of the asset management plan, but have not been regularly reviewed or utilized by staff for decision-making purposes. Risk models generally do not consider the full economic, social, environmental, and financial impacts. The development of risk models is limited by the available data.

Risk management processes within the Municipality are informal, and an overall risk management program is not in place to prioritize projects or identify the risk of project deferrals. Risk considerations are noted within some departments for critical assets, but there is no standardized process for gathering information nor is there a centralized system to record asset-related risks.

Key Gaps in People, Tools, and Processes: Risk Management

Lakeshore’s lowest maturity rating, also assessed as ‘Basic-to-Intermediate’, was found in the ‘Risk Management’ element. Key gaps identified through the technical survey, data gap analysis, and follow-up dialogues with staff are discussed below.

- Basic-to-intermediate documentation of the various economic, social, environmental, and financial risks associated with assets;
- An overall risk management program is not in place to prioritize projects or identify the risk of project deferrals;
- Risks models are developed but not regularly reviewed;
- The majority of departments are unsure about their risk models associated with their assets;
- Basic-to-intermediate risk management processes are used to prioritize infrastructure related spending.

Table 15 Recommendations - Risk Management

Recommendations: Risk Management	Effort/Cost	Impact
Review and refine risk models with staff input once data maturity has improved.	High	High

Develop a corporate risk management program that is endorsed by Council. The program will identify system risks and provide a risk mitigation plan.	Very High	Very High
Document the risks of achieving the current and proposed lifecycle strategy.	Medium	High

Element 6: Levels of Service

Levels of service (LOS) measure the quality, function, and capacity of an asset class or service area. LOS is an internationally recognized concept employed across a variety of sectors, including public infrastructure. The International Standards Organization’s ISO 55000 defines levels of service as the “parameters, or combination of parameters, which reflect the social, political, environmental, and economic outcomes that the organization delivers.”

Levels of service are fundamentally about balancing three key parameters: cost, performance, and risk. Any adjustment to one of these parameters will have a direct impact on the other two. A sustainable levels of service approach requires municipalities to periodically recalibrate these parameters; an imbalance in any parameter can jeopardize the alignment of service delivery with community expectations, the strategic direction of the organization, and its fiscal capacity.

Levels of service frameworks must include both customer and technical key performance indicators to monitor community satisfaction and operational efficiency. Customer levels of service (C-LOS) are designed to measure or approximate end-user experience with the service. For transparency and reporting, they should be understandable to the general public. Technical levels of service (T-LOS) are designed to measure the various activities and steps (inputs) that the organization takes to deliver the customer-oriented levels of service.

Table 16 summarizes the three maturity levels for the ‘Levels of Service’ element and identifies key competencies typically found within each level.

Table 16 Defining Maturity Levels – Levels of Service

Basic	Intermediate	Advanced
Minimal, or no documentation on current technical or customer-oriented levels of service to track and monitor service delivery.	Some documentation on current levels of service, using customer and technical KPIs.	Detailed levels of service framework for all asset classes illustrating current and proposed customer and technical levels of service for all asset class.
Levels of service data is managed primarily using non-structured methods, e.g., paper records, or disconnected sheets and databases	Levels of service data is managed in centralized databases.	Levels of service data is managed in centralized databases and linked to assets/services within a software system.
No levels of service reporting.	Levels of service reporting is used for some, but not all of the following: set targets and trends for service delivery; prioritize capital projects; adjust operating practices; conduct financial analyses; inform public on the Municipality’s performance and discuss trade-offs;	Levels of service reporting is used for most or all of the following: set targets and trends for service delivery; prioritize capital projects; adjust operating practices; conduct financial analyses; inform public on the Municipality’s performance and discuss trade-offs;

Current Practices and Maturity Level

The Municipality's maturity for 'Levels of Service' was assessed as **Intermediate**. As with most municipalities in Ontario, the Municipality of Lakeshore is at the initial stages of developing LOS in accordance with Ontario Regulation 588/17. The Municipality has documented some key performance indicators for current LOS for all asset categories. Service goals, considering public consultation, fiscal capacity, and growth and demand related to LOS programs are not well established across most departments.

The current LOS framework was developed in 2022 for the AMP and only includes core asset categories (roads, bridges and culverts, stormwater, water, and wastewater). The framework exists at a basic level and focuses on meeting minimum O. Reg. 588/17 regulatory compliance. There is no summary of the direct and indirect costs associated with LOS. For most departments, key performance indicators are not embedded into staff operations. To advance the maturity of LOS programs, the Municipality will need to have a full understanding of the performance metrics, regional drivers, strategic goals, costing, and public feedback associated with the current LOS.

LOS data is mostly managed through non-structured records or disconnected sheets and databases. The Municipality would benefit from having a centralized database that is linked to assets or services within a software system such as work orders or a maintenance management system. Some departments are unsure how LOS performance indicators are tracked and if they are imbedded in asset decision-making processes. Some departments set out their own service levels but have limited capacity to monitor and achieve these goals.

A better understanding of the current LOS framework will be a critical step to meeting a key component of the 2025 requirements of O. Reg 588/17: establishing proposed levels of service. The Municipality will need to capture constituent priorities and balance this against regulatory, fiscal and operational constraints. Once this is done the Municipality will be able to clearly communicate the trade-offs between the cost, performance, and risk of meeting or not meeting desired levels of service.

Key Gaps in People, Tools, and Processes: Levels of Service

Lakeshore's maturity rating for the 'Levels of Service' element was assessed as 'Intermediate'. Key gaps identified through the technical survey, data gap analysis, and follow-up dialogues with staff are discussed below.

- LOS analysis is limited to regulatory reporting only (MMS and O. Reg. 588/17);
- Neither customer nor technical key performance indicators are embedded in staff operations;
- Work orders and service requests are not utilized to track technical performance indicators;
- Most departments do not consider public engagement to determine constituent priorities;
- Proposed levels of service have not yet been identified.

Table 17 Recommendations - Levels of Service

Recommendations: Levels of Service	Effort/Cost	Impact
Audit existing technical reports for levels of service metrics and consolidate to a centralized levels of service framework.	High	Very High
Track levels of service trends over time and utilize for decision-making.	High	High
Establish proposed levels of service, considering legislative requirements, trends, and commitments within strategic planning and Master Planning documents.	Medium	High
Consult the public on service expectations, utilizing surveys and/or public consultation workshops.	High	Medium
Link the costs and impacts of lifecycle activities to specific levels of service metrics to enable scenario analysis.	High	Medium

Element 7: Financial Management

The final element focuses on how the Municipality of Lakeshore links its long-term financial planning with its asset management program to maintain a sustainable, fiscally responsible service delivery model. Given the lengthy useful life of most capital assets, a long-term view to funding and financing is essential.

Effective 'Financial Management' reflects current and proposed levels of service, with a particular focus on community affordability. One of the primary corporate risks to municipalities is attempting to deliver levels of service that exceed their fiscal capacity.

Table 18 summarizes the three maturity levels for the 'Financial Management' element and identifies key competencies typically found within each level.

Table 18 Defining Maturity Levels – Financial Management

Basic	Intermediate	Advanced
Minimal alignment of departmental budgets with corporate strategic goals. Infrastructure spending does not reflect long-term direction of the community.	Some alignment of departmental budgets with corporate strategic goals. Some infrastructure spending aligned with long-term direction of the community.	Significant alignment of departmental budgets with corporate strategic goals. Infrastructure spending is required to be aligned with long-term direction of the community.
Financial requirement analysis does not account for most of the following elements: operating and maintenance needs; principal and interest payments; future rehabilitation and renewal; inflation; service enhancements; growth elements; proposed levels of service	Financial requirement analysis accounts for some, but not all, of the following elements: operating and maintenance needs; principal and interest payments; future rehabilitation and renewal; inflation; service enhancements; growth elements; proposed levels of service	Financial requirement analysis accounts for most or all of the following elements: operating and maintenance needs; principal and interest payments; future rehabilitation and renewal; inflation; service enhancements; growth elements; proposed levels of service
The department's budget development is not well-aligned with departmental asset management strategies to determine optimal expenditures on assets, and do not consider most of the following: risk, levels of service, optimized lifecycle strategies; forecasted renewal requirements; cross-departmental initiatives	The department's budget development is aligned with departmental asset management strategies to determine optimal expenditures on assets, considering some, but not all of the following: risk, levels of service, optimized lifecycle strategies; forecasted renewal requirements; cross-departmental initiatives	The department's budget development is aligned with departmental asset management strategies to determine optimal expenditures on assets, considering most or all of the following: risk, levels of service, optimized lifecycle strategies; forecasted renewal requirements; cross-departmental initiatives

Current Practices and Maturity Level

The Municipality’s maturity level for ‘Financial Management’ was assessed as **Intermediate**. The Municipality has adequately analyzed its short-to-medium term O&M and capital requirements for its assets at the departmental level. However, the majority of departments have minimal collaboration when it comes to determining priorities and associated budget allocations for infrastructure services.

Financial needs consider service enhancements, growth, O&M costs, and future renewal requirements. The Municipality’s budgets support the right initiatives by considering proactive lifecycle strategies and forecasted renewal requirements, but generally do not consider levels of service or cross-department initiatives. Some staff indicated a lack of knowledge related to the requirement analysis process and asset investment decision-making. Since long-term planning is not linked to LOS it will be challenging to determine costs associated with proposed LOS.

The Municipality does not develop multiple financial strategies for scenario analysis. Doing so can examine the use of different tax and rate increases, impacts of deferring projects, and allocating funds from reserves or taking debt. Generally, across all departments, staff noted that the municipality may not have sufficient budget to meet current and future asset management needs. This would indicate insufficient funding for both O&M and capital budgets needed to engage in advanced data management, effective risk management, proactive lifecycle activities, and timely asset replacement.

Key Gaps in People, Tools, and Processes: Financial Management

Lakeshore’s maturity rating for the ‘Financial Management’ element was assessed as ‘Basic-to-Intermediate’. Key gaps identified through the technical survey, data gap analysis, and follow-up dialogues with staff are discussed below.

- Analysis completed for short and long-term capital and O&M requirements is at a basic-to-intermediate level;
- There is minimal cross-departmental collaboration to develop budgets;
- Long-term budgeting is not linked to LOS;
- Multiple scenarios are not examined when developing budgets;
- Insufficient funding to meet current and future asset management needs.

Table 19 Recommendations - Financial Management

Recommendations: Financial Management	Effort/Cost	Impact
Examine at least two funding scenarios, exploring varying tax rate increases, rates, debt and reserve usage, and project deferrals.	High	High
Identify service level implications of not meeting budget requirements.	Medium	High

Identify cross-department initiatives during the budgeting process, and collectively determine funding requirements.	Medium	Medium
Examine long-term financial sustainability of the current funding strategies related to annual budgets, reserves, and debt.	Medium	Medium

The Strategy: A More Advanced Future State

The current state assessment identified 32 gaps across the seven core elements of asset management. The strategy is designed to close these gaps over time. There are several recurring themes throughout the strategy, including a sharp focus on documentation, standardization, and integration.

Some benefits of implementing the strategy will be realized immediately, including higher staff confidence in datasets, clarity on roles and responsibilities, and greater cohesiveness across the organization. Other benefits, such as improved capital planning, cost savings, better risk management, and more seamless alignment of infrastructure services with community expectations, will become evident more gradually.

The strategy outlines seven priority initiatives with 29 recommended tasks distributed over four years. The initiatives are designed to be cumulative; as a result, some recommendations require the completion of preceding task and initiatives. A 4-year schedule to undertake the recommendations has been drafted and is in **Appendix 1**.

Year 1: 2024 O. Reg. Compliance

Priority Initiative 1: Resource Capacity & Training

Task 1.1 Consider retaining an asset management coordinator to coordinate information and maintain and develop the asset management program.

The asset management coordinator (AMC) works with the Municipality's departments to develop and maintain a well-functioning asset management program. This includes completing all asset management related initiatives and processes, implementing, and maintaining systems and applications, and completing all pertinent reporting. Acting in this way, the asset management coordinator will ensure alignment or 'line-of-sight' between council's mandate, the long-term vision and direction, and departmental priorities for managing assets, as well as supporting departments to bring on new tools, processes, and systems. This role also ensures completion of relevant grant applications to secure maximum senior government funding, and in doing so, bridges Finance and operational groups to better optimize infrastructure budgets and communicates risks and benefits of infrastructure projects to the corporation.

An example business case for an asset management coordinator is attached in **Appendix 3**.

Task 1.2 Educate and train key personnel and Council on broader asset management best practices including database management and the optimal use of Citywide Asset Manager.

Educate and train key personnel on broader asset management best practices including database management and the optimal use of asset management software. Asset management is often viewed only as a list of projects, or the implementation of complex software applications. Although both are integral components, asset management first requires a deep understanding of core principles and technical concepts, including levels of service, lifecycle analysis and costing, risk management, and the various guiding documents that sustain an asset management program. We recommend that staff's asset management knowledge be improved through a structured education and training program. Several organizations offer asset management training and certification, including the Institute of Asset Management (IAM), the Institute of Public Works Engineering Australia (IPWEA), and PEMAC Asset Management Association of Canada. To improve asset management software knowledge, consider training offerings from the system provider to ensure the software is being utilized to its full capabilities.

Task 1.3 Define an asset management governance structure, including roles and responsibilities at each level.

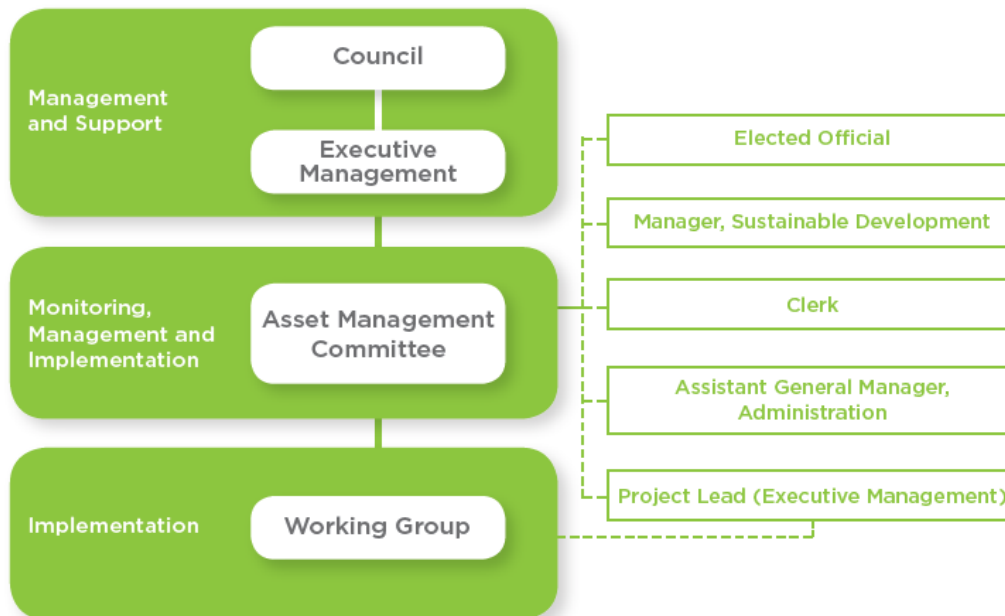
Asset management as a practice involves the use of many processes and tools to realize the most value from assets. To use these tools and processes, such as an asset inventory and budgetary process, a leadership committee should be defined, along with the appropriate responsibilities. The asset management committee is responsible for providing leadership in overseeing the continual improvement of the asset management program and implementing asset management practices. The asset management committee should generally include a senior manager that represents the major business functions included in the scope of your asset management program. The asset

management committee needs to include an adequate cross-functional representation to avoid silos.

The following is an example of a governance structure defined by the City of Plessisville, Quebec:

Figure 6 Example Governance Structure: City of Plessisville, Quebec

Governance structure – City of Plessisville, QC (2016 Census population: 7,195)



To best utilize the asset management governance structure identified, the Municipality should identify specific roles and responsibilities at each level of the governance structure. Defining roles in this way will ensure that all processes in the asset management program have someone who is accountable and responsible for delivery of that process. Further, identify roles to provide clear evidence on the effort to undertake an effective asset management program, and can be used as a starting point to assess staff capacity. The Municipality may consider hiring new staff or splitting roles in situations where one staff member is beyond capacity.

The following is an example of a key roles and responsibilities of an asset management governance structure as recommended from the Federation of Canadian Municipalities (FCM):

Table 20 Roles & Responsibilities for Governance Structure

Roles	Responsibilities
Council	Council has the following role in AM governance: <ol style="list-style-type: none"> a. Act on behalf of and represent the interests of stakeholders. b. Establish the vision, service mandates and corporate management policies. c. Adopt, review, and update the AM policy and ensure that an AM strategy is in place. d. Maintain the necessary corporate capacity to support the elements and practices of an AM system.

	<p>e. Set priorities and articulate community values to city administration.</p> <p>The CAO has the following role in AM governance:</p> <p>a. Act on behalf of and represent the interests of council.</p> <p>b. Provide direction to the AM steering committee.</p>
Chief Administrative Officer (CAO)	<p>a. Implement the AM policy, AM strategy and supporting AM system.</p> <p>b. Establish an AM steering committee, with representation from each service area and business area; and appoint an asset management coordinator (AMC) to serve as chair of the steering committee.</p> <p>c. Define the AMC's responsibilities, and delegate responsibility to the AMC to act as a champion for AM within the organization.</p> <p>d. Ensure that staff are provided with sufficient resourcing, financial support, training, and tools to manage risk and support the elements of sustainable service delivery.</p> <p>e. Commit to the implementation and continual improvement of AM practices, processes, and tools to support the achievement of the city's organizational objectives.</p> <p>f. Schedule and complete periodic internal audits and management reviews to assess the effectiveness of the AM system in achieving the AM objectives and supporting organizational objectives and council priorities</p>
Senior Management Team	<p>a. Establish the AM objectives.</p> <p>b. Ensure robust and transparent decision-making and administration of service delivery.</p> <p>c. Provide appropriate and timely support to the asset management coordinator (AMC) and steering committee.</p> <p>d. Advise the AMC and AM steering committee on strategic issues related to corporate decision-making.</p> <p>e. Generate solutions to organizational challenges related to the implementation of AM.</p> <p>f. Ensure consistency of AM practices and processes across departments, including adoption and application of common principles of sustainability and AM.</p> <p>g. Empower employees based on the city's core values and priorities.</p>
Asset Management Coordinator	<p>a. Chair the AM steering committee.</p> <p>b. Report on the progress, capacity, effectiveness, and sustainability of the AM system to the CAO.</p> <p>c. Project manage the delivery of the prioritized AM improvement tasks, including the selection and leading of cross-divisional task-specific teams.</p> <p>d. Provide technical advice related to the AM system to asset managers and department staff.</p> <p>e. Collect tactical and operational-level feedback on the AM system performance, needs and improvement priorities.</p> <p>f. Coordinate AM training for staff.</p>
Asset Management Committee	<p>a. Prioritize the AM improvement plan.</p> <p>b. Coordinate and oversee corporate AM initiatives where integration across business units or service areas is desired, or where a standardized approach is required.</p>

- c. Make recommendations on, and manage, the content of the AM policy and AM strategy, including the AM framework.
- d. Take any appropriate action necessary to ensure the smooth integration within and between AM system implementation and improvement projects.
- e. Advocate for AM within the organization, leading by example and setting expectations within teams.
- f. Manage the development of AM capacity and competency within the organization (i.e., increase the ability to do this work in-house).
- g. Monitor the progress and performance of the plans for AM program development and implementation, including line-of-sight between corporate and AM objectives.
- h. Conduct management reviews and internal audits of the AM system.

Departmental Staff	The responsibilities of the AM network and implementation teams are established as required by the program manager
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Task 1.4 Coordinate regularly scheduled meetings on asset management for staff, providing updates to ensure consistent approaches to asset management practices across departments.

It is best practice for the asset management committee to meet on at least a quarterly basis to review the progress of asset management initiatives. This allows project schedules to be reviewed and plans to be made to ensure initiatives are carried out successfully. Members of the committee can then communicate progress of tasks to their respective departments.

Task 1.5 Ensure software functionality meets service area needs and is compatible with existing systems. Engage in information sharing about available tools and software training for all departments.

Task 1.2 identifies Citywide software training as a recommended strategy for improvement. To further enhance staff capacity to utilize the asset management software, staff should also be informed about all other tools and software that is available to support the asset management program. Other tools include GIS, Maintenance Management Systems, SCADA and other reporting tools, data collection templates, and plans and strategies that guide asset management.

The Municipality should ensure that the tools and software that are available are compatible with one another and that they effectively meet the needs of their asset management program. Each tool should be assessed by engaging staff and analysing what they need to effectively engage in proactive asset management. Additionally, new tools proposed by departmental staff should undergo a review and approval process with Digital Transformation and Cloud Services to ensure departmental needs align with the corporate direction.

Priority Initiative 2: Advance Data & Asset Management Strategies

Task 2.1 Ensure any remaining key data gaps are closed for assets.

Review the data analysis in **Appendix 2** to have a good understanding of existing data gaps. Utilize standardized forms and templates for data collection. All asset management decisions and field

activities should be premised on detailed knowledge of asset's components, condition, characteristics, and cost. This information is usually collected through third party studies (e.g., Master Plans, assessment reports) and field level inspections (e.g., fleet inspections). For the purposes of risk management, identify risks associated with municipal assets and collect attribute data that will facilitate the development of risk models.

As part of an overall data governance process, the Municipality can better translate third party or field level inspections to the asset inventory via the use of data templates. PSD Citywide developed data collection templates and conducted training to guide data collection for key staff members. Utilize the existing templates to gather new data on existing assets and to register new assets. Review the templates on a biennial basis to ensure all necessary data fields are included in the templates.

Task 2.2 Comprehensive update of replacement costs for all asset classes, incorporating industry standard costing references and local market pricing which are updated periodically.

Accurate replacement costs are required to project long-term replacement needs of an asset. The most basic way of doing this is inflating historical costs using the Construction Price Index (CPI). However, over a long period of time inflation does not scale with the true change in market value, as it does not account for changes in technology, changing material prices, or outdated methods of construction. Typically, inflation tends to underestimate true replacement needs. Rather, the Municipality should review recent Tender pricing or vendor quotes. Additionally, the Municipality can use third-party cost estimators such as RS Means. At a minimum, replacement costs should be updated every two years to ensure relevance.

Task 2.3 Review and refine risk models with staff input once data maturity has improved.

The current risk models developed in Citywide Asset Manager platform were developed through development of the asset management plan. These models are solely based on the data that was readily available, rather than a comprehensive suite of socio-economic, financial, and environmental risk factors. The risk models should be reviewed regularly to ensure that the relative risk rankings among assets generally matches how staff perceive risk to be. For example – if the top 5 highest risk road segments from the models do not match the Roads Needs Study or Public Works knowledge, the models should be revised. The review process should be conducted at least annually, and staff should review the accuracy of each risk factor and review the risk weightings.

Task 2.4 Audit existing technical reports for levels of service metrics and consolidate to a centralized levels of service framework.

Key technical documents, such as DWQMS reporting, operational plans, Master Plans, and any other document that describes the performance of a service should be reviewed. Over time the Municipality can identify metrics from the report that further build out the levels of service framework. This way, all key performance indicators are centralized to one sheet to be viewed in its entirety, rather than having to spend time reviewing several documents.

Year 2: 2025 O. Reg. Compliance

Priority Initiative 3: Growth Analysis

Task 3.1 Identify current and future demand drivers and document within the current Asset Management Plan.

The Municipality does not have an up-to-date and accurate documentation of the demand drivers in the community and how these are going to impact future growth and development. The Asset Management Plan does not include a comprehensive analysis of the demand drivers and therefore is not able to analyse the impacts of growth and development on municipal infrastructure and asset management planning. The Municipality may consider engaging a third-party consultant to update the planning documents or develop and report that identifies key drivers of demand and growth in the community, thus, allowing key stakeholders to engage in more effective asset management decision making.

Task 3.2 Project future asset acquisitions due to growth across all departments.

If the Municipality has an up-to-date Mater Plans, a Development Charges Bylaw, or has identified future developer contributed assets, then the Municipality will have a good estimate of the length and quantity of new assets acquired. Without this information, the Municipality will need to review growth projections from the Official Plan and determine the quantity of assets to serve that growth. Once identified in this way, the Municipality will have projected acquisition costs of new assets over the mid-to-long-term. The costs of acquisition due to growth, when combined with the costs of renewing and maintaining current assets, will provide a more complete needs analysis for the long-term financial strategy.

Priority Initiative 4: Develop Proposed Levels of Service & Analysis

Task 4.1 Link the costs and impacts of lifecycle activities to specific levels of service metrics to enable scenario analysis.

To further operationalize levels of service, the Municipality should track the costs and impacts of each lifecycle activity against a level of service metric. Tracking costs and benefits in this way will allow the Municipality to better demonstrate the effectiveness of each lifecycle activity. For example, if it is observed that the crack sealing budget increases, but the overall condition or rideability stays the same, then crack sealing is not a very effective measure. Alternatively, the Municipality may wish to reduce the number of complaints due to dust on gravel roads – doing so will require an increased expenditure on dust suppressant. The following is a simple example of how lifecycle activities can be linked to a level of service:

Table 21 Example Linking Lifecycle Activities to Levels of Service Metrics

Levels of Service Metric		2022	2023	2024
Average Condition of the Road Network	Performance	77%	79%	83%
	Crack Sealing Budget	\$50,000	\$55,000	\$60,000
	Mill and Pave Budget	\$1.2 M	\$1.4 M	\$1.6 M
Number of complaints due to dust	Performance	7	9	15

Dust Suppressant Budget	\$120,000	\$120,000	\$100,000
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Task 4.2 Document the risks of achieving the current and proposed lifecycle strategy.

A requirement of the 2025 O. Reg. requirements is for the asset management plan to outline a lifecycle strategy that achieves the proposed levels of service, and identify any risks associated with achieving or not achieving this lifecycle strategy. Examples of risks include deferred maintenance, funding shortfalls, premature failures, and excessive maintenance costs. These risks can be explained qualitatively for each asset segment or reach portfolio of assets with a unique lifecycle strategy.

Task 4.3 Track levels of service trends over time and utilize for decision-making.

Once *Task 2.4* is complete the Municipality should track metrics year over year. This will allow the Municipality to observe service trends and justify adjusting budgets and operational activities to meet different service goals.

Task 4.4 Identify service level implications of not meeting budget requirements.

To supplement *Task 4.1*, the Municipality can identify how budget cuts can influence the future levels of service. *Task 4.1* looks at how historical expenditure is linked to service outcomes. These broad correlations can be used to cite how specific levels of service might degrade if a budget was cut. For example, in *Task 4.1*, it was illustrated that increasing the crack sealing budget improved overall condition of the network. If the crack sealing budget was cut, it is likely that the overall road condition will decline. This narrative should go along with the budget each year when presented to council, ensuring elected officials are aware of levels of service implications of passing or not passing specific budget items.

Task 4.5 Consult the public on service expectations, utilizing surveys and/or public consultation workshops.

To better understand community expectations, and to guide potential adjustments to service levels, we recommend the Municipality execute a variety of two-way public engagement initiatives, including surveys, Municipality halls, and focused groups. Staff should aim to obtain feedback on service quality, as well as broad feedback on community priorities. Develop a medium- to long-term external communication strategy to engage the public on asset management and obtain feedback to inform development of proposed levels of service.

Task 4.6 Establish proposed levels of service, considering legislative requirements, trends, and commitments within strategic planning and Master Planning documents.

Proposed service level targets should reflect evolving community needs, trends, and influencers, e.g., growth, service demand projections, and the Municipality’s fiscal capacity. Rather than proposing adjustments to individual KPIs, we recommend the Municipality instead focus first on potentially adjusting the three broad parameters of levels of service: cost, performance, and risk. This exercise may include evaluating the risk appetite of the Municipality for particular asset classes; revising target condition levels; and/or adjusting funding allocations—recognizing that an adjustment to one parameter will lead to changes in the other two.

The above analysis can be supplemented by results of the public engagement, balancing regulatory and operational constraints with public priorities. Ultimately, the proposed levels of service is not an “optimized” service, but rather a realistic level the Municipality can commit to achieving. Once set, the proposed levels of service will need approval from Council.

Years 3 & 4: Asset Management Program Advancement

Priority Initiative 5: Expand Governance Strategies

Task 5.1 Coordinate regularly scheduled meetings to communicate asset management plan updates and levels of service reporting. Notify Council of key asset management initiatives.

It is best practice for the asset management committee to meet on at least a quarterly basis to review the progress of asset management initiatives. This allows project schedules to be reviewed and plans to be made to ensure initiatives are carried out successfully. Members of the committee can then communicate progress of tasks to their respective departments.

Task 5.2 Develop a data governance policy or set of procedures to guide the process of acquiring new information, updating systems, timing, and communicating changes to the inventory.

Data collection, gap analyses, and refinements are major initiatives that will deliver marked improvements in the Municipality’s asset management program. To ensure these results are sustained, a data governance framework should be established. Data governance formalizes enterprise data management by establishing rigorous rules and guidelines through the lifecycle of datasets, from creation, storage, and usage, to archival and destruction. Data governance should be initiated through a data governance policy. Roles and responsibilities at the various stages should be defined.

Typically, a data governance policy consists of the following steps:

Table 22 Components of a Data Governance Process

Step	Description
Process Descriptions	Identify the business function that the Municipality wishes to achieve through the development of an asset management program (e.g., inventory building, risk management, etc.). Identify the processes that are required to achieve the data function (e.g., Inventory building → populate data templates, QA/QC data templates, upload to Citywide AM, departmental review). Describe when this process is required and how it should be utilized
Data Requirements	Describe the types of data required to complete the process; identify the data format and/or required data quality. The standards and rules for data quality should also be defined (e.g., are dates YYYY-MM-DD or DD-MM-YY? What is the appropriate grading scale for condition scores? What is the alphanumeric formatting for identifiers?)
Data Procedures	Outline in detail the procedures required to complete the identified process. How will the data be generated (e.g., data templates, other software systems, etc.)? What quality assurance processes will be used?
Define Roles and Responsibilities	Define individuals that will be involved in the implementation of this procedure and their responsibilities. Who is responsible for data collection? Uploading? Quality control? Oversight and strategic direction?

Data Transmission	Describe how data will be transmitted between different parties and what level of interdepartmental coordination is required? E.g., In what way will field records from Public Works be brought to Finance?
Process Review and Assurance	Outline the audit and assurance requirements that will ensure the processes is regularly evaluated, and change are made as necessary to reflect an evolving understanding of functional requirements.
Process Mapping (optional)	Develop a diagram to map out processes among each party

Task 5.3 Develop a strategic and scheduled condition assessment program, documenting the timing and method of assessments. Observations should be linked to a condition score.

Develop a condition assessment program, documenting the timing and method of assessments. Observations should be linked to a condition score. The Municipality should establish a formal, strategic, and scheduled condition assessment program for each asset group for the next 10 years. The program should include the timing, frequency, method of condition assessment, as well as how these assessments are translated to a condition score (if applicable). Given the strategic importance of condition assessments, a portion of capital funding should be dedicated to establishing and maintaining this program. The results of the condition assessment should be shared annually.

The Municipality worked with PSD Citywide to develop condition assessment guidelines. We recommend the Municipality reviews the data requirements and condition grading scales outlined in these guidelines as a starting point for building the program. Updates to the guidelines can be made to include specific practices that the Municipality wishes to adopt that may be more relevant than the broad industry recommendations.

Task 5.4 Develop a corporate risk management program that is endorsed by Council. The program will identify system risks and provide a risk mitigation plan.

A risk management program is useful for the Municipality to reduce all risk of liabilities, and to develop a response plan in the event of an emergency. Where risk models evaluate the criticality of an individual asset, the risk management plan will evaluate the strategic and service level risks. At a minimum a risk management plan should contain the risk events, risk rating of the event, and a risk treatment plan. An example of a simple risk management plan for a water system is outlined below:

Table 23 Example of a Basic Risk Management Plan

What can Happen	Risk Rating	Risk Treatment Plan
Reactive lifecycle management	Very High	Complete formal condition assessments of mains, pumping stations, and manholes to support proactive lifecycle management
Water Loss	High	Leverage annual water loss audits to address problem areas, increase water quality, and reduce frequent flushing needs
Fiscal Capacity Constraints	High	Optimize risk ratings to improve short- and long-term capital planning
Municipal Staff Capacity Constraints	Very High	Align staff functions and maintenance contracts with appropriate business unit
Information Management Constraints	High	Operationalize the asset management software for effective use of Service Requests and Work Orders and improve metrics

Task 5.5 Define service policies with defined service goals and incorporate into the Asset Management Plan.

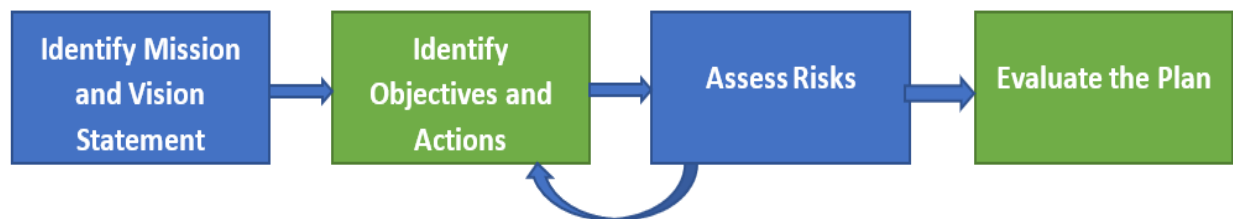
Service goals are crucial for future demand planning and useful to evaluate whether a service area is meeting expectations from all users and regulators. A service goal, such as servicing X customers, responding to an event in X hours, or being available to specific populations, can be tracked against over time and benchmarked. Defined service goals should reflect Minimum Maintenance Standards and existing Master Plans. Without service goals the Municipality will not be able to clearly demonstrate that service needs are not met, or that some services may be under or over capacity.

Task 5.6 Update the corporate Strategic Plan to be relevant for the next five years.

The Corporate Strategic Plan is one of the key asset management planning documents, as it outlines the organizations mission, vision, and objectives. All other asset management documents need to align with the Strategic Plan’s priorities to ensure that the asset management program has line-of-sight to the corporate strategic direction.

The diagram below outlines the general process for developing a Strategic Plan. However, the Municipality may consider revising the objectives if the previous Mission and Vision statements still hold true. Stakeholders, including department heads and council, should meet over a period of workshops to determine the objectives and actions.

Figure 7 Process for Developing a Strategic Plan



Priority Initiative 6: Improve Financial Planning

Task 6.1 Identify cross-department initiatives during the budgeting process, and collectively determine funding requirements.

In many cases projects will involve multiple departments, such as needing to dig up a road to replace a watermain. In this example it makes sense to coordinate the watermain replacement location with a road that needs resurfacing or reconstruction. Doing so means that costs of the project can be optimized since a new road won’t be resurface prematurely. At the beginning of each budget cycle, before projects are proposed, asset management committee members from each department should meet and identify projects. Locations for these projects can be mapped using the Municipality’s GIS, and a heat map can be generated showing locations where there are overlaps of assets in need of renewal (e.g., those with a high-risk score in low condition). These locations can be shortlisted to identify the upcoming capital program.

Task 6.2 Examine long-term financial sustainability of the current funding strategies related to annual budgets, reserves, and debt.

The Municipality currently engages in short-term financial planning and staff do not have a comprehensive understanding of long-term financial needs. The Municipality should begin by identifying capital financial requirements beyond a 5-to-10-year horizon. Financial strategies should include at least one full replacement cycle of all assets to allow for holistic planning that includes the full lifecycle of the assets. The Municipality should also begin examining long-term financial plans for that include the full lifecycle of the assets for operations and maintenance costs. Once long-term financial needs are identified, the Municipality can begin developing long-term budgets, reserve contributions, and debt strategies.

Task 6.3 Examine at least two funding scenarios, exploring varying tax rate increases, rates, debt and reserve usage, and project deferrals.

Budgets can be better optimized if multiple scenarios are developed and compared against each other. The Municipality may have a set of projects proposed to achieve the proposed levels of service, but with a total value greater than the current revenue sources. The Municipality has several options – they may consider raising taxes and rates, may take on more debt or take from reserves, or consider taking on additional risks from deferring projects. Developing a narrative that explores these different scenarios will enable the Municipality to clearly communicate the trade-offs of different funding levels. This may also be used to demonstrate that if a greater level of service is expected, then the Municipality must be prepared to find new revenue streams.

Priority Initiative 7: Advance Project Prioritization

Task 7.1 Develop business case templates, clearly indicating whole life costs, risks, and levels of service impacts of capital projects.

The Municipality currently has no standardized business case templates that allow the costs, benefits, and risks of each project to be assessed against each other. Developing a standardized business case template will allow the Municipality to better justify which projects should make the budget and communicate any kinds of risks associated with not funding the project. The Municipality should also indicate the whole life costs of each project, such as the ongoing operations and maintenance costs of acquiring a new asset. An example of a business case template can be found in **Appendix 3**.

Task 7.2 Structure an annual, formalized capital prioritization process. Document the risks of deferring projects when capital budgets are limited, using input from staff.

As the Municipality's data and processes mature, it will be key to prioritize projects in a way to maximize service while minimizing costs and risks. Doing so requires a structured and formalized process, where risks and levels of service impacts can be assessed for each project.

Business cases should be developed for each proposed project and reviewed by department heads and Finance. Once the business cases are complete all department heads and Finance shall set up an annual meeting to review business cases. During this meeting the team will collectively agree on which projects should be funded, and which should be left unfunded. Further meetings may be

required, as per the discretion of the team, to re-prioritize or to examine funding with different budget envelopes.

Task 7.3 Utilize information as it becomes available for project prioritization.

By accomplishing the tasks detailed above, the Municipality will have greatly advanced their asset management data and information. The newly acquired information will significantly improve asset management decision-making capabilities, specifically the capability to engage in informed project prioritization. Relevant information includes, long-term capital and O&M costs, asset risks, growth and demand projections, asset condition, asset replacement costs, and alignment with levels of service objectives.

Appendix 1: Four Year Project Schedule

Table 24 Four Year Project Schedule

Priority Initiatives	Task	Description	2023		2024				2025				2026				2027	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Resource Capacity and Training	1.1	Consider retaining an asset management coordinator to coordinate information and maintain and develop the asset management program.																
	1.2	Educate and train key personnel and Council on broader asset management best practices including database management and the optimal use of Citywide Asset Manager.																
	1.3	Define an asset management governance structure, including roles and responsibilities at each level.																
	1.4	Coordinate regularly scheduled meetings on asset management for staff, providing updates to ensure consistent approaches to asset management practices across departments.																
	1.5	Ensure software functionality meet service area needs and is compatible with existing systems. Engage in information sharing about available tools and software training for all departments.																
Improve Data & AM Strategies	2.1	Ensure any remaining key data gaps are closed for assets.																
	2.2	Comprehensive update of replacement costs for all asset classes, incorporating industry standard costing references and local market pricing which are updated periodically.																
	2.3	Review and refine risk models with staff input once data maturity has improved.																
	2.4	Audit existing technical reports for levels of service metrics and consolidate to a centralized levels of service framework.																
Growth Analysis	3.1	Identify current and future demand drivers and document within the current Asset Management Plan.																
	3.2	Project future asset acquisitions due to growth across all departments.																
Develop Proposed Levels of Service & Analysis	4.1	Link the costs and impacts of lifecycle activities to specific levels of service metrics to enable scenario analysis.																
	4.2	Document the risks of achieving the current and proposed lifecycle strategy.																
	4.3	Track levels of service trends over time and utilize for decision-making.																
	4.4	Identify service level implications of not meeting budget requirements.																

Priority Initiatives	Task	Description	2023		2024				2025				2026				2027	
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	4.5	Consult the public on service expectations, utilizing surveys and/or public consultation workshops.																
	4.6	Establish proposed levels of service, considering legislative requirements, trends, and commitments within strategic planning and Master Planning documents.																
Expand Governance Strategies	5.1	Coordinate regularly scheduled meetings to communicate asset management plan updates and levels of service reporting. Notify Council of key asset management initiatives.																
	5.2	Develop a data governance policy or set of procedures to guide the process of acquiring new information, updating systems, timing, and communicating changes to the inventory.																
	5.3	Develop a strategic and scheduled condition assessment program, documenting the timing and method of assessments. Observations should be linked to a condition score.																
	5.4	Develop a corporate risk management program that is endorsed by Council. The program will identify system risks and provide a risk mitigation plan.																
	5.5	Define service policies with defined service goals and incorporate into the Asset Management Plan.																
	5.6	Update the corporate Strategic Plan to be relevant for the next five years.																
Improve Financial Planning	6.1	Identify cross-department initiatives during the budgeting process, and collectively determine funding requirements.																
	6.2	Examine long-term financial sustainability of the current funding strategies related to annual budgets, reserves, and debt.																
	6.3	Examine at least two funding scenarios, exploring varying tax rate increases, rates, debt and reserve usage, and project deferrals.																
Advance Project Prioritization	7.1	Develop business case templates, clearly indicating whole life costs, risks, and levels of service impacts of capital projects.																
	7.2	Structure an annual, formalized capital prioritization process. Document the risks of deferring projects when capital budgets are limited, using input from staff.																
	7.3	Utilize information as it becomes available for project prioritization.																

Appendix 2: Data Gap Analysis

Purpose of this document

This document contains a data gap analysis of the Municipality of Lakeshore’s asset inventory as managed in Citywide Asset Manager’s AMP 2022 database. Data for each asset category was evaluated against key characteristics of high-quality datasets, including completeness and accuracy.

Types of Data

The quality of the Municipality’s asset inventory data was assessed against primary and secondary data requirements. For the purpose of asset management, primary data includes five critical fields for each asset: quantity, in-service date, estimated useful life (EUL), replacement cost, and condition. This data is necessary for conducting asset management-related analysis and generating essential reports, such as portfolio valuations, condition summaries, forecasted replacement needs, and asset age profiles.

Secondary data includes various asset attributes that can support the development of risk frameworks. These can include material, size (e.g., pipe diameters), traffic data, break history, exposure to extreme weather events, etc. Assets can have many attributes.

Data Summary

The Municipality’s asset inventory contains over 13,000 unique asset records, each with varying quantities. The road network contains the largest dataset. Figure 8 provides the number of asset records found for each of the 9 asset categories, as currently classified by staff. Table 1 provides a summary of other primary data fields.

Figure 8 Number of Asset Records in PSD Citywide Asset Manager AMP 2022 Database

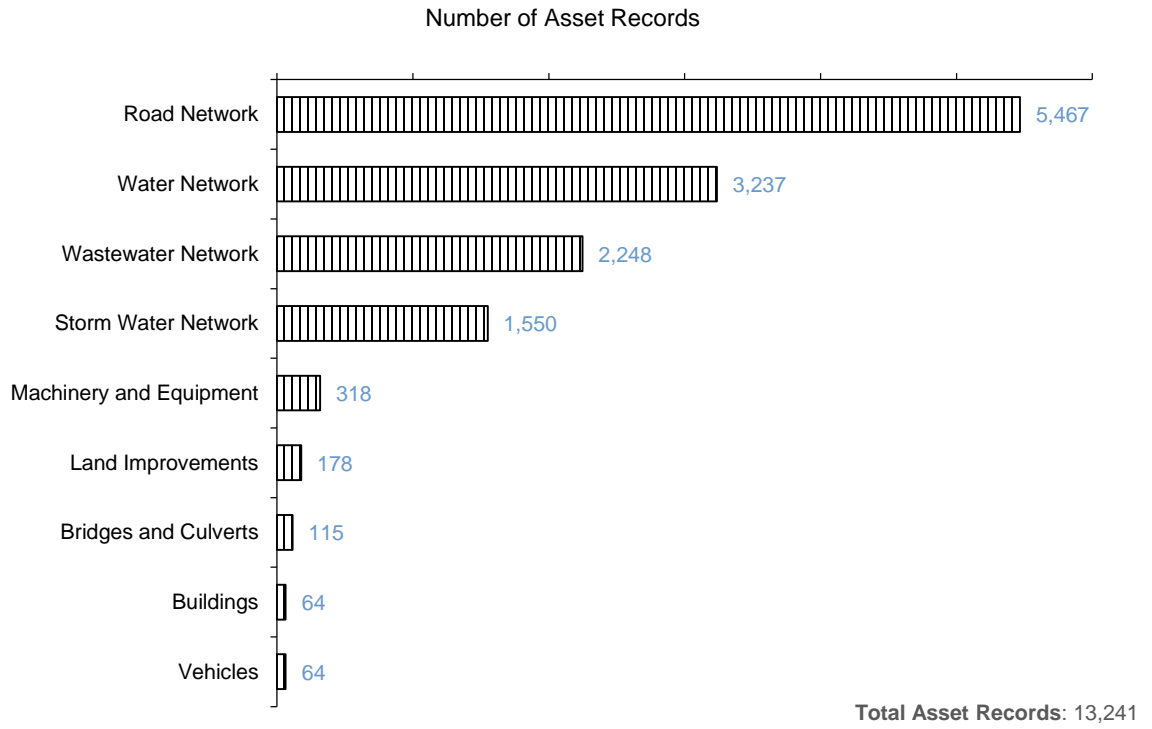


Table 25 Primary Data Summary by AMP Category

Category	Quantity	In-Service Dates	Estimated Useful Life (EUL)	Replacement Cost	% with Assessed Condition
Bridges and Culverts	218.84 m 1 m2	1940 - 2021	30 – 75 Years	\$ 108,903,553	99%
Buildings	57 assets	1950 - 2020	10 – 75 Years	\$ 81,865,013	0%
Land Improvements	433 assets 124.75 m 371 sq ft	1960 - 2020	0 – 50 Years	\$ 12,320,954	0%
Machinery and Equipment	25,161 assets	1979 - 2020	4 – 100 Years	\$ 11,766,506	0%
Road Network	7,432 assets 543,082.729 m 241,915.045 m2	1850 - 2021	10 – 100 Years	\$ 534,045,705	88%
Storm Water Network	4 assets 112,712.180 m	1950 - 2021	25 – 100 Years	\$ 119,871,087	0%
Vehicles	50 assets	2000 - 2020	8 – 20 Years	\$ 8,368,079	0%
Wastewater Network	133 assets 176,280.590 m	1970 - 2021	6 – 100 Years	\$ 85,051,810	0%
Water Network	73 assets 618,849.680 m	1950 - 2021	1 – 100 Years	\$ 127,490,946	0%
Total	33,457 assets 1,451,273 m 241,916 m2 389,809 sq ft	1850 - 2021	1 – 100 Years	\$ 1,400,141,415	41%

Gap Analysis and Recommendations

This section includes a comprehensive gap analysis of each asset category as well as recommendations that may help address these gaps.

Table 26 Data Gap Analysis and Recommendations: Bridges & Culverts

Asset Category: Bridges and Culverts		Number of Asset Records: 115
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 114 asset records have an Adjusted Quantity of 1, but the Unit of Measure vary from Length (m) to Area (m2). The remaining asset record has an Adjusted Quantity greater than 1 and is measured in meters. 	<ul style="list-style-type: none"> Ensure that the Unit of Measure is correct for all asset records. With a quantity of 1, the Unit of Measure should likely be "Quantity".
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records contain an EUL, and they range from 30 to 75 years. 	
Replacement Cost	<ul style="list-style-type: none"> 114 asset records have a User-Defined replacement cost from 2021 or 2022. The remaining asset record has a CPI inflated replacement cost from 2021. 	
Condition	<ul style="list-style-type: none"> 114 asset records have an assessed condition value from 2021. 	
Asset Attributes	<ul style="list-style-type: none"> Many attributes are available and populated, including Direction, Skew, Deck Width, Deck Length, Road Hierarchy, AADT, Bridge Type, and Number of Spans. 	<ul style="list-style-type: none"> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> Load limits Vehicle clearance restrictions Detour distance Truck route (y/n) Proximity to critical services Exposure to extreme weather Vulnerability to extreme weather
General	<ul style="list-style-type: none"> 113 asset records have a unique and alphanumeric Import ID. All asset records have a description of the location of the structure. 	

Table 27 Data Gap Analysis and Recommendations: Buildings

Asset Category: Buildings		Number of Asset Records: 64
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 7 asset records have an Adjusted Quantity of 0 but remain in the active inventory. 	<ul style="list-style-type: none"> Review asset records and ensure the Adjusted Quantity field is accurate. Consider componentizing building assets using the Uniformat II Code standard.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records contain an EUL, and they range from 10 to 75 years. 	
Replacement Cost	<ul style="list-style-type: none"> 61 asset records have a CPI inflated replacement cost from 2016. 2 asset records have a replacement cost of \$0, and have a non-zero Historical Cost. 1 asset record is Not Planned For Replacement. 	<ul style="list-style-type: none"> Apply more accurate replacement costs. Recent contracts, invoices, tenders, etc., may offer useful benchmark for replacing like-for-like assets. Where possible, multiple projects should be used to estimate replacement costs. Consult with staff to develop rough estimates in the absence of procurement data. Consult with PSD to close replacement cost gaps where necessary.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> Integrate and upload any recent condition data, or consider a comprehensive assessment of the Municipality's buildings.
Asset Attributes	<ul style="list-style-type: none"> There are some attributes, including Owner and various classifications/departments. 	<ul style="list-style-type: none"> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> Building capacity Usage data, e.g., recreational facilities Regulatory data (e.g., hazardous material and asset retirement obligations (ARO), accessibility)
General	<ul style="list-style-type: none"> There are no Import IDs. 	<ul style="list-style-type: none"> Consider appending descriptive and unique Import IDs.

Table 28 Data Gap Analysis and Recommendations: Land Improvements

Asset Category: Land Improvements		Number of Asset Records: 178
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 19 asset records have an Adjusted Quantity of 0 but remain in the active inventory. 	<input type="checkbox"/> Review asset records and ensure the Adjusted Quantity field is accurate.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> 18 pond asset records have an EUL of 0 Months. The EULs of other assets range from 10 to 50 years. 	<input type="checkbox"/> Review asset records and ensure the EUL field is accurate.
Replacement Cost	<ul style="list-style-type: none"> 124 asset records have a CPI inflated replacement cost from 2016 or 2017. 52 asset records have a replacement cost of \$0, and have a non-zero Historical Cost. 2 lighting asset records have a Cost/Unit replacement cost from 2017. 	<input type="checkbox"/> Apply more accurate replacement costs based on make and model.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<input type="checkbox"/> Integrate and upload any recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are some attributes, including Owner, Dimensions (for ponds), and various classifications/departments. 	
General	<ul style="list-style-type: none"> There are no Import IDs. 	<input type="checkbox"/> Consider appending descriptive and unique Import IDs.

Table 29 Data Gap Analysis and Recommendations: Machinery & Equipment

Asset Category: Machinery and Equipment		Number of Asset Records: 318
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 23 asset records have an Adjusted Quantity of 0 but remain in the active inventory. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review asset records and ensure the Adjusted Quantity field is accurate.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records contain an EUL and they range from 4 to 100 years. 	
Replacement Cost	<ul style="list-style-type: none"> 215 asset records have a CPI inflated replacement cost from 2016, 2017, 2020 or 2021. 80 asset records have a replacement cost of \$0, and 67 have a Historical Cost that could be inflated. 23 asset records have a User-Defined replacement cost from 2016. 	<ul style="list-style-type: none"> <input type="checkbox"/> Apply more accurate replacement costs based on make and model.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate and upload any recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are attributes including VIN, Plate, and Vehicle Number. 	<ul style="list-style-type: none"> <input type="checkbox"/> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> <input type="checkbox"/> Vendor <input type="checkbox"/> Make, model, serial number <input type="checkbox"/> Maintenance history
General	<ul style="list-style-type: none"> There are no Import IDs. 	<ul style="list-style-type: none"> <input type="checkbox"/> Consider appending descriptive and unique Import IDs.

Table 30 Data Gap Analysis and Recommendations: Road Network

Asset Category: Road Network		Number of Asset Records: 5,467
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> All road assets are measured in meters, but 7 asset records have an Adjusted Quantity of 1. Sidewalk and trail assets are measured in meters and square meters, but 11 asset records have an Adjusted Quantity of 1. 	<ul style="list-style-type: none"> Ensure that the Adjusted Quantity is correct for assets measured in meters or square meters with a value of 1.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records contain an EUL, and the range from 10 to 100 years. Sidewalk assets have EULs of 15, 25, 28 or 30 years. Trail assets have EULs of 14, 15, 30, 50 or 100 years. 	<ul style="list-style-type: none"> Ensure that similar assets across a segment have consistent EULs.
Replacement Cost	<ul style="list-style-type: none"> 4,905 asset records (including assets from all segments) have a CPI inflated replacement cost from 2021. 340 road and sidewalk asset records have a Cost/Unit replacement cost from 2022. 216 streetlight asset records have a User-Defined replacement cost from 2022. 6 road asset records are set to Not Planned For Replacement. 	<ul style="list-style-type: none"> Replacement costs should be applied consistently across similar assets in a segment. Unit costs are recommended for linear road and sidewalk assets. Recent contracts, invoices, tenders, etc., may offer useful benchmark for replacing like-for-like assets. Where possible, multiple projects should be used to estimate replacement costs. Consult with staff to develop rough estimates in the absence of procurement data. Consult with PSD to close replacement cost gaps where necessary.
Condition	<ul style="list-style-type: none"> 1,416 asset records have an assessed condition value from 1990, 2010, 2018 or 2021. For road assets, 94% of asset records have a condition assessment. 	<ul style="list-style-type: none"> Upload any recent condition data, e.g., from recent roads needs studies.
Asset Attributes	<ul style="list-style-type: none"> There are many attributes including Road Hierarchy, Road Type, Road Class, Road Patrol, Speed Limit, Segment From, and Segment To. 	<ul style="list-style-type: none"> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> Material Pavement Width Traffic Restrictions Number of lanes Collision data Ride comfort rating Proximity to critical services Exposure to extreme weather Vulnerability to extreme weather

- 1,414 asset records contain an Import ID.

Consider appending descriptive and unique Import IDs to all asset records.

Table 31 Data Gap Analysis and Recommendations: Stormwater Network

Asset Category: Storm Water Network		Number of Asset Records: 1,550
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 4 storm water main asset records have an Adjusted Quantity of 1 and are measured in meters. 4 storm water main asset records are measured as a Quantity. 	<ul style="list-style-type: none"> All storm main assets should be measured in meters, and those with an Adjusted Quantity of 1 should be reviewed.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records have an EUL, and they range from 25 to 100 years. All asset records have a Profile Lifecycle EUL of 75 years, but 475 have a Lifecycle EUL Override. 	<ul style="list-style-type: none"> Review all EUL fields as the override is currently making the EULs inconsistent across storm mains.
Replacement Cost	<ul style="list-style-type: none"> 1,043 asset records have a Cost/Unit replacement cost from 2022. 507 asset records have a CPI inflated replacement cost from 2021. 	<ul style="list-style-type: none"> Replacement costs should be applied consistently across similar assets in a segment. Unit costs are recommended for linear storm main assets. Recent contracts, invoices, tenders, etc., may offer useful benchmark for replacing like-for-like assets. Where possible, multiple projects should be used to estimate replacement costs. Consult with staff to develop rough estimates in the absence of procurement data. Consult with PSD to close replacement cost gaps where necessary.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> Integrate and upload any updated or recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are attributes including Diameter, Pipe ID, and Pipe Material. 	<ul style="list-style-type: none"> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> Surrounding environment (e.g., rural/urban, etc.) Blockage or backup history Connection to or proximity to critical services AADT of associated road section Soil analysis Flood plain mapping analysis Exposure to extreme weather Vulnerability to extreme weather
General	<ul style="list-style-type: none"> 1,360 asset records have a Pipe ID field but they are inconsistent in format and may not be globally unique. 	<ul style="list-style-type: none"> Consider appending descriptive and unique Import IDs to all asset records. The storm water inventory should be reviewed to ensure all major components and segments are fully captured. Currently only storm mains are captured with no storm structures.

Table 32 Data Gap Analysis and Recommendations: Vehicles

Asset Category: Vehicles		Number of Asset Records: 64
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> 14 asset records have an Adjusted Quantity of 0 but remain in the active inventory. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review asset records and ensure the Adjusted Quantity field is accurate.
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records contain an EUL, and they range from 8 to 20 years. 	
Replacement Cost	<ul style="list-style-type: none"> 55 asset records have a User-Defined replacement cost from 2018 or 2020. 9 asset records have a replacement cost of \$0, but have a Historical Cost that could be inflated. 	<ul style="list-style-type: none"> <input type="checkbox"/> Replacement costs should be updated to reflect current pricing.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate and upload any updated or recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are additional attributes including VIN, Plate, and Vehicle Number. 	<ul style="list-style-type: none"> <input type="checkbox"/> Vendor data and maintenance history can also be useful for developing risk frameworks.
General	<ul style="list-style-type: none"> 54 asset records have a Vehicle Number, but since they are numeric they may not be globally unique. 	<ul style="list-style-type: none"> <input type="checkbox"/> Consider appending descriptive, unique and alphanumeric Import IDs to all asset records.

Table 33 Data Gap Analysis and Recommendations: Wastewater Network

Asset Category: Wastewater Network		Number of Asset Records: 2,248
Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> All asset records contain a non-zero adjusted quantity. All sewer main assets are measured in meters. 	
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records have an EUL, and they range from 6 to 100 years. 93% of sewer main assets have a Profile Lifecycle EUL of 75 years, but 56% have a Lifecycle EUL Override. 	<ul style="list-style-type: none"> Review all EUL fields as the override is currently making the EULs inconsistent across sewer mains.
Replacement Cost	<ul style="list-style-type: none"> 1,557 asset records have a Cost/Unit replacement cost from 2022. 691 asset records have a CPI inflated replacement cost from 2021 or 2022. 	<ul style="list-style-type: none"> Replacement costs should be applied consistently across similar assets in a segment. Unit costs are recommended for linear sewer main assets. Recent contracts, invoices, tenders, etc., may offer useful benchmark for replacing like-for-like assets. Where possible, multiple projects should be used to estimate replacement costs. Consult with staff to develop rough estimates in the absence of procurement data. Consult with PSD to close replacement cost gaps where necessary.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> Integrate and upload any updated or recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are some additional attributes including Pipe Material, Diameter, and Type. 	<ul style="list-style-type: none"> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> Surrounding environment (e.g., rural/urban, etc.) Blockage or backup history Connection to or proximity to critical services AADT of associated road section Soil analysis Flood plain mapping analysis Exposure to extreme weather Vulnerability to extreme weather
General	<ul style="list-style-type: none"> 2,170 asset records have an Import ID, which are consistent in format. 	

Table 34 Data Gap Analysis and Recommendations: Water Network

Data Type	Gap Analysis	Recommendations
Quantity	<ul style="list-style-type: none"> All asset records contain a non-zero adjusted quantity. All water main assets are measured in meters. 	
In-service Date	<ul style="list-style-type: none"> All asset records contain an in-service date. 	
Estimated Useful Life	<ul style="list-style-type: none"> All asset records have an EUL, and they range from 1 to 100 years. 99% of sewer main assets have a Profile Lifecycle EUL of 75 years, but 88% have a Lifecycle EUL Override. 8 asset records have an EUL of 1 Year 8 Months 	<ul style="list-style-type: none"> <input type="checkbox"/> Review all EUL fields as the override is currently making the EULs inconsistent across water mains. <input type="checkbox"/> Review asset records with EUL of 1 Year 8 Months. The Lifecycle EUL Override can be used to capture the service life of the assets without affecting amortization.
Replacement Cost	<ul style="list-style-type: none"> 2,782 asset records have a Cost/Unit replacement cost from 2022. 436 asset records have a CPI inflated replacement cost from 2021. 19 asset records have a replacement cost of \$0 and a historical cost of \$1. 	<ul style="list-style-type: none"> <input type="checkbox"/> Replacement costs should be applied consistently across similar assets in a segment. Unit costs are recommended for linear water main assets. <input type="checkbox"/> Recent contracts, invoices, tenders, etc., may offer useful benchmark for replacing like-for-like assets. Where possible, multiple projects should be used to estimate replacement costs. Consult with staff to develop rough estimates in the absence of procurement data. <input type="checkbox"/> Consult with PSD to close replacement cost gaps where necessary.
Condition	<ul style="list-style-type: none"> There is no assessed condition information. 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate and upload any updated or recent condition data.
Asset Attributes	<ul style="list-style-type: none"> There are some additional attributes for Diameter, Pipe Material, VIN, Plate, and Vehicle Number. 	<ul style="list-style-type: none"> <input type="checkbox"/> The following additional attributes, if collected, would be useful for risk management: <ul style="list-style-type: none"> <input type="checkbox"/> Slope data <input type="checkbox"/> Bury depth <input type="checkbox"/> Surrounding environment (e.g., rural/urban, etc.) <input type="checkbox"/> Number of connections <input type="checkbox"/> Break history <input type="checkbox"/> Connection to or proximity to critical services <input type="checkbox"/> AADT of associated road section <input type="checkbox"/> Model for hydrants <input type="checkbox"/> Joint treatment <input type="checkbox"/> Soil analysis <input type="checkbox"/> Flood plain mapping analysis <input type="checkbox"/> Exposure to extreme weather <input type="checkbox"/> Vulnerability to extreme weather
General	<ul style="list-style-type: none"> 3,171 asset records have an Import ID which are consistent in format. 	

Summary of Recommendations

- Ensure that all active asset records have a non-zero adjusted quantity and that the unit of measure is correct.
- Review EULs to ensure they are consistent across similar assets in a segment.
- Ensure that replacement costs are current and non-zero for all asset records that will be replaced.
- Integrate and upload any available condition assessments, including OSIM, CCTV, and staff inspections.
- Populate or add additional attributes where available to help with building risk models.
- Consider generating and appending descriptive and unique IDs to those without.

Next Steps

This data gap analysis should be reviewed by departmental leads and other technical experts. Data gaps should then be prioritized based on their criticality, availability of information, and relevance to O. Reg compliance.

Appendix 3: Supporting Information

AM Coordinator General Description

The asset management coordinator (AMC) works with the Municipality's departments to develop and maintain a well-functioning asset management program. This includes completing all asset management related initiatives and processes, implementing, and maintaining systems and applications, and completing all pertinent reporting. Acting in this way, the asset management coordinator will ensure alignment or 'line-of-sight' between council's mandate, the long-term vision and direction, and departmental priorities for managing assets, as well as supporting departments to bring on new tools, processes, and systems. This role also ensures completion of relevant grant applications to secure maximum senior government funding, and in doing so, bridges Finance and operational groups to better optimize infrastructure budgets and communicates risks and benefits of infrastructure projects to the corporation.

Business Case for Lakeshore

The goal of asset management is to ensure that limited funds are spent on the right assets, at the right time, in the right way to bring the maximum value to the community at the lowest cost. The asset management coordinator functions as a single point of accountability in support of this important, overarching goal.

Increasingly, senior government funding programs are conditional on asset management reporting. Under Ontario Regulation 588/17, the Ministry of Infrastructure (MOI) now requires all municipalities to produce detailed asset management plans. (AMPs) Failing to meet these requirements may have funding and eligibility implications under both the Ontario Community Infrastructure Fund (OCIF) and through the Canada Infrastructure Program (ICIP). With municipal budgets, this would result in lost opportunities to invest in public infrastructure and potential deferral of important projects. As part of his or her responsibilities, an asset management coordinator would provide corporate oversight on asset management practices to ensure the Municipality is eligible for all senior infrastructure funding programs.

The asset management coordinator provides holistic analysis on infrastructure programs, with the aim of balancing the Municipality's fiscal capacity, the quality of the infrastructure services promised and delivered to constituents and minimizing associated risks. The analysis produced by the asset management coordinator can hold administration accountable for decision-making and improve transparency of infrastructure decisions. As the analysis also typically involves identification of long-term infrastructure needs, the data can be used to gradually build reserve levels and keep tax and utility rates stale. Ultimately, this can support effective communication with the community when difficult decisions need to be made.

To optimize departmental infrastructure programs, and improve collaboration across the organization, the Municipality will need to bring on new tools, processes, and systems—the implementation and maintenance of which require substantial additional staff time and effort. Some examples of these initiatives include building and maintaining asset inventories, implementing maintenance management systems, developing standardized data and business case templates, and

developing models and projections to compare different infrastructure investment scenarios. Most of this work can be consolidated and centralized with the asset management coordinator, alleviating capacity pressures.

Description of AM Coordinator Responsibilities

- Assist in establishing, developing, implementing, and administration of asset management plans, standards, strategies, policies, and procedures for all assets
- Reviewing risk and levels of service documentation, identifying existing and future infrastructure needs
- Lifecycle studies and evaluations to determine short and long-term rehabilitation and replacement needs
- Assist in the development of annual operating and capital budgeting requirements
- Asset management data and condition collection through field inspections
- Data entry and maintenance of asset information and financial data into AM systems while ensuring data integrity
- Identification of data gaps within asset inventory
- Provide training for staff, council and other stakeholders related to the AM program
- Ensuring regulatory compliance and other internal policies relating to AM
- Ensuring departmental asset programs align with corporate strategic direction/vision
- Researching best practices and emerging trends related to AM or financial planning

Risks of Forgoing an AM Coordinator Position

- Missed infrastructure funding opportunities
- Continuation of 'worst first' approach to infrastructure spending, and missed opportunities to cut costs and avoid unplanned asset failures by completing cheaper, timely, and more proactive maintenance and repairs
- Asset management plans, policies, and strategies may not be implemented
- Misalignment of municipal strategic goals/vision and individual service areas
- Difficulty meeting the levels of service for the community as well as any future levels of service goals
- Improper prioritization and allocation of budget to the right infrastructure projects, leading to potential service disruptions, and public dissatisfaction
- Unconsolidated, inaccurate, and outdated asset database
- Improper use of infrastructure management systems (e.g., work order and maintenance management systems)
- Inability to clearly communicate asset risks to the broader public

Business Case Template

Date	
Project Name	
Capital Code	
Project Manager	

The Project

Describe the business need for completing the project

-

Project History

Describe current work that has been completed to address this business need

-

Potential Solutions

Complete the Table below to describe solutions

Solution	Description	Total CAPEX	Impact on Operating

Chosen Solution

Describe the rationale for selecting the chosen solution:

-

Risks and Benefits of Chosen Solution

Indicate the level of impact the proposed solution has in reducing risk or providing benefits (L = low, M = moderate, H = high). Where categories don't apply, leave as N/A

	Project Impact (L, M, H)	Description
Risk Reduction		
Benefit - Cost Efficiency		
Benefit - Reliability		
Benefit - Safety		
Benefit - Regulatory Compliance		
Benefit - Enhanced Service		

Financial Expenditure of Chosen Solution

	Year 1	Year 2	Year 3	Year 4	Year 5
CAPEX (\$)					
OPEX (\$)					

Total Capital Expenditure:

Change Log

Version	Updated By	Date of Revision

Approval

X

Project Manager

X

Finance

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The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

Lakeshore

Asset Management Strategy
Council Presentation
June 27, 2023



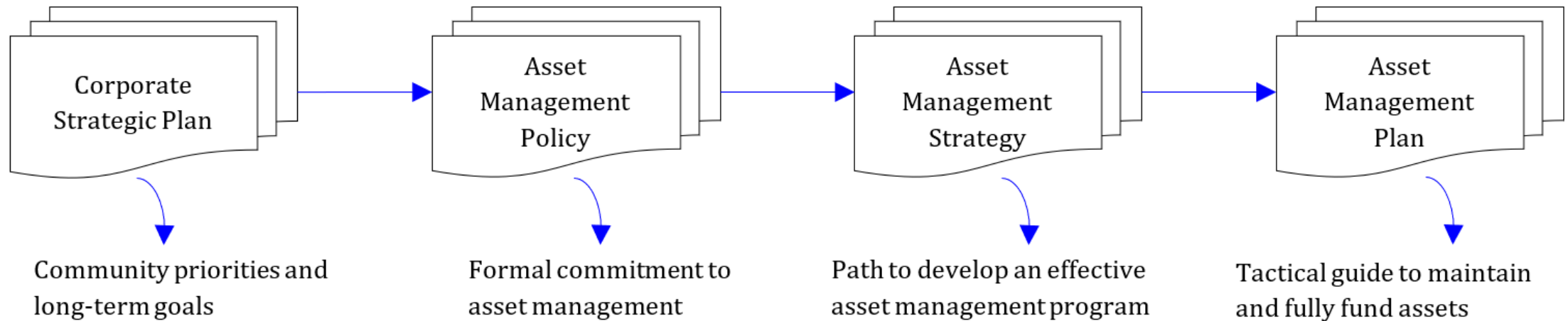
Agenda

1. Overview of Asset Management Strategy
2. Summary of Strategy Results
3. Next Steps

Asset Management Strategy Overview

Key Asset Management Documents

- Institute of Asset Management (IAM) approach to asset management
- Logical Path



Purpose of the Asset Management Strategy

- Identifies key gaps to asset management program maturity
- Provides a 4-year improvement strategy with recommended tasks
- Improve Lakeshore's Asset Management Program
 - Improve staff capacity and knowledge
 - Improve data reliability, completeness, and accuracy
 - Improve decision-making and communication related to infrastructure projects
 - Develops a path towards O. Reg. 588/17 compliance

Seven Core Elements of Asset Management

Seven Key Elements of Asset Management

1	Organization and People	Review of existing organizational capacity and culture for asset management
2	Asset Data	Asset data completeness, management strategy, standards, and systems
3	Strategy & Planning	Alignment between asset management activities and corporate or strategic objectives
4	Project Prioritization	Approach to lifecycle activities, including maintenance and rehabilitation, and project prioritization
5	Risk Management	Identification, understanding, and management of economic, financial, environmental and climate change related, social, and reputational risks
6	Levels of Service	Existing approach to the development and application of levels of service frameworks and their ongoing monitoring and review
7	Financial Strategy	The feasibility of current financial strategies to maintain a practical asset management program, and support current and proposed LOS

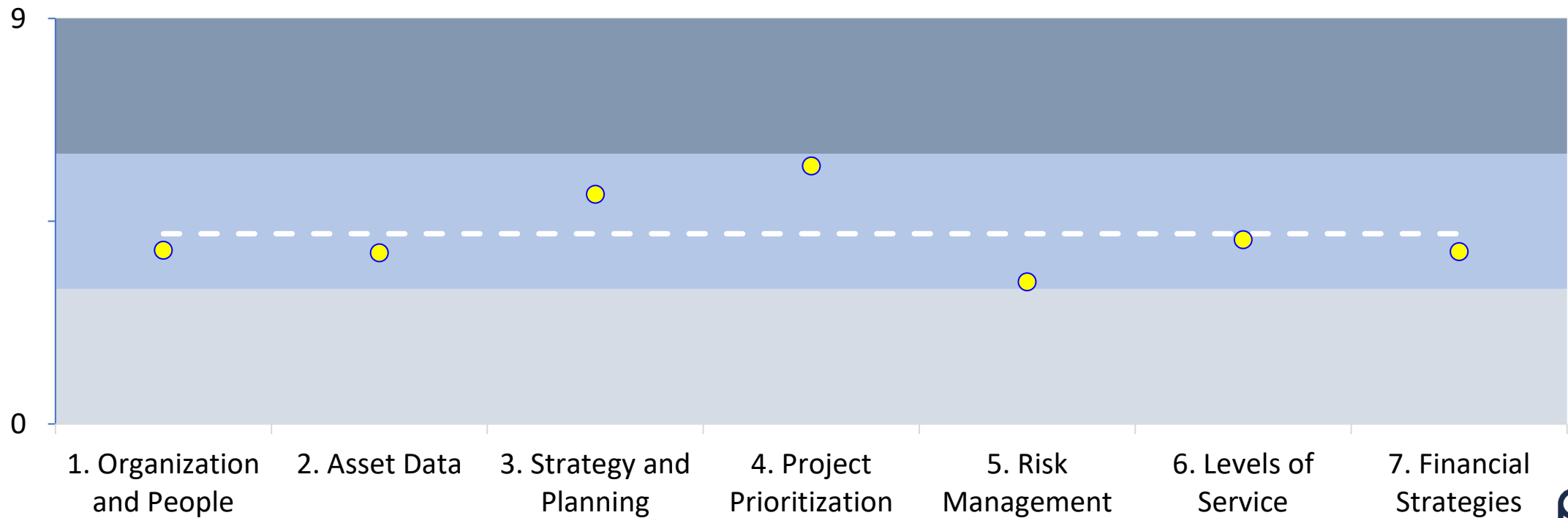
Summary of Strategy

Survey Design

- Surveys used to assess current state of maturity; scale from 0 (basic) – 9 (advanced)
- Multiple choice questions across the seven elements of asset management
- Developed 2 surveys – Staff and Council
- Staff Survey
 - 60 Questions
 - 9 Respondents: Finance (2), DTCS, Water Treatment, Community Services, EIS, Public Works, Fire, Parks/Trails
- Council
 - 44 Questions
 - 2 Respondents
- 1 – 2-hour follow-up with each department to validate results and garner additional feedback

Overall Maturity

- Overall Maturity is **intermediate**
- Identified 32 gaps
- 29 Recommendations over 4 years



Key Gaps

- No asset management coordinator or governance structure
- Staff have low confidence in datasets
- The municipality uses a short-term planning horizon
- Risk and levels of service frameworks meet minimal O. Reg. compliance only, and do not readily support decision making
- Minimal cross-departmental collaboration

Improvement Plan Summary

1. O. Reg. 2024 AMP Compliance (2023Q3 – 2024Q2)

- Resource Capacity and Training
- Close data gaps and update replacement costs
- Review and update risk and lifecycle models

2. O. Reg. 2025 AMP Compliance (2024Q3 – 2025Q2)

- Growth Analysis
- Establish proposed levels of Service
- Link lifecycle strategies and the financial strategy to levels of service

3. Asset Management Program Advancement (2025Q3 – 2027Q2)

- Expand governance strategies
- Improve Financial Planning
- Advance project prioritization processes

Next Steps

- Lakeshore to review work plan to develop necessary projects and programs
- Consider resourcing, roles, and responsibilities to undertake workplan
- Prepare internal communications, consider a change management approach
- Remember: this may require a some upfront effort, but will **improve organizational efficiency and coordination long-term**

Questions

To: Mayor & Members of Council
From: Kristina Brcic, Team Leader – Development Approvals
Date: June 7, 2023
Subject: S-A-01-2023 Draft Plan of Subdivision Application for River Ridge Phase 10 by 1156756 Ontario Ltd & River Ridge (Lakeshore) Inc.

Recommendation

Direct Administration to advise the County of Essex that the Municipality of Lakeshore supports the draft plan approval for the River Ridge Phase 10 subdivision by 1156756 Ontario Ltd & River Ridge (Lakeshore) Inc. as described in the report presented at the June 27, 2023 Council Meeting.

Background

The subject site is currently vacant and is located on the south side of Oakwood Avenue, west of Renaud Line Road. The County of Essex (Approval Authority) has received and deemed complete an application for a Draft Plan of Subdivision. The subject property is currently vacant and is designated 'Residential' and zoned 'Residential – Low Density (R1)(h4)' in Lakeshore's Zoning By-law 2-2012. The applicant has applied for Draft Plan of Subdivision Approval to permit 21 lots for single detached dwellings. The new lots will have access from the proposed right-of-way to the south, which is part of an approved Draft Plan of Subdivision, File No. 37-T-22005, Giorgi Subdivision under separate ownership on the lands south of the subject site.

As part of the Applicant's complete application for the proposed plan of subdivision to both the County of Essex and to the Municipality of Lakeshore, the following studies and reports in support of the proposal were submitted:

1. Municipality of Lakeshore Draft Plan of Subdivision Application Form, dated December 2022;
2. Draft Plan of Subdivision drawing, prepared by Dillon Consulting, dated October 2022;
3. Conceptual Development Plan, prepared by Dillon Consulting, dated October 2022;
4. Plan of Survey, prepared by Verhaegen Land Surveyors, dated September 2022; and,
5. Planning Justification Brief, prepared by Dillon Consulting, dated December 2022.

As a result of the changes imposed under Bill 23, public meetings pursuant to a draft plan of subdivision application are no longer a legislative requirement. The Municipality is still required to give notice of application to the public, as directed by the County of Essex (see Appendix 4). If the public has any questions or concerns regarding the proposed

plan of subdivision, they are encouraged to contact the Manager of Planning at the County of Essex.

Comments

Provincial Policy Statement (PPS)

The proposed subdivision is located in an urban settlement area and will make efficient use of existing municipal services consistent with the policies of the Provincial Policy Statement (2020). Although it can be stated that the proposal supports and implements many of the document's policies, the proposed subdivision supports the following important policies which are specifically highlighted.

- Section 1.1.3.1, Settlement Areas, of the PPS states "Settlement areas shall be the focus of growth and development"
- Section 1.1.3.2(a), Settlement Areas, of the PPS states "Land use patterns...efficiently use land and resources"
- Section 1.4.3, Housing – speaks to planning authorities providing for a range of housing options and densities.

There are no natural heritage features located nearby the subject property, therefore there is no negative impact on natural heritage features within Lakeshore as a result of the proposed subdivision development.

As a result of the above, the proposed subdivision is consistent with the goals and policies contained within the PPS.

County Official Plan (COP)

The County of Essex Official Plan designates the subject lands as not only a settlement area, but also a Primary Settlement area within the County.

Therefore, the proposed subdivision conforms to the County of Essex Official Plan.

Lakeshore Official Plan (LOP)

The Lakeshore Official Plan designates the subject land as 'Residential'. The proposed plan of subdivision conforms with this designation by proposing a 21-lot residential subdivision providing single detached dwellings.

As such, the proposed subdivision conforms to the Lakeshore Official Plan.

Zoning By-law

The current zoning of the subject lands is 'Residential – Low Density Holding (R1)(h4)'. Conditions of the removal of the h4 holding symbol is that's the subdivision agreement is executed by the owner and the Town (Municipality) and the development receives final approval by the County. As such, following final approval from the County of Essex of the Draft Plan of Subdivision application, the applicants can pursue a zoning by-law amendment application for removal of the holding symbol to facilitate the proposed development on the subject site.

The proposed 21 residential lots meet the zoning regulations of the low density Residential (R1) zone.

Others Consulted

The County of Essex has provided Lakeshore with written comments from the following agencies:

1. Comments from Greater Essex County District School Board (GECDSB)
2. Canadian Pacific Railway (CPR)
3. Canada Post
4. Bell Canada
5. Essex Region Conservation Authority (ERCA)

All of the above comments have been sent to the applicant and the County of Essex for review and consideration and will be incorporated as part of draft plan conditions if deemed necessary. As the approval authority, the County of Essex may grant draft approval to the plan and include conditions of approval which must be fulfilled by the developer within three years.

Financial Impacts

Upon completion of the subdivision there will be development charges and building permit fees collected. As well as additional taxation, water, and wastewater revenue.

Attachments

- Appendix 1 – Conceptual Development Plan
- Appendix 2 – Draft Plan of Subdivision, signed
- Appendix 3 – Lakeshore Engineering Comments
- Appendix 4 – County of Essex Notice of an Application and Request to Notify the Public and Public Bodies
- Appendix 5 – Draft Plan of Subdivision, Lakeshore conditions

Report Approval Details

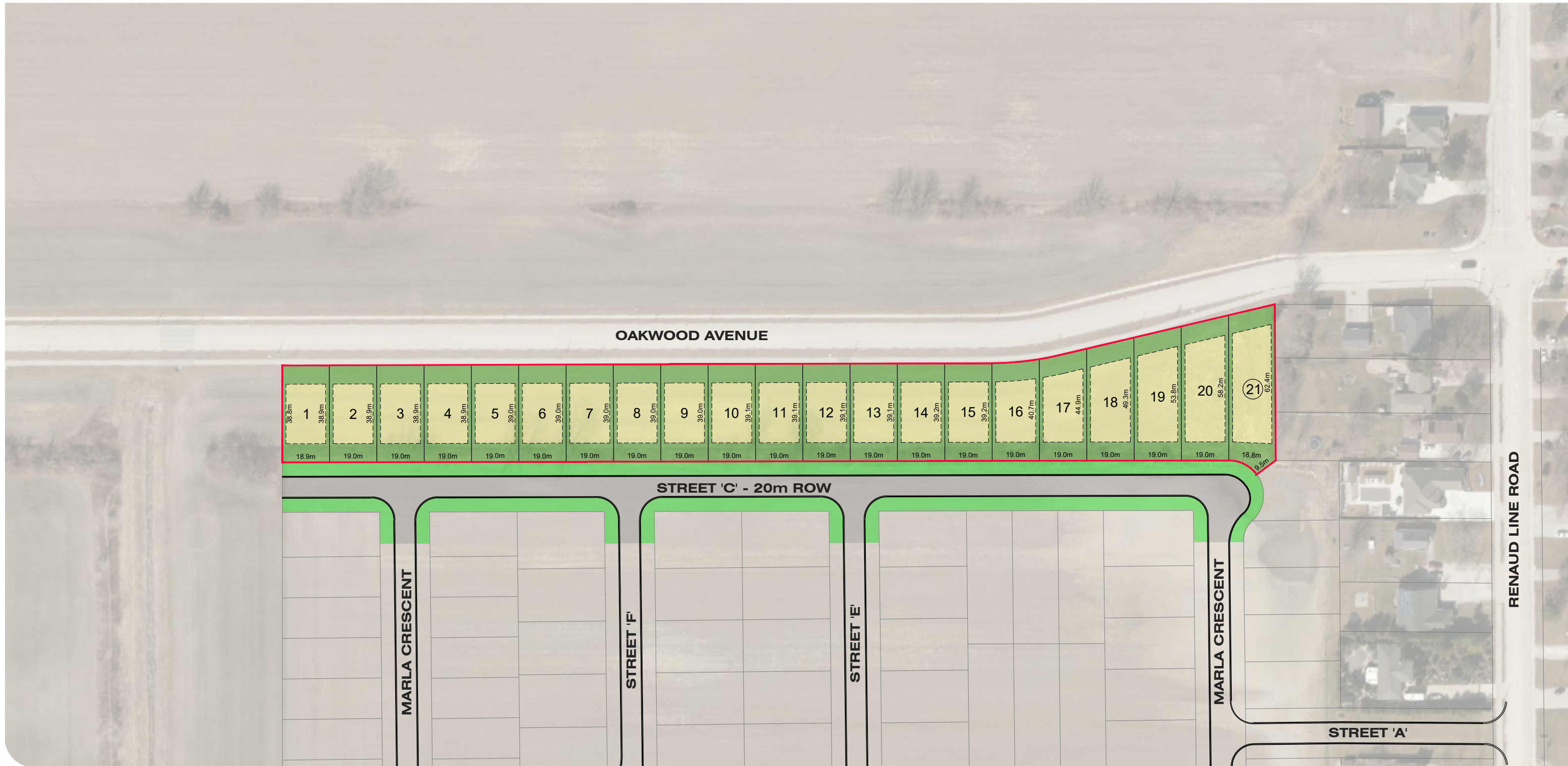
Document Title:	S-A-01-2023 - River Ridge - Oakwood - Phase 10 - Jenny Coco.docx
Attachments:	<ul style="list-style-type: none">- Appendix 1- Conceptual Development Plan.pdf- Appendix 2 - Draft Plan of Subdivision Drawing, signed.pdf- Appendix 3 - Lakeshore Engineering Comments.pdf- Appendix 4 - County of Essex Request to notify the public of an application letter 37-T-23004.pdf- Appendix 5 - Draft Plan of Subdivision - Lakeshore conditions.pdf
Final Approval Date:	Jun 22, 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 Justin Rousseau and Truper McBride



RIVER RIDGE (LAKESHORE) INC.
 RIVER RIDGE - OAKWOOD

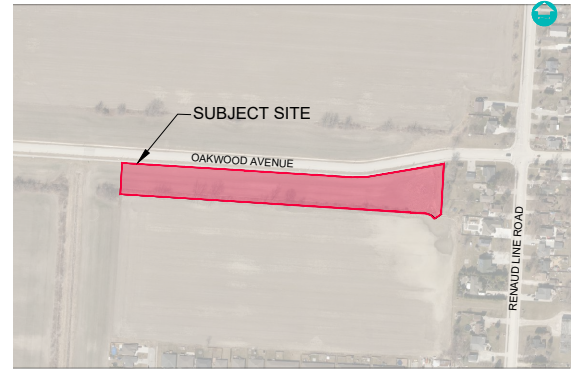
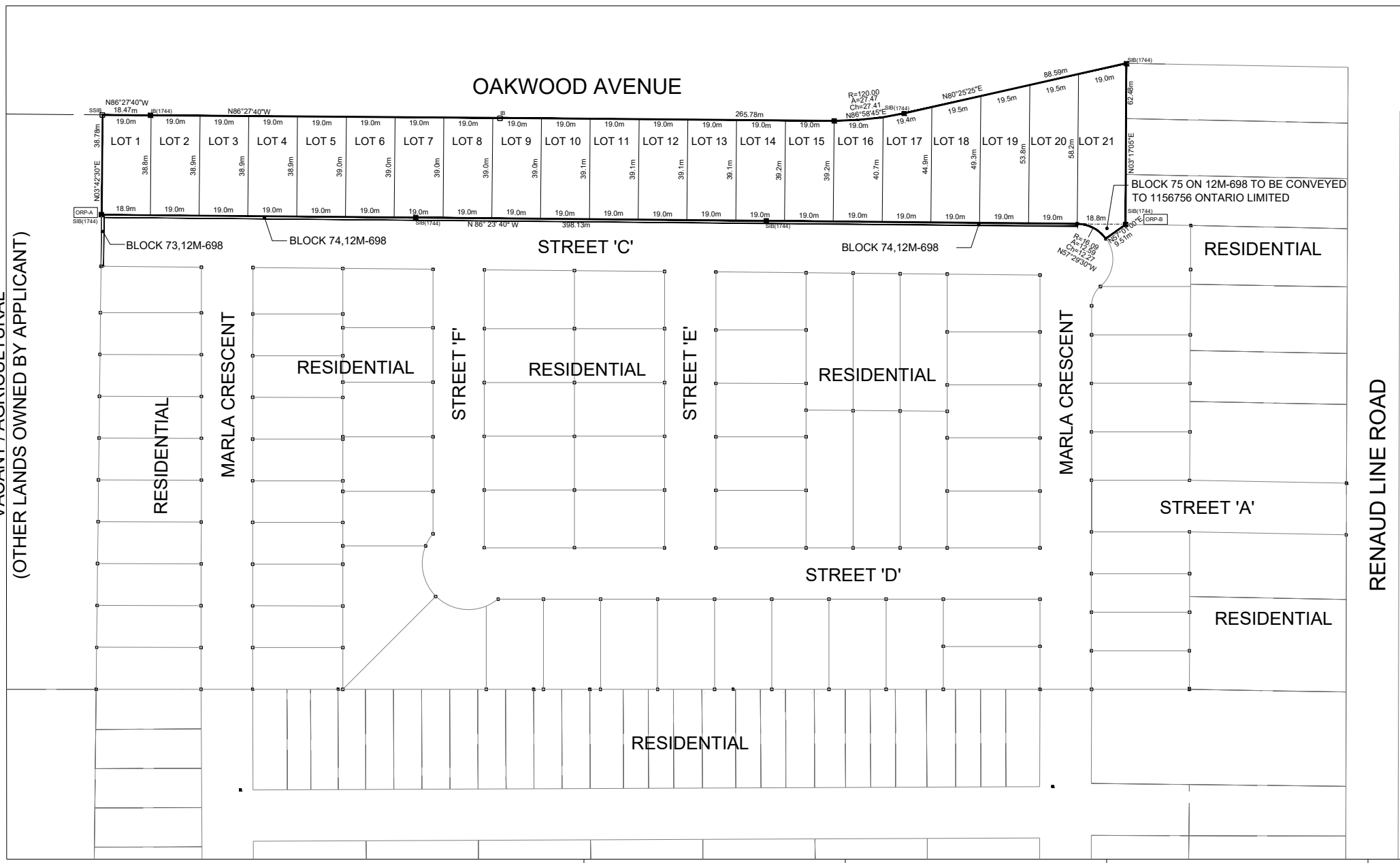
 SUBJECT AREA (± 1.674ha / 4.14ac)	 PROPOSED 60' LOTS (21 LOTS)	 PROPOSED ROW	ZONE R1 SETBACKS FRONT YARD DEPTH - 7.5m BACK YARD DEPTH - 7.5m SIDE YARD DEPTH - 1.5m
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CONCEPTUAL DEVELOPMENT PLAN
 FIGURE 1.0

<p>File Location: c:\pw working directory\projects 2022\dillon_32mru\dms47401\22-4819 - concept plan.dwg December, 21, 2022 12:39 PM</p> <p>SOURCE: THE COUNTY OF ESSEX INTERACTIVE MAPPING (2022)</p>	<p>MAP/DRAWING INFORMATION THIS DRAWING IS FOR INFORMATION PURPOSES ONLY. ALL DIMENSIONS AND BOUNDARY INFORMATION SHOULD BE VERIFIED BY AN O.L.S PRIOR TO CONSTRUCTION. CREATED BY: ESB CHECKED BY: KDT DESIGNED BY: ESB</p>	<p>SCALE: N.T.S.</p> 	 <p>PROJECT: 22-4819 STATUS: DRAFT DATE: 09/08/2022</p>
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VACANT / AGRICULTURAL



KEY PLAN N.T.S.

SOURCE: COUNTY OF ESSEX INTERACTIVE MAPPING (2021)

LEGEND AND NOTES

BEARINGS ARE UTM GRID DERIVED FROM OBSERVED REFERENCE POINTS "A" AND "B" BY REAL TIME NETWORK OBSERVATIONS AND ARE REFERRED TO UTM ZONE 17 (81° WEST LONGITUDE) NAD83 (CSRS) (2010.0).

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999834.

ALL SET SSIB AND PB MONUMENTS WERE USED DUE TO LACK OF OVERBURDEN AND/OR PROXIMITY OF UNDERGROUND UTILITIES IN ACCORDANCE WITH SECTION 11 (4) OF O.REG. 525/91.

INTEGRATION DATA

COORDINATES ARE DERIVED FROM GRID OBSERVATIONS USING THE CAN-NET NETWORK SERVICE AND ARE REFERRED TO UTM ZONE 17 (81° WEST LONGITUDE) NAD83 (CSRS) (2010.0).

Table with 3 columns: POINT ID, NORTHING, EASTING. Rows for ORP-A and ORP-B.

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

FOR BEARING COMPARISON, A ROTATION OF 01° 11' 35" CLOCKWISE WAS APPLIED TO (P) & (P1) TO CONVERT TO GRID BEARINGS.

- Legend items: DENOTES SURVEY MONUMENT FOUND, DENOTES SURVEY MONUMENT SET, DENOTES STANDARD IRON BAR, etc.

"METRIC" DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

Draft Plan of Subdivision PLAN OF SURVEY OF PART OF LOT 4, CONCESSION EAST OF PUCE RIVER GEOGRAPHIC TOWNSHIP OF MAIDSTONE NOW IN THE TOWN OF LAKESHORE COUNTY OF ESSEX, ONTARIO KNOWN AS PART 11 ON PLAN 12R-21144

OWNER'S CERTIFICATE I CERTIFY THAT: I HEREBY CONSENT TO THE FILING OF THIS PLAN FOR DRAFT APPROVAL.

DATE: April 13, 2023 SIGNED: [Signature] 1156756 ONTARIO LIMITED

SURVEYOR'S CERTIFICATE I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE ACCURATELY AND CORRECTLY SHOWN ON THIS PLAN.

DATE: April 13, 2023 SIGNED: Roy Simone ROY A. SIMONE ONTARIO LAND SURVEYOR

- ADDITIONAL INFORMATION REQUIRED UNDER S. 51(17) OF THE PLANNING ACT (a) SHOWN ON PLAN (b) SHOWN ON PLAN (c) SHOWN ON PLAN (d) RESIDENTIAL (e) SHOWN ON PLAN (f) SHOWN ON PLAN (g) SHOWN ON PLAN (h) PIPED WATER TO BE INSTALLED BY DEVELOPER (i) BROOKSTONE CLAY (j) SHOWN ON PLAN (k) SANITARY & STORM SEWERS TO BE INSTALLED BY DEVELOPER (l) SHOWN ON PLAN

STATISTICS

SINGLE DETACHED RESIDENTIAL TO BE CONVEYED TO 1156756 ONTARIO LIMITED = LOTS 1 TO 21 (INCL.) = BLOCK 75 12M698

AREAS

SINGLE DETACHED RESIDENTIAL TO BE CONVEYED TO 1156756 ONTARIO LIMITED = 1.67ha (4.13ac) = 0.004ha (0.01ac)

TOTAL AREA = 1.674 ha (4.14 acres)



APRIL 03, 2023 Project No. 22-4819

37-T-XXXXX

Scale: 1:2000 (11x17) 1:1000 (22x34)

Apr 05, 2023 - 11:25am C:\pw working directory\projects 2022\dillon_32esb\dms4740\22-4819 - River Ridge, Oakwood - DP5.dwg

Municipality of Lakeshore

Date: February 1, 2023
From: Sydnee Rivest, CET, Engineering Technologist - Development
To: Aaron Hair, RPP, Division Leader - Community Planning
Re: SA-01-2023 – River Ridge 10 – Draft Plan Approval
Municipality of Lakeshore

The following documents and drawings have been received as of January 3, 2023:

- Cover Letter, dated December 23, 2022
- Draft Plan of Subdivision drawing, dated December 21, 2022
- Conceptual Development Plan, dated December 21, 2022
- Plan of Survey, dated September 15, 2022
- Planning Justification Brief, dated December 2022

The above-noted documents have been reviewed by Engineering & Infrastructure Division and we offer the following comments:

1. It is understood that the 21 lots in River Ridge 10 will be serviced by municipal water, sanitary and storm services on Street 'C' in the Giorgi Subdivision (adjacent lands to the south). The design for the Giorgi Subdivision is required to incorporate the servicing of River Ridge 10. It is also understood that a 1-foot reserve has been put in place by the adjacent landowner between developments. Conditions on the removal of the 1-foot reserve between the subject lands and Street 'C' should be confirmed with the adjacent landowner.
2. A fence will be required to be installed along the north property line of the development along Oakwood Ave. The fence will be required to be placed on private lands and be constructed in compliance with Lakeshore's Development Manual Figure R-3.
3. The subdivision agreement for this development shall not be entered into until such time that Lakeshore issues Consolidated Linear Infrastructure approval to the adjacent development to the south (Giorgi Subdivision).
4. To obtain any building permits for River Ridge 10, final acceptance of the Giorgi Subdivision infrastructure must occur and submission of As-Constructed Drawings & PDC sheets for the 21 proposed lots be submitted to the satisfaction of Lakeshore's Engineering & Infrastructure Division.

5. It should be noted that this development forms part of the draft plan approval for River Ridge Subdivision (File No. 37-T-97010). Further, this draft plan approval aligns with the approved sanitary allocation for River Ridge Subdivision as outlined in the Sanitary Trunk Sewer Agreement, dated March 2003. Currently, 667 of the 1154 single-family detached dwellings have been approved and constructed. With the additional of this approval, the total number of single-family dwelling units proceeding under this draft plan approval is 688 of the 1154.
6. Based on the servicing strategy approved for these lots, the stormwater drainage for the development will be redirected into the existing Piroli Pond as opposed to the 4th concession drain. A reassessment of the 4th concession drain will be required to be completed under the Drainage Act once River Ridge Subdivision is completed. All costs associated shall be borne by the Developer. Since an enclosure of the 4th concession drain will be required under the Drainage Act south of Oakwood Ave once further development of this parcel proceeds to the west, the above-noted reassessment can be completed concurrently with the enclosure of the 4th concession drain. If the River Ridge Subdivision is not completed within 5-years from the subdivision agreement execution date for River Ridge 10, the reassessment must be completed at that time. This item is expected to form part of the subdivision agreement.

If you have any questions or require further clarification, please do not hesitate to contact the Engineering & Infrastructure Services Division.



May 8, 2023

VIA EMAIL ONLY

Municipality of Lakeshore
Attention: Ms. Kristen Newman
Director of Legislative and Legal Services
419 Notre Dame St.
Belle River, ON, N0R 1A0

**Subject: Notice of an Application and
Request to Notify the Public and Public Bodies
Municipality: Municipality of Lakeshore
Location: PT of LT 4, CON East of Puce River, Former Maidstone
Applicant: 1156756 Ontario Ltd. c/o Jenny Coco
County of Essex File No.: 37-T- 23004 (River Ridge Phase 10)**

Dear Ms. Newman:

Pursuant to Subsection 51(19.1) of the Planning Act, the County of Essex advises the Municipality of Lakeshore that the attached proposed draft plan of subdivision, County of Essex File No. 37-T-23004 has been deemed complete.

It is also requested that you give Notice of the Application in accordance with Subsection 51(19) of the Planning Act and Subsection 4 of Ontario Regulation 544/06 as amended by Regulation 298/19. The regulation provides that the approval authority may require the local municipality to provide public notice of the receipt of an application on its behalf.

Notice of the application shall be given to the public and identified agencies in accordance with Subsection 4 of Ontario Regulation 544/06. The public notice shall include the below information:

- (i) include a description of the proposed plan of subdivision;
- (ii) include a description of the subject land or a key map showing the location of the land proposed to be subdivided;
- (iv) indicate where and when additional information regarding the proposed plan of subdivision will be available to the public for inspection;
- (v) if applicable, a request that the notice be posted by the owner of any land that contains seven or more residential units in a location that is visible to all of the residents;

(vii) include the following statement:

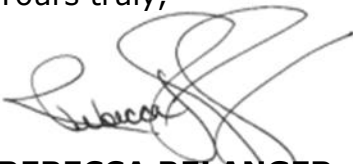
For more information about this matter, including the information about preserving your appeal rights, contact the Manager, Planning Services, County of Essex, 360 Fairview Avenue West, Essex, ON, N8M1Y6, or at rbelanger@countyofessex.ca, indicating the County of Essex file number.

Further, based on Subsection 51(22) Notice of the application should also advise that "any person or public body may make written submissions to the approval authority before the approval authority makes its decision under subsection (31) of the Act".

We would also request that this application be brought to an upcoming Council Meeting seeking a resolution of support and provide the same to the County, along with any requested conditions of approval as in Subsection 51(25) of the Planning Act.

Thank you for your assistance in this matter.

Yours truly,



REBECCA BELANGER, MCIP, RPP
Manager, Planning Services

c.c. Kristina Brcic

Karl Tanner

S-A-01-2023 Draft Plan of Subdivision – River Ridge Phase 10

Municipality of Lakeshore Conditions

1. That a subdivision agreement be entered into with the Municipality of Lakeshore to ensure that all required municipal infrastructure and services are designed and built by the Applicant to the satisfaction of the Town and that all required financial contributions be made and/or secured to the Municipality of Lakeshore, including all required letters of credit, cash securities, and insurances.
2. That the 21 lots in River Ridge 10 will be serviced by municipal water, sanitary and storm services on Street 'C' in the Giorgi Subdivision (adjacent lands to the south). The design for the Giorgi Subdivision is required to incorporate the servicing of River Ridge 10. It is also understood that a 1-foot reserve has been put in place by the adjacent landowner between developments. Conditions on the removal of the 1-foot reserve between the subject lands and Street 'C' should be confirmed with the adjacent landowner.
3. That a fence be installed along the north property line of the development along Oakwood Ave. The fence will be required to be placed on private lands and be constructed in compliance with Lakeshore's Development Manual Figure R-3.
4. That the subdivision agreement for this development shall not be entered into until such time that Lakeshore issues Consolidated Linear Infrastructure approval to the adjacent development to the south (Giorgi Subdivision).
5. Prior to obtaining any building permits for River Ridge 10, final acceptance of the Giorgi Subdivision infrastructure must occur and submission of As-Constructed Drawings & PDC sheets for the 21 proposed lots be submitted to the satisfaction of Lakeshore's Engineering & Infrastructure Division.
6. It should be noted that this development forms part of the draft plan approval for River Ridge Subdivision (File No. 37-T-97010). Further, this draft plan approval aligns with the approved sanitary allocation for River Ridge Subdivision as outlined in the Sanitary Trunk Sewer Agreement, dated March 2003. Currently, 667 of the 1154 single-family detached dwellings have been approved and constructed. With the addition of this approval, the total number of single-family dwelling units proceeding under this draft plan approval is 688 of the 1154.
7. Based on the servicing strategy approved for these lots, the stormwater drainage for the development will be redirected into the existing Piroli Pond as opposed to the 4th

concession drain. A reassessment of the 4th concession drain will be required to be completed under the Drainage Act once River Ridge Subdivision is completed. All costs associated shall be borne by the Developer. Since an enclosure of the 4th concession drain will be required under the Drainage Act south of Oakwood Ave once further development of this parcel proceeds to the west, the above-noted reassessment can be completed concurrently with the enclosure of the 4th concession drain. If the River Ridge Subdivision is not completed within 5-years from the subdivision agreement execution date for River Ridge 10, the reassessment must be completed at that time. This item is expected to form part of the subdivision agreement.

8. That the Applicant agrees to pay, at the time of issuance of a building permit, the appropriate Development Charges in accordance with the Municipality's Development Charges By-Law.

9. That the Applicant be required to provide to the Municipality cash in lieu of parkland equal to the appraised value of the standard parkland conveyance (5%) at the time of plan of subdivision approval.

10. Such other conditions requested by the Manager of Planning Services for the County of Essex as a condition of Draft Plan of Subdivision approval.

Municipality of Lakeshore

Minutes of the Special Council Meeting



Tuesday, June 13, 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 Paddy Byrne, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Ian Ruston, Councillor Larissa Vogler

Police Service Board
Members Present: Chair Ed Hooker
Vice Chair John Quennell
Member Julie Johnston

Staff Present: Chief Administrative Officer Truper McBride, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Strategic & Legal Affairs Kristen Newman

1. Call to Order

Mayor Bailey called the meeting to order at 4:42 PM in Council Chambers acknowledging technical issues delayed the commencement of the meeting.

2. Land Acknowledgement

3. Moment of Reflection

4. Disclosures of Pecuniary Interest

5. Joint Education and Training Session - Council and Police Services Board

1. Presentation by Sergeant Robert Griffin - OPP Municipal Billing Model

159-06-2023

Moved By Councillor Vogler

Seconded By Councillor Byrne

Receive the presentation regarding OPP Billing Model.

Carried Unanimously

6. Adjournment

160-06-2023

Moved By Councillor McNamara

Seconded By Councillor Santarossa

Adjourn the meeting at 5:37 PM.

Carried Unanimously

Tracey Bailey
Mayor

Kristen Newman
Clerk

Municipality of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, June 13, 2023, 6:00 PM

Council Chambers, 419 Notre Dame Street, Belle River



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

Staff Present: Chief Administrative Officer Truper McBride, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Corporate Leader - Strategic & Legal Affairs Kristen Newman, Division Leader - Accounting & Revenue Kate Rowe, Division Leader - Building Morris Harding, Division Leader - Bylaw Robert Sassine, Division Leader - Capital Projects Wayne Ormshaw, 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, Division Leader - Engineering and Infrastructure Services Marco Villella, Division Leader - Public Works Jeff Wilson, Division Leader - Workplace Development Lisa Granger, Team Leader - Civic Engagement Alex Denonville, Associate Lawyer Nuala Kenny, Team Leader - Civic Affairs Cindy Lanoue, Team Leader - Development Services Kristina Brcic, IT Technical Analyst, Simon Barno

1. Call to Order

Mayor Bailey called the meeting to order at 6:01 PM in Council Chambers.

2. Land Acknowledgement

3. Moment of Reflection

4. Disclosures of Pecuniary Interest

5. Recognitions

6. Public Meetings under the *Planning Act*

1. Zoning By-law Amendment H-removal file ZBA-31-2021, Beachside condos by Beachside Development LTD.

Mayor Bailey opened the public meeting at 6:02 PM.

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

Jeff Hewitt, agent of the applicant, was present electronically and spoke in favour of the application. Peter Valente, representing the Applicant, was present to answer any questions of Council.

Brian Chillman, agent for neighbours Rocco and Danielle Tullio, was present electronically and spoke in opposition to the application. It was requested that Council defer the application until such time that there is sufficient evidence that the Inflow & Infiltration concerns have been dealt with.

Rashid Farhat, neighbour, was present and advised that they are not opposed to the development but concerned about what has been done with the wastewater conveyance and capacity issue.

Ian Andres, agent for Local Residents Group, was present electronically and advised that they are not opposed to the application but concerned about water surcharge.

The public meeting concluded at 6:22 PM.

161-06-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Ruston

Approve Zoning By-law Amendment Application ZBA-31-2021 to amend Zoning By-law 2-2012 over the lands legally described as Part of Lots 2 & 3, Concession West Of Pike Creek Maidstone Part 1, 12R27957, to remove the holding symbol from “Mixed Use Zone Exception 32 (MU-32)(h24),” “Mixed Use Zone Exception 33 (MU-33)(h24)” and “Mixed Use Zone Exception 34 (MU-34)(h24)”.

Direct the Clerk to read By-law 56-2023 during the Consideration of By-laws, all as presented at the June 13, 2023 Council meeting.

Carried Unanimously

2. Zoning By-law Amendment File ZBA-02-2023 initiated by Lakeshore regarding Refreshment Vehicles

Mayor Bailey opened the public meeting at 6:28 PM.

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

As this was a Zoning By-law Amendment process initiated by the Municipality, there was no applicant present.

No members of the public were present to speak regarding this matter.

The public meeting concluded at 6:32 PM.

162-06-2023

Moved By Councillor Kerr

Seconded By Councillor McNamara

Approve Zoning By-law Amendment Application ZBA-02-2023 (Zoning By-law 2-2012, as amended), to remove the definition of 'Food Cart', to add a definition of Refreshment Vehicle and add a restriction on the length of time a refreshment vehicle can be in a residential zone in the Lakeshore Zoning By-law 2-2012; and

Direct the Clerk to read By-law 54-2023 during the Consideration of By-laws, all as presented at the June 13, 2023 Council meeting.

Carried Unanimously

7. Public Presentations

8. Delegations

9. Completion of Unfinished Business

10. Consent Agenda

163-06-2023

Moved By Councillor Santarossa

Seconded By Councillor Ruston

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

1. May 30, 2023 Regular Council Meeting Minutes
2. City of Cambridge - Highway Traffic Act Amendments

3. Town of Fort Erie - Pause Proposed New Provincial Planning Statement
4. Municipality of South Huron - Proposed Provincial Planning Statement 2023

Carried Unanimously

164-06-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Kerr

Support the resolution by the City of Cambridge regarding Highway Traffic Act Amendments.

Carried Unanimously

11. Reports for Information

165-06-2023

Moved By Councillor Vogler

Seconded By Councillor Santarossa

Receive the Reports for Information as listed on the agenda.

1. Q1 2023 Site Plan Agreements Executed
2. Ministry of Transportation Micromobility Regulations

Carried Unanimously

12. Reports for Direction

1. Tender Award – Lakeshore 2023 Bridge Rehabilitation Projects

166-06-2023

Moved By Councillor Byrne

Seconded By Councillor McNamara

Award the Tender for Lakeshore 2023 Bridge Rehabilitation Projects to Front Construction Industries Inc. for a total project cost of \$1,253,582.46 including applicable HST and approve an overage in the amount of \$12,603.26 to be funded from the Bridge & Culverts reserve, as presented at the June 13, 2023 Council Meeting.

Carried Unanimously

2. Tender Award - St. Clair Shores Park Improvements

167-06-2023

Moved By Councillor Ruston

Seconded By Councillor McNamara

Award the Tender for the St. Clair Shores Park Improvements to 1866885 ONT LTD o/a Quality Turf for a total project cost of \$494,461.61 including applicable HST, and approve a total shortfall of \$106,644.25 to be funded from the Parkland Dedication reserve, as presented at the June 13, 2023 Council Meeting.

In Favour (7): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, Councillor Santarossa, Councillor Ruston, and Councillor Vogler

Opposed (1): Councillor Kerr

Carried

3. Greenhouse Business Park Request for Proposal (RFP)

168-06-2023

Moved By Councillor Vogler

Seconded By Councillor Kerr

Direct Administration to re-issue the RFP upon resolution of OPA 18. This option pushes the total project back approximately five to six months. By waiting for OPA 18 resolution at the County level, Administration expects more than one submission from consultants wishing to complete the work outlined. OPA 18 review and approval will likely be completed by The County of Essex by Q4, 2023. Pending approval of the OPA 18 and a re-issuance of this RFP, Council would then see a Report for Direction for awarding of this RFP in late Q4, 2023 or early Q1, 2024 with a completed Greenhouse Business Park Plan Report in Spring/Summer 2024.

In Favour (2): Councillor Kerr, and Councillor Vogler

Opposed (6): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, Councillor Santarossa, and Councillor Ruston

Lost

169-06-2023

Moved By Deputy Mayor Walstedt
Seconded By Councillor McNamara

Award the tender for the Greenhouse Business Park Report to the partnership of Harry Cummings and Associates INC. (HCA) and J.L. Richards & Associates Limited (JLR) and approve up to \$65,000 funded from the Plans and Studies Reserve to cover the cost of the work, as presented at the June 13, 2023 Council meeting.

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

Opposed (2): Councillor Kerr, and Councillor Vogler

Carried

4. Assumption of Developed Roadways and Municipal Services, June 2023

Councillor John Kerr left the meeting at 7:04 PM.

170-06-2023

Moved By Councillor Santarossa
Seconded By Councillor McNamara

Direct the Clerk to read By-law 27-2023 during the Consideration of By-laws, for the assumption of developed roadways and municipal services, as presented at the June 13, 2023 Council meeting.

In Favour (7): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, Councillor Santarossa, Councillor Ruston, and Councillor Vogler

Carried

5. Permanent Closure, Stop Up and Declaration of Surplus for PIN 75022-0047(LT) – Church Street Alley

Councillor John Kerr joined the meeting at 7:06 PM.

171-06-2023

Moved By Councillor McNamara

Seconded By Councillor Ruston

The portion of land legally known as Part of Lot 42, Rochester; Part of Lot 25, Concession 1, East of Belle River, Rochester as in R511086; Lakeshore, being all of the PIN 75022-0047(LT), be closed, stopped up and declared surplus;

Administration proceed with conveying the land pursuant to Policy CAD – 284, Closing Sale and Disposition of Streets and Alleys; and

Direct the Clerk to read By-law 50-2023 during the “Consideration of By-laws”, all as presented at the June 13, 2023 Council meeting.

Carried Unanimously

6. Permanent Closure, Stop Up and Declaration of Surplus for Alley Plan 158 and PIN 75042-0072(LT) – Alley between Sixth and Seventh Streets

172-06-2023

Moved By Councillor Vogler

Seconded By Deputy Mayor Walstedt

The portion of land legally known as Alley Plan 158, Rochester, Abutting Lots 22 to 26, Southside Railway Avenue, Plan 158, Lakeshore, being a portion of the Property Identifier Number 75042-0072(LT), be closed, stopped up and declared surplus;

Administration proceed with conveying the land pursuant to Policy CAD – 284, Closing Sale and Disposition of Streets and Alleys; and

Direct the Clerk to read By-law 51-2023 during the “Consideration of By-laws”, all as presented at the June 13, 2023 Council meeting.

Carried Unanimously

7. UWSS Inc. – Lakeshore Director Appointment Process

173-06-2023

Moved By Councillor McNamara

Seconded By Councillor Ruston

Direct Option #1: appoint the Deputy Mayor as Director to UWSS Inc. as described in the report entitled UWSS Inc. – Lakeshore Director Appointment Process, presented at the June 13, 2023 Council meeting.

Carried Unanimously

13. Announcements by Mayor

14. Reports from County Council Representatives

15. Report from Closed Session

16. Notices of Motion

1. Councillor Ruston - By-law Enforcement

174-06-2023

Moved By Councillor Ruston

Seconded By Deputy Mayor Walstedt

Whereas Lakeshore has reactive by law enforcement;

And whereas Lakeshore has increasingly complex by law matters;

And whereas Lakeshore has a need for by law after hours and weekends;

Now be it resolved to direct Administration to transfer \$55,000 from the working funds reserve to fund six month contracted out by-law officer position to conduct proactive fill permit enforcement.

In Favour (5): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, and Councillor Ruston

Opposed (3): Councillor Santarossa, Councillor Kerr, and Councillor Vogler

Carried

17. Question Period

18. Non-Agenda Business

19. Consideration of By-laws

175-06-2023

Moved By Councillor Ruston

Seconded By Councillor Santarossa

By-laws 57-2023 and 58-2023 be read a first and second time and provisionally adopted; and

By-laws 27-2023, 50-2023, 51-2023, 52-2023, 53-2023, 54-2023, 56-2023 and 60-2023 be read and passed in open session on June 13, 2023.

Carried Unanimously

1. **By-law 27-2023, Being a By-law for the Assumption of Municipal Services in the Municipality of Lakeshore – Whitewood Subdivision Phase 6A & 6B, Chelsea Park Phase 4B and Mailloux Subdivision**
2. **By-law 50-2023, Being a By-law to Stop Up, Close and Declare Surplus an Alley, being all of PIN 75022-0047(LT)**
3. **By-law 51-2023, Being a By-law to Stop Up, Close and Declare Surplus an Alley, being a portion of PIN 75042-0072(LT)**
4. **By-law 52-2023, Being a By-law to Adopt Rules for the Processing of Temporary Patio Applications and Liquor Licence Applications for Temporary Patios in the Municipality of Lakeshore**
5. **By-law 53-2023, 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 54-2023, Being a By-law to amend By-law 2-2012, Housekeeping Amendment of the Zoning By-law for the Municipality of Lakeshore (ZBA-02-2023)**
7. **By-law 56-2023, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-31-2021)**
8. **By-law 57-2023, Being a By-law for the Bridge Over the West Townline Drain (Raymond and Deborah Tracey)**
9. **By-law 58-2023, Being a By-law for the Patrick Murphy Drain**
10. **By-law 60-2023, Being a By-law to Confirm the Proceedings of the May 30, 2023 Council Meetings**

20. Closed Session**176-06-2023****Moved By** Councillor Vogler**Seconded By** Councillor McNamara

Council move into closed session in Council Chambers at 7:23 PM in accordance with:

- a. Paragraph 239(2)(c) of the *Municipal Act, 2001* to discuss a proposed or pending disposition of land by the municipality relating to the Couture Beach area.
- b. 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.
- c. 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 Hydro One Networks Inc.

Carried Unanimously**21. Adjournment**

The meeting was adjourned in closed session at 9:06 PM.

Tracey Bailey
Mayor

Kristen Newman
Clerk

P.O. Box 490
7 Creswell Drive
Trenton, Ontario K8V 5R6
www.quintewest.ca



A Natural Attraction

Tel: 613-392-2841
Toll Free: 1-866-485-2841
josh.machesney@quintewest.ca

Josh Machesney, City Clerk

June 19, 2023

The Honourable Doug Ford
Premier of Ontario
Premier's Office, Room 281
Legislative Building
Queen's Park, Toronto, ON M7A 1A1

RE: Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement

Dear Premier Ford:

This letter will serve to advise that at a meeting of City of Quinte West Council held on June 14, 2023 Council passed the following resolution:

Motion No 23-266 – Notice of Motion – Councillor Sharpe - Legislative Amendments to Improve Municipal Codes of Conduct and Enforcement

Moved by Councillor Stedall

Seconded by Councillor Card

Whereas, all Ontarians deserve and expect a safe and respectful workplace;

And whereas, municipal governments, as the democratic institutions most directly engaged with Ontarians need respectful discourse;

And whereas, several incidents in recent years of disrespectful behaviour and workplace harassment have occurred amongst members of municipal councils;

And whereas, these incidents seriously and negatively affect the people involved and lower public perceptions of local governments;

And whereas, municipal Codes of Conduct are helpful tools to set expectations of council member behaviour;

And whereas, municipal governments do not have the necessary tools to adequately enforce compliance with municipal Codes of Conduct;

And whereas the Councillors Freeman, Reid, Sharpe and Stedall support the "Women of Ontario Say No" and their effort to get this legislation passed;

Now, therefore be it resolved that the City of Quinte West supports the call of the Association of Municipalities of Ontario for the Government of Ontario to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments;

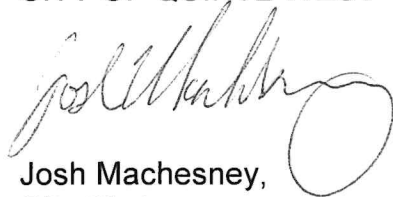
Also be it resolved that the legislation encompass the Association of Municipalities of Ontario's recommendations for:

- Updating municipal Codes of Conduct to account for workplace safety and harassment
- Creating a flexible administrative penalty regime, adapted to the local economic and financial circumstances of municipalities across Ontario
- Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province
- Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner
- Prohibit a member so removed from sitting for election in the term of removal and the subsequent term of office. **Carried**

We trust that you will give favourable consideration to this request.

Yours truly,

CITY OF QUINTE WEST



Josh Machesney,
City Clerk

cc:

Hon. Steve Clark, Minister of Municipal Affairs and Housing
Hon. Charmaine Williams, Associate Minister of Women's Social and Economic Opportunity
Hon. Todd Smith, MPP, Bay of Quinte
Colin Best, President, Association of Municipalities of Ontario (AMO)
All Municipalities in Ontario

Office of the Mayor

9 June 2023

VIA EMAIL

Hon. François-Philippe Champagne PC MP
Minister of Innovation, Science and Economic Development
Via email: ministerofisi-ministredeisi@ised-isde.gc.ca

Hon. Marie-Claude Bibeau PC MP
Minister of Agriculture
Via email: Marie-Claude.Bibeau@parl.gc.ca

Dear Ministers:

On behalf of the Council of the Town of Bradford West Gwillimbury, we are writing to you pursuant to the enclosed motion to endorse the right-to-repair movement and to call on your government to expedite the promised consultations to enshrine this principle in consumer-protection law, with specific consultations and measures related to supporting the agricultural sector undertaken.

Right to Repair is a simple environmental and consumer protection measure: it ensures consumers are able to reasonably access repairs to electronic and other devices at a fair price, rather than creating a monopoly through technology companies only being able to repair their own products. This measure will also help reduce waste by combatting planned obsolescence, where companies make products that are only intended to last for a period of some years, and are not really repairable.

Further, farmers and growers are intimately familiar with the particular nuances of this issue when it comes to increasingly high-tech agricultural equipment. As the “soup and salad bowl of Canada”, Bradford West Gwillimbury is home to many farmers and growers, so we know firsthand how important an issue these consultations will be.

Our Council has shown in recent years that we are at the forefront of advocating for important environmental protections, including the Freshwater Action Fund, and we are grateful to our new Green Initiatives Committee for recommending this current piece of advocacy to protect the environment and consumers.

A copy of the motion is enclosed. We would be happy to meet with you or your representatives to discuss this further.

Sincerely yours,



James Leduc
Mayor

CC: John Barlow, MP Foothills
Rick Perkins, MP South Shore—St. Margarets
Alistair MacGregor, MP Cowichan—Malahat—Langford
Rachel Blaney, MP North Island—Powell River
Scot Davidson, MP York—Simcoe
Federation of Canadian Municipalities
Association of Municipalities of Ontario
Ontario's Municipal Councils
Ontario's Conservation Authorities

At its Regular meeting of Council held on Tuesday, June 6, 2023, the Town of Bradford West Gwillimbury Council approved the following resolution:

Resolution: 2023-199

Moved: Councillor Verkaik

Seconded: Councillor Harper

Whereas the “right-to-repair” movement seeks to ensure consumers of electronic products, including mobile phones and computers, as well as agricultural equipment, are able to make routine fixes to damaged products without having to rely on the manufacturer and to affordably make such repairs; and

Whereas this movement and efforts against “planned obsolescence” seeks to ensure affordability for consumers and to protect our environment by reducing electronic waste; and

Whereas the agricultural sector has unique needs related to specialized electronic farm equipment and the ability to make repairs in a timely and affordable manner, especially during the growing season; and

Further to a commitment in the 2023 federal budget that “the government will work to implement a right to repair, with the aim of introducing a targeted framework for home appliances and electronics in 2024. The government will launch consultations this summer, including on the right to repair and the interoperability of farming equipment, and work closely with provinces and territories to advance the implementation of a right to repair” (p. 38); and

Be it therefore resolved that the committee recommend Council endorse the right-to-repair movement through a letter from the Mayor and Green Initiatives Committee Chair to call on the federal government to expedite the promised consultations to enshrine this principle in consumer-protection law, with specific consultations and measures related to supporting the agricultural sector undertaken; and

That a copy of this resolution and letter be shared with the Minister of Innovation, Science and Economic Development; the Minister of Agriculture and their critics; and the Member of Parliament for York—Simcoe; and to the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO) and Ontario’s Municipal Councils, with a request for their endorsement of same.

Result: CARRIED.

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 31, 2023
Subject: Noise By-law Review

Recommendation

This report is for information only.

Background

Noise within the jurisdiction of the Municipality of Lakeshore is currently regulated through By-law 106-2007, being a by-law to control noise (Appendix A).

Complaints relating to excessive noise are investigated and enforced, if applicable, by both the By-law Division (during regular business hours) and the Ontario Provincial Police.

At the August 9, 2022 meeting, Council passed Resolution #313-08-2022:

Prioritize an update to the Noise By-law that includes consultation in the near future and consultation in 2023.

Comments

Administration will be undertaking a public consultation process to solicit input from local residents and stakeholders relating to noise control. A survey will be available for approximately 6 weeks throughout July and August and an open house scheduled for August 17, 2023. Administration will be meeting with the OPP as well as requesting stakeholder meetings with the Belle River Business Improvement Association and the Heavy Construction Association for additional targeted input.

In particular, Administration will be gathering input regarding types of prohibited noise, exemptions for permitted events and associated fees. Some principles to explore:

- Types of noise to be regulated (“normal” noise levels vs disturbing noise)

- Quiet hours (ex: 7 PM to 7 AM)
- Zone-specific noise levels (ex: residential vs industrial areas)
- Temporary noise exemptions for special events.

Financial Impacts

The cost of the public engagement is estimated to be \$5,000 which was approved in the 2023 Budget.

Attachments

Appendix A – By-law 106-2007 (Noise By-law)

Report Approval Details

Document Title:	Noise By-law Review.docx
Attachments:	- 2007-106 - Noise Control.pdf
Final Approval Date:	Jun 20, 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

CORPORATION OF THE TOWN OF LAKESHORE

By-Law No. 106-2007

A BY-LAW TO CONTROL NOISE

WHEREAS the people have a right to and should be ensured an environment free from unusual, unnecessary, or excessive sound, vibration or other noise that may degrade the quality and tranquillity of their life or cause a nuisance;

AND WHEREAS it is the policy of the Council to reduce and control such sound or vibration;

AND WHEREAS the *Municipal Act, 2001* authorizes municipalities to prohibit and/or regulate noise;

NOW THEREFORE, the Council of the Corporation of The Town of Lakeshore enacts as follows:

Interpretation

1. In this by-law:

"Agricultural Area" means those areas of the municipality designated as agricultural in the Zoning By-law;

"Construction" includes erection, alteration, repair, dismantling, demolition, structural maintenance, painting, moving, land clearing, earth moving, grading, excavating, the laying of pipe and conduit whether above or below ground level, street and highway building, concreting, equipment installation and alteration and structural installation of construction components and materials in any form or for any purpose, and includes any work in connection therewith;

"Construction Equipment" means any equipment or device designed and intended for use in construction, or material handling, including but not limited to, air compressors, pile drivers, pneumatic or hydraulic tools, bulldozers; tractors, excavators, trenchers, cranes, derricks, loaders, scrapers, pavers, generators, off-highway haulers or trucks, ditchers, compactors and rollers, pumps, concrete mixers, graders, or other material handling equipment;

"Conveyance" includes a vehicle and any other device employed to transport a person or persons or goods from place to place but does not include any such device or vehicle if operated only within the premises of a person;

"Council" means the council of the Corporation of The Town of Lakeshore;

"Highway" includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle designed and intended for, or used by, the general public for the passage of vehicles;

"Motor Vehicle" includes an automobile, motorcycle, and any other vehicle propelled or driven otherwise than by muscular power; but does not include the cars of electric or steam railways, or other motor vehicles running only upon rails, or a motorized snow vehicle, traction engine, farm tractor, self-propelled implement of husbandry or road-building machine within the meaning of the *Highway Traffic Act*;

"Motorized Conveyance" means a conveyance propelled or driven otherwise than by muscular, gravitational or wind power;

"Municipality" means the land within the geographic limits of the Corporation of the Town of Lakeshore;

"Noise" means unwanted sound;

"Point of Reception" means any point on the premises of a person where sound or vibration originating from other than those premises is received.

"Residential Area" means those areas of the municipality designated as residential in the Zoning By-law; and

"Zoning By-law" means any by-law in effect within the Municipality pursuant to section 34 of the Planning Act, R.S.O. 1990, c.P.13, as amended.

General Prohibitions

2. No person shall emit or cause or permit the emission of sound as a result of any act listed in this section if such sound is clearly audible at a Point of Reception:
- (a) Racing of any Motorized Conveyance other than in a racing event regulated by law;
 - (b) The operation of a Motor Vehicle in such a way that the tires squeal;
 - (c) The operation of any combustion engine or pneumatic device without an effective exhaust or intake muffling device in good working order and in constant operation;
 - (d) The operation of a vehicle or a vehicle with a trailer resulting in banging, clanking, squealing or other like sounds due to improperly secured load or equipment, or inadequate maintenance;
 - (e) The operation of an engine or motor in, or on, any Motor Vehicle or item of attached auxiliary equipment for a continuous period exceeding five minutes, while such Motor Vehicle is stationary in a Residential Area unless:
 - (i) the original equipment manufacturer specifically recommends a longer idling period for normal and efficient operation of the Motor Vehicle in which case such recommended period shall not be exceeded;
 - (ii) operation of such engine or motor is essential to a basic function of the vehicle or equipment, including but not limited to, operation of ready-mixed concrete trucks, lift platforms and refuse compactors;
 - (iii) weather conditions justify the use of heating or refrigerating systems powered by the motor or engine for the safety and welfare of the operator, passengers or animals, or the preservation of perishable cargo, and the vehicle is stationary for purposes of delivery or loading;
 - (iv) prevailing low temperatures make longer idling periods necessary immediately after starting the motor or engine; or
 - (v) the idling is for the purpose of cleaning and flushing the radiator and associated circulation system for seasonal change of antifreeze, cleaning of the fuel system, carburettor or the like, when such work is performed other than for profit.
 - (f) The operation of a Motor Vehicle horn or other warning device except where required or authorized by law or in accordance with good safety practices;
 - (g) The operation of any item of Construction Equipment in a Residential Area or Agricultural Area without effective muffling devices in good working order and in constant operation; or
 - (h) Dynamic braking or engine braking or engine retarding of a Motor Vehicle.

Prohibitions by Time and Place

3. No person shall emit or cause or permit the emission of sound resulting from any act listed in Table 3-1 if clearly audible at a Point of Reception located in an area of the municipality within a prohibited time shown for such an area.

TABLE 3-1

PROHIBITIONS BY TIME AND PLACE

	Prohibited Period of Time	
	Residential Area	Agricultural Area
1. The detonation of fireworks or explosive devices not used in construction.	At all times except for the celebrations of Victoria Day, the birthday of the reigning Sovereign, Canada Day (July 1 st) and American Independence Day (July 4 th)	
2. The discharge of firearms.	At all times	
3. The operation of a combustion engine which, is, or is used in, or is intended for use in, a toy or a model or replica of any device, which model or replica has no function other than amusement and that is not a conveyance.	At all times	10:00 p.m. to 8:00 a.m.
4. The sound from or created by any radio, phonograph, tape player, television, public address system, sound equipment, loud speaker, or any musical or sound producing instrument of whatever kind when the same is played or operated in such a manner or with such volume as to disturb the peace, quiet, comfort or repose of any individual in any office, dwelling house, apartment, hotel, hospital, or any other type of residence.	At all times	10:00 p.m. to 8:00 a.m.
5. The operation of any auditory signalling device, including but not limited to the ringing of bells or gongs and the blowing of horns or sirens or whistles, or the production, reproduction or amplification of any similar sounds by electronic means except where required or authorized by law or in accordance with good safety practices.	At all times	10:00 p.m. to 8:00 a.m.

	Prohibited Period of Time	
	Residential Area	Agricultural Area
6. The operation of any powered rail car including but not limited to refrigeration cars, locomotives or self-propelled passenger cars, while stationary on property not owned or controlled by a railway governed by the Canada Railway Act.	At all times	10:00 p.m. to 8:00 a.m.
7. The operation of any motorized conveyance other than on a highway or other place intended for its operation.	At all times	
8. The venting, release or pressure relief of air, steam or other gaseous material, product or compound from any autoclave, boiler pressure vessel, pipe, valve, machine, device or system.	9:00 p.m. to 8:00 a.m.	
9. Persistent barking, calling or whining or other similar persistent noise making by any domestic pet or any other animal kept or used for any purpose other than agriculture.	At all times	At all times
10. The operation of a commercial car wash with air drying equipment.	At all times	10:00 p.m. to 7:00 a.m.
11. Yelling, shouting, hooting, whistling or singing.	At all times	
12. The operation of a power assisted hang glider or parafoil.	At all times	
13. All selling or advertising by shouting or outcry or amplified sound.	11:00 p.m. to 7:00 a.m.	11:00 p.m. to 7:00 a.m.
14. Loading, unloading, delivering, packing, unpacking, or otherwise handling any containers, products, materials, or refuse, whatsoever, unless necessary for the maintenance of essential services or the moving of private household effects.	8:00 p.m. to 8:00 a.m.	
15. The operation of any equipment in connection with construction.	8:00 p.m. to 7:00 a.m.	8:00 p.m. to 7:00 a.m.
16. The operation or use of any tool for domestic purposes other than snow removal.	10:00 p.m. to 8:00 a.m.	
17. The operation of solid waste bulk lift or refuse compacting equipment.	10:00 p.m. to 8:00 a.m.	
18. The operation of a commercial car wash of a type other than mentioned in item 10.	10:00 p.m. to 7:00 a.m.	

Exemption for Public Safety

4. Notwithstanding any other provision of this by-law, it shall be lawful to emit or cause or permit the emission of sound or vibration in connection with emergency measures undertaken for the immediate health, safety or welfare of the inhabitants or any of them or for the preservation or restoration of property unless such sound or vibration is clearly of a longer duration or nature more disturbing, than is reasonably necessary for the accomplishment of such emergency purpose.

Grant of Exemption by Council

5. (a) Notwithstanding anything contained in this by-law, any person may make application to Council to be granted an exemption from any of the provisions of this by-law with respect to any source of sound or vibration for which he might be prosecuted and Council, by resolution, may refuse to grant any exemption or may grant the exemption applied for or any exemption of lesser effect and any exemption granted shall specify the time period, not in excess of six months, during which it is effective and may contain such terms and conditions as Council sees fit.
- (b) In deciding whether to grant the exemption, Council shall give the applicant and any person opposed to the application an opportunity to be heard and may consider such other matters as it sees fit.
- (c) Breach by the applicant of any of the terms or conditions of any exemption granted by Council shall render the exemption null and void.

Severability

6. If a court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of the by-law and it is hereby declared that the remainder of the by-law shall be valid and shall remain in force.

Repeals

7. By-law number 69-99 is hereby repealed.

Penalty

8. Every person who contravenes any of the provisions of this by-law is guilty of an offence and shall, upon conviction therefor, forfeit and pay a minimum fine of \$150 and a maximum fine of \$5000 exclusive of costs.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 14 DAY OF AUGUST, 2007.



Tom Bain - Mayor



Mary Masse - Clerk

ONTARIO COURT OF JUSTICE

PROVINCIAL OFFENCES ACT

PART I

IT IS ORDERED pursuant to the provisions of the Provincial Offences Act and the rules for the Ontario Court of Justice that the amount set opposite each of the offences in the schedule of offences under the Provincial Statutes and Regulations thereunder and Municipal By-law No. 106-2007, of the Town of Lakeshore, attached hereto are the set fines for those offences. This Order is to take effect November 26, 2007.



Dated at London this 26th day of November, 2007.

Bruce G. Thomas
Regional Senior Justice
West Region

APPENDIX A
PART I Provincial Offences Act

Town of Lakeshore
By-law #106-2007: Noise

Item	Short Form Wording	Provision Creating or Defining Offence	Set Fine
1	Causing or permitting sound by dynamic or engine braking of a vehicle.	Subsect. 2(h)	\$75.00
2	Causing or permitting sound through the detonation of fireworks or explosive devices.	Sect. 3 Table 3-1 - # 1	\$75.00
3	Causing or permitting sound through the discharge of a firearm.	Sect. 3 Table 3-1 - #2	\$75.00
4	Causing or permitting sound from any electronic device or musical instrument.	Sect. 3 Table 3-1 - # 4	\$75.00
5	Causing or permitting sound from any auditory signalling device.	Sect. 3 Table 3-1 - #5	\$75.00
6	Causing or permitting sound from any motorized conveyance in an area where it is not intended to be operated.	Sect. 3 Table 3-1 - # 7	\$75.00
7	Causing or permitting sound by permitting a domestic pet or animal to bark, call or whine.	Sect. 3 Table 3-1 - # 9	\$75.00
8	Causing or permitting sound by yelling, shouting, whistling or singing.	Sect. 3 Table 3-1 - # 11	\$75.00
9	Causing or permitting sound from the operation of any construction equipment.	Sect. 3 Table 3-1 - #15	\$75.00
10	Causing or permitting sound from the operation of any tool other than for snow removal	Sect. 3 Table 3-1 - #16	\$75.00

NOTE: Penalty provisions for the offences indicated above are Section 8 of By-law Number 106-2007, a certified copy of which has been filed, and s.61 of the *Provincial Offences Act*.

APPENDIX A
PART I Provincial Offences Act

Town of Lakeshore
By-law #106-2007: Noise

Item	Short Form Wording	Provision Creating or Defining Offence	Set Fine
1	Causing or permitting sound by dynamic or engine braking of a vehicle.	Subsect. 2(h)	\$75.00
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3	Causing or permitting sound through the discharge of a firearm.	Sect. 3 Table 3-1 - #2	\$75.00
4	Causing or permitting sound from any electronic device or musical instrument.	Sect. 3 Table 3-1 - #4	\$75.00
5	Causing or permitting sound from any auditory signalling device.	Sect. 3 Table 3-1 - #5	\$75.00
6	Causing or permitting sound from any motorized conveyance in an area where it is not intended to be operated.	Sect. 3 Table 3-1 - #7	\$75.00
7	Causing or permitting sound by permitting a domestic pet or animal to bark, call or whine.	Sect. 3 Table 3-1 - #9	\$75.00
8	Causing or permitting sound by yelling, shouting, whistling or singing.	Sect. 3 Table 3-1 - #11	\$75.00
9	Causing or permitting sound from the operation of any construction equipment.	Sect. 3 Table 3-1 - #15	\$75.00
10	Causing or permitting sound from the operation of any tool other than for snow removal	Sect. 3 Table 3-1 - #16	\$75.00

NOTE: Penalty provisions for the offences indicated above are Section 8 of By-law Number 106-2007, a certified copy of which has been filed, and s.61 of the *Provincial Offences Act*.

Municipality of Lakeshore – Report to Council

Finance

Financial Planning & Analysis



To: Mayor & Members of Council
From: Justin Rousseau, Corporate Leader – Chief Financial Officer
Date: May 8, 2023
Subject: 2023 Quarter 1 (March 2023) Variance Report

Recommendation

This report is for information only.

Background

Annual operating budgets are set at the beginning of the calendar year based on Council direction. Professional estimates, the current environment, macroeconomic trends (such as interest rates, commodity prices, etc.) and other local information available at the time are significant inputs to the operating budget recommended to Council. Revenues and expenditures are monitored on an ongoing basis and projected through to the end of the year to ensure they remain at or as close to their approved budget as possible and that all material variances are effectively mitigated. As is typical with most forecasts, accuracy increases as the year progresses, as more information and data become available.

Comments

The financial position of the Municipality is directly affected by uncontrollable factors such as weather conditions, fuel and utility costs, interest rates, tax appeals and the COVID pandemic. Not all expenditures occur evenly throughout the year. Projections have been prepared with the best information at the time, factoring in current known impacts of the pandemic. However, given the high degree of uncertainties surrounding any future implications and what may occur in the later part of the year, there could be a slight difference from the overall year-end.

Taxation Funded Variances

The taxation-funded variance report is forecasting a surplus of approximately \$9,625 as shown in **Appendix A**.

The Taxation Funded Variance Summary in **Appendix A** provides a summary of the projected year end balances for each budget center with percentage differences from budget.

Office of the CAO

The Office of the CAO includes the following budget centres: CAO's Office, Digital Transformation and Cloud Services, Council, and Committees of Council. This department is projecting an overall surplus of \$61,750.

The CAO's Office is forecasting a surplus of \$11,463 due primarily to forecast variance from budget due to salary gapping due to the timing of hiring of new staff.

Digital Transformation and Cloud Services are forecasting a surplus of \$45,287 due primarily to salary gapping due to the timing of hiring of new staff. This is offset by expected cost overruns due to the investment in internet services at the Atlas Tube Recreation Centre.

Council is forecasting to be on budget currently.

Committees of Council is forecasting a surplus of \$5,000 due to forecasted additional revenue generated more than budget by the committee of adjustments.

Strategic & Legal Affairs Department

The Strategic & Legal Affairs Department includes the following budget centres: Strategic and Legal Affairs, Legal Services, Civic Affairs, Workforce Development, Fire, and Police. This department is projecting an overall surplus of \$19,894.

The Strategic and Legal Affairs Office is forecasting to be on budget currently.

Legal Services is forecasting a deficit of \$(14,038) due to forecast overspending in Legal insurance premiums of \$51,035, offset by underspending of a forecast \$32,797 in salary gapping due to the timing of new staff hiring and \$4,200 in less than anticipated professional fees.

Civic Affairs is forecasting a surplus of \$10,935 due to forecast shortfalls in revenue of \$43,000 because of delays with the gaming applications and revenue. This is offset by forecast underspending of \$53,955 in wages and benefits costs associated with delays in hiring and salary gapping.

Workforce Development is forecasting a deficit of \$(14,100) due to forecast overspending in professional consulting, staff appreciation and advertising costs of \$24,500. This is offset by underspending in training and office expenses of \$9,900.

Fire is forecasting a surplus of \$68,097 due to forecast increases in revenue of \$40,000 due to the agreement with Leamington for contract fire admin services. Also by forecast underspending in wages and benefits \$39,697 as full-time wages will experience a surplus due to staffing transition. One area of overspending is forecasted overspending in staff appreciation for the fire banquet.

Police is forecasting a deficit of \$(31,000) due to forecast decreases in revenue offset by forecast underspending in training and office expenses for Board members.

Growth & Sustainability Department

The Office of Growth & Sustainability includes the following budget centres: Growth and Sustainability, Economic Development & Mobility, ATRC Facilities and Fields, Recreation, Marina, Community Planning, GIS, Building, By Law, Public Service, Animal Control, and Crossing Guards. This department is projecting an overall Surplus of \$31,109.

The Growth & Sustainability Office is forecasting on budget for 2023.

Economic Development & Mobility is forecasting a deficit of \$(5,000) due primarily to forecast overspending and wages and benefits due to acting duties to help provide leadership to community planning.

The ATRC Facilities & Fields budget centre is forecasting a deficit of \$(14,500) dollars due to forecasted over expenditures on transaction fees from activenet the booking software.

Recreation is forecasting on budget for 2023.

The Marina is forecasting a deficit of \$(5,000) dollars due to forecasted over expenditures on transaction fees from activenet the booking software.

Community Planning is forecasting a surplus of \$71,609 this is primarily due to underspending in salaries and benefits cost of \$36,609 due to vacancy in the area as well as forecast underspending in consulting services of \$35,000.

GIS is forecasting a surplus of \$15,000 due to forecast underspending in consulting services.

The Building budget centre is currently projecting no net variance and is on budget for 2023. Any activity will be transferred to the building permit reserve at year-end in accordance with the Building Code Act provisions.

By Law is currently projecting a surplus of \$10,000 due primarily to forecast under expenditures in wages and benefit-cost from budget due to vacancies in the area.

Public Service is currently projecting a deficit of \$(35,000) due primarily to forecast over expenditures in wages and benefits cost from budget. These costs will be covered by a

transfer from the reserve for Covid funding in Corporate Accounts as the service level that was set was in response to the pandemic. In 2024 to maintain this service level additional budget funds will be requested.

Animal Control is forecasting to be on budget for 2023.

Crossing Guards is forecasting to a deficit of \$(6,000) due to overspending on salaries and wages in order to provide servicing to the intersections without interruption to other business activities.

Operations Department

The Operations Department includes the following budget centres: Operational Services, Roads & Fleet, Parks & Trails, Engineering and Infrastructure, Capital Projects, Drainage, Facilities (non ATRC) & Properties and Solid Waste. This department is projecting an overall deficit of \$(37,800)

The Operational Services Office is forecasting to be on budget for 2023.

Roads & Fleet is forecasting a surplus of \$37,200 due primarily to forecast underspending in wages and benefits of \$55,000 due to vacancies and transition as well as forecast additional revenue from permit applications of \$12,200. These are offset by forecast overspending of \$30,000 on salt for winter control.

Parks & Trails is forecasting to be on budget for 2023.

Engineering and Infrastructure is forecasting a deficit of \$(75,000) due primarily to over expenditures of \$100,000 on tree maintenance programs due to the ice storm branch pick up. Offset by \$25,000 of increases in revenue due to the introduction of CLI application fees.

Capital Projects is forecasting to be on budget for 2023.

Drainage is forecasting a surplus of \$20,000 due primarily to forecast underspending in wages and benefits of \$20,000 due to vacancies and transition.

Facilities (non-ATRC) is forecasting a deficit of \$(20,000) due to forecast overspending in building maintenance and winter control cost at municipality-owned properties.

Solid Waste is forecasting to be on budget for 2023.

Finance Department and Corporate Accounts

The Finance Department includes the following budget centres: Finance, Accounting and Revenue, Financial Planning & Analysis and Corporate Accounts. This department is projecting an overall deficit of \$(69,531)

The Finance Office is forecasting to be on budget for 2023

Accounting and Revenue is forecasting a deficit of \$(15,000) As anticipated savings in wages and benefits of \$20,000 due to staffing vacancies and transitions. These are offset by forecast overspending in consulting services fees in the amount of \$35,000 due to needed help with the processing of year-end payroll process due to payroll system issues experienced in 2022.

Financial Planning and Analysis is forecasting a surplus of \$19,203 due primarily to underspending of \$31,000 in wages and benefits due to staffing vacancies and transitions in the year. Offsetting this is forecasted overspending of 11,797 in consulting services fees for the AODA mitigation of the budget document which is not currently in the budget for 2023.

Corporate Accounts are projecting a deficit of \$(69,531) due primarily to loss of OMPF funding over the budget of \$95,892. As well as \$8,639 higher than expected spending of the conservation authorities as the levies have increased due to changes in provincial legislation. Offsetting this is increased transfer in from the COVID Grant funding of \$35,000 to cover the over expenditure of wages in public service.

Water Rate Funded Variances

The water variance report is forecasting a deficit of approximately \$(9,981), as shown in **Appendix A**. A revenue deficit is expected of \$59,981 primary due from lower than anticipated consumption trends. A surplus of wages and benefits cost is expected in the amount of \$80,000. Offsetting this surplus are forecast over expenditures of \$30,000 in Chemicals cost.

As water services are under a self-sustaining model, any actual 2023 surplus/(deficit) will be recommended for transfer to/(from) the Water Reserve Fund as part of the year end variance report.

Wastewater Rate Funded Variances

The wastewater variance report is forecasting a surplus of approximately \$260,981, as shown in **Appendix A**. Like Water, a decrease in revenue is expected by year-end due to a decrease in consumption. A shortfall of \$139,419 in revenue is projected for 2023. Contributing to the surplus is forecast underspending wages and benefits of \$20,000 due to the timing of hiring of new staff. Also due to the anticipated timing of the completion of the Dennis St Pierre plant in late 2023. It is being forecasted that the long-term debt repayments built into the budget of 3,804,000 will not take place and nor will the recovery of 3,423,600 from development charges, these two items will create a net surplus of \$380,400

As wastewater services are under a self-sustaining model, any actual 2023 surplus/(deficit) will be recommended for transfer to/(from) the Wastewater Reserve Fund as part of the year end variance report.

Financial Impacts

At the time of writing this report, with the known information available, it is projected the year will end with a financial surplus of \$9,625 from tax funded budgets. Water is expected to end the year with a deficit of \$9,981 and Wastewater a surplus of \$260,981

Administration will continue to monitor revenues and expenditures throughout the year, and a further update will be reported to Council with the second quarter Variance report.

Attachments

Appendix A – Departmental Summary

Report Approval Details

Document Title:	2023 Quarter 1 (March 2023) Variance Report.docx
Attachments:	- Q1 Variance.pdf
Final Approval Date:	Jun 20, 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
2023 Quarter 1 (March 31) Forecast till December 31, 2023

	Budget	Forecast	Variance (Surplus) / Deficit	Percentage Variance
Chief Administrative Officer				
CAO Office				
Net Total	(436,446)	(424,983)	(11,463)	2.63%
Digital Transformation & Cloud Services				
Net Total	(2,059,364)	(2,014,077)	(45,287)	2.20%
Council Services				
Net Total	(382,528)	(382,528)	-	0.00%
Committees of Council				
Net Total	21,225	26,225	(5,000)	-23.56%
Total Chief Administrative Officer	(2,857,113)	(2,795,363)	(61,750)	2.16%
Strategic & Legal Affairs				
Strategic and Legal Affairs Admin				
Net Total	(233,543)	(233,543)	-	0.00%
Legal Services				
Net Total	(843,454)	(857,492)	14,038	-1.66%
Civic Affairs				
Net Total	(689,870)	(678,935)	(10,935)	1.59%
Workforce Development				
Net Total	(560,280)	(574,380)	14,100	-2.52%
Fire				
Net Total	(2,390,635)	(2,322,538)	(68,097)	2.85%
Police				
Net Total	(4,821,738)	(4,852,738)	31,000	-0.64%
Total Strategic & Legal Affairs	(9,539,520)	(9,519,626)	(19,894)	0.21%
Growth & Sustainability				
Growth and Sustainability Admin				
Net Total	(228,703)	(228,703)	-	0.00%
Economic Development & Mobility				
Net Total	(205,235)	(210,235)	5,000	-2.44%
ATRC Facilities & Fields				
Net Total	(2,442,393)	(2,456,893)	14,500	-0.59%
Recreation				
Net Total	(508,736)	(508,736)	-	0.00%
Marina				
Net Total	8,627	3,627	5,000	57.96%
Community Planning				
Net Total	(798,948)	(727,339)	(71,609)	8.96%
GIS				
Net Total	(143,329)	(128,329)	(15,000)	10.47%
Building				
Net Total	-	-	-	0
By Law				
Net Total	(377,039)	(367,039)	(10,000)	2.65%
Public Service				
Net Total	(636,743)	(671,743)	35,000	-5.50%
Animal Control				
Net Total	(42,615)	(42,615)	-	0.00%
Crossing Guards				
Net Total	(72,086)	(78,086)	6,000	-8.32%
Total Growth and Sustainability	(5,447,200)	(5,416,091)	(31,109)	0.57%

Operational Services

Operational Services Admin

Net Total	(230,053)	(230,053)	-	0.00%
Roads & Fleet				
Net Total	(16,726,493)	(16,689,293)	(37,200)	0.22%
Parks & Trails				
Net Total	(2,517,894)	(2,517,894)	-	0.00%
Engineering and Infrastructure				
Net Total	(759,133)	(834,133)	75,000	-9.88%
Capital Projects				
Net Total	(369,839)	(369,839)	-	0.00%
Drainage				
Net Total	(264,716)	(244,716)	(20,000)	7.56%
Facilities (non ATRC) & Properties				
Net Total	(1,722,148)	(1,742,148)	20,000	-1.16%
Solid Waste				
Net Total	(1,591,001)	(1,591,001)	-	0.00%

Total Operational Services

(24,181,277)	(24,219,077)	37,800	-0.16%
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Finance & Corporate Accounts

Finance Admin

Net Total	(230,953)	(230,953)	-	0.00%
Accounting and Revenue Services				
Net Total	562,450	547,450	15,000	2.67%
Financial Planning & Analysis				
Net Total	(481,267)	(462,064)	(19,203)	3.99%
Corporate Accounts				
Net Total	42,174,880	42,105,349	69,531	0.16%

Total Finance & Corporate Accounts

42,025,110	41,959,782	65,328	-0.16%
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Total Taxation Funded Accounts

-	9,625	(9,625)	
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Water

Water

Net Total	-	(9,981)	9,981	
Total Water	-	(9,981)	9,981	

Wastewater

Wastewater

Net Total	-	260,981	(260,981)	
Total Wastewater	-	260,981	(260,981)	

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: June 15, 2023
Subject: IT Network RFP Award

Recommendation

Award the RFP for the design and replacement of the IT Network to Optimus Tech Solutions as the respondent with the highest total score, direct Administration to fund the overage of \$46,248 from the IT Lifecycle Reserve, as presented at the June 27, 2023 Council Meeting.

Background

In 2021 and 2022, the Municipality completed numerous assessments associated with its Cyber Security and Technology Operations. Both review types highlighted areas of improvement and throughout 2022 and 2023 the Municipality has continued to mature its security posture and move our technology platforms towards industry best practices. A remaining area of concern identified is the current design, implementation and hardware that supports the Municipal IT network. Brought forward as a 2023 budget item, Council directed administration to move forward with the replacement of our current solution and align it with modern industry and cyber security standards.

Administration issued a Request for Proposals on April 17th, 2023 which has now closed.

Comments

A total of four (4) proposals were received prior to closing on June 6th, 2023. Respondents included Optimus Tech Solution, TELUS Communications, Allstream Business and Kloudified Internet Service Provider.

Administration placed the highest level of importance on the following dimensions of the proposals:

1. Completeness of Functional Requirement Understanding by the respondents

2. Appropriate work plan including design, implementation and post implementation support capabilities
3. Equipment supplied by reputable industry supplier
4. Value-add benefits and previous completed public sector projects of this scale
5. Transparent and detailed pricing for each project deliverable

The evaluation of each proponent was undertaken in two stages. Stage one was a review of the detailed proposal response including hardware selection, work plan, references and previous work completed. A score of 0 to 10 was awarded to each of these dimensions as required in the RFP. The second stage was an evaluation of the pricing of the proponents. The scores of each stage were then added according to the evaluation matrix in the RFP. The successful proponent, Optimus Tech Solutions, was the proponent with the highest score, and the proponent being recommended to Council.

Financial Impacts

The solution proposed by Optimus Tech Solutions represented the solution that not only meets the needs of the Municipality but is also the best cost value to the Municipality.

All responses were over the original budget allocated to this project, however the solution proposed by Optimus allows the Municipality to minimize the financial impact.

Funding for this project will be split between grant funding provided by the Province of Ontario, approved 2023 DTCS capital budget and the IT Reserve fund.

RFP Municipal Network Upgrades	Project Cost (Including Applicable HST)	Budget
Network Project Total Cost	\$361,248.00	
Municipal Modernization Program Funding		\$65,000
2023 Budget Network Replacement		\$250,000
Total Budget		\$315,000
Excess Funds Required from the IT Lifecycle Reserve		\$46,248

The Balance of the IT Lifecycle Reserve is estimated to be \$96,029 by the end of 2023 with the approval of the additional draw from reserves.

Report Approval Details

Document Title:	IT Network RFP Award.docx
Attachments:	
Final Approval Date:	Jun 20, 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

Community Services



To: Mayor & Members of Council
From: Frank Jeney, Division Leader-Community Services
Date: May 15, 2023
Subject: ATRC Room 010 – Options for Use

Recommendation

Direct the Division Leader – Community Services to:

- a. To investigate possible solutions to the Atlas Tube Recreation Centre’s concession location, to mitigate patrons within the ice rink hallways, utilizing the Atlas Tube Recreation Centre’s room’s 010 (pro shop), 011 (common kitchen or server), and room 012 (snack bar or concessions); and
- b. To prepare an agreement to enter into a one-year contract with Belle River Source for Sports for the rental of the Atlas Tube Recreation Centre’s Room 010 – Pro Shop, in the amount of \$308 per month, during the months of September 2023 to March 2024, for a total of \$2,156.00 plus HST; and
- c. To post an RFP for Concession operations for a one year term from September 2023 to March 2024, to allow for potential changes to the space beginning in April 2024; all as presented at the June 27, 2023 Council meeting.

Background

At the special Council meeting of July 6, 2022, Administration recommended issuing a request for proposal for the use of the Pro Shop Room.

Council passed resolution #266-07-2022:

Direct Administration to issue a request for proposal for the commercial use of ATRC Room 010 – Pro Shop, to be leased in 2023, as presented in the July 6, 2022 report to Council.

Comments

There are 2 options presented for Council to consider:

Option #1 (recommended)

Direct the Division Leader-Community Services to:

- a. To investigate possible solutions to the Atlas Tube Recreation Centre's concession location, to mitigate patrons within the ice rink hallways, utilizing the Atlas Tube Recreation Centre's room's 010 (pro shop), 011 (common kitchen or server), and room 012 (snack bar or concessions); and
- b. To prepare an agreement to enter into a one-year contract with Belle River Source for Sports for the rental of the Atlas Tube Recreation Centre's Room 010 – Pro Shop, in the amount of \$308 per month, during the months of September 2023 to March 2024, for a total of \$2,156.00 plus HST; and
- c. To post an RFP for Concession operations for a one year term from September 2023 to March 2024, to allow for potential changes to the space beginning in April 2024;

Direct the Division Leader, Community Services to repurpose the Atlas Tube Recreation Centre's Room 010 for future internal use as office space and/or storage, and bring a costing and design back to Council at the 2024 budget meetings and to continue with an RFP for Concession operations with the current concession setup for a multi-year term,

Option #2

Direct the Division Leader, Community Services to repurpose the Atlas Tube Recreation Centre's Room 010 for future internal use as office space and/or storage, and bring a costing and design back to Council at the 2024 budget meetings and to continue with an RFP for Concession operations with the current concession setup for a multi-year term,

Discussion regarding the Options

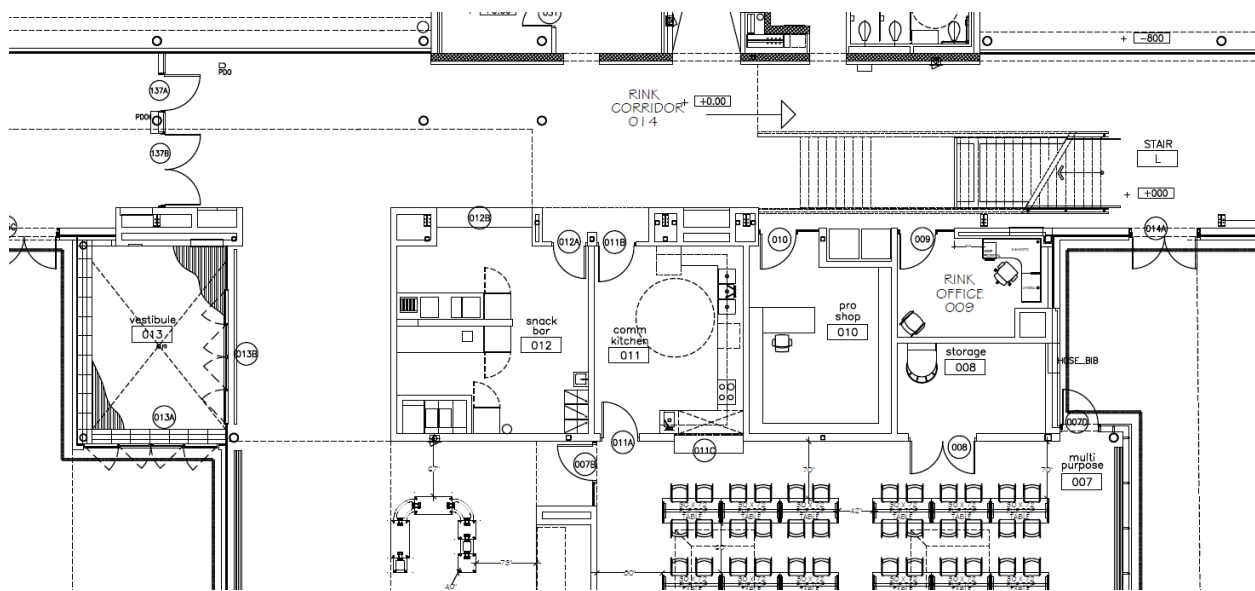
On February 24th 2023, a Request for Expression of Interest (RFEOI) was issued on bid and tenders for commercial use of the space. A media release was also issued on this date.

On May 12th 2023, the RFEI closed with zero (0) submissions for use of the space. It is understood that Source for Sports would be interested in continuing to operate a sports shop at this location for another hockey season.

On May 2nd 2023, Council considered a report on the operation of concession space at the ATRC, and directed Administration to prepare a Request for Proposal for concessions at the Atlas Tube Recreation Centre.

Current use and floorplan of the space.

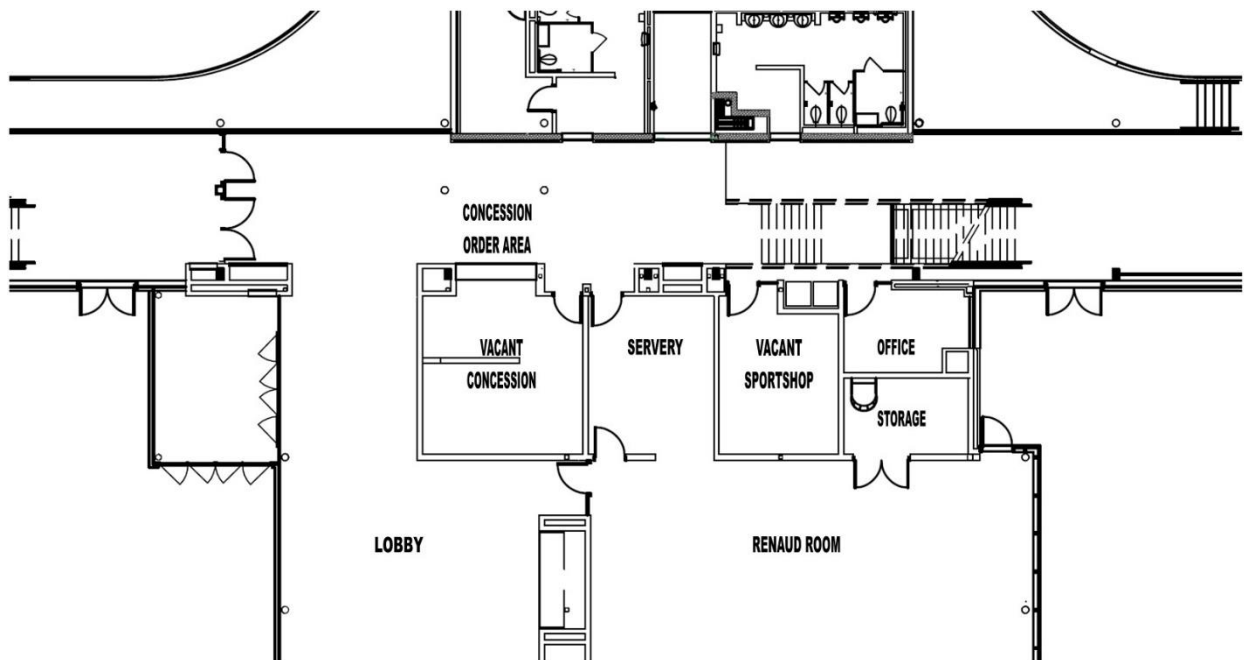
Architectural Drawings of the Current Space



Lakeshore may have an opportunity to re-imagine the experience many Atlas Tube Recreation Centre visitors have when accessing concessions, and its proximity to wayfinding and egress. A potential solution would be to refocus the entry access of the ATRC concessions operations to the main lobby of the ATRC and allowing those utilizing the concessions to be within the space when ordering or awaiting their purchases.

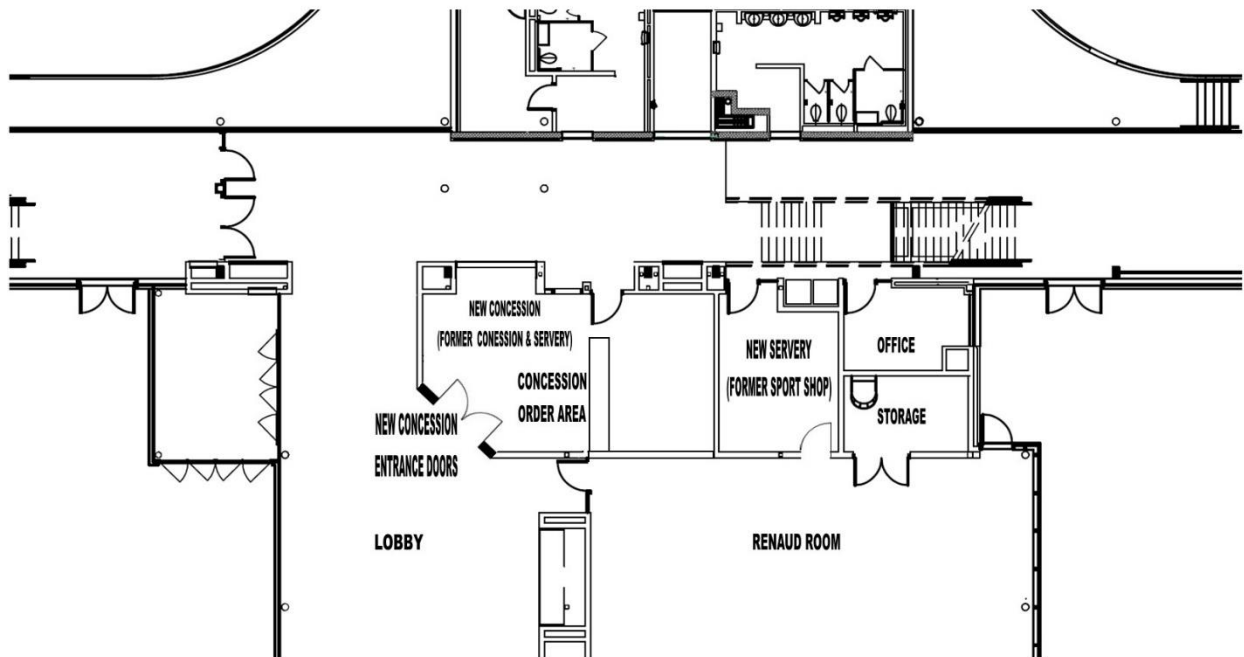
Currently, access to the concessions is off the main ice rink hallway. This hallway becomes very busy at times, due to player traffic, fan traffic, as well as concession users and patrons awaiting their family and friends. The following floor plan shows the current layout of the ATRC concessions, the Renaud Room kitchenette server, and room 010, currently the pro shop.

Current floorplan.



Re-imagined use of the space.

If this space were to be re-imagined, there is a possibility of allowing entrance to the concession off the main lobby. Patrons could be within the concession while ordering and awaiting their purchase. Also, the kitchenette servery for the Renaud room, could be moved to the current pro shop, allowing for dual use as a staging area for food items, and additional storage for Renaud Room programming items.



Administration recommends option #1, as a remedy to the ongoing concessions concerns at the ATRC.

It is noted that if there is no Pro Shop, small hockey items such as laces and tape could be sold at the front counter of the ATRC for patrons needing these accessories.

Should Council not wish to move forward with changes to the concessions, administration would immediately issue an RFP for the concessions space as it is laid out currently at the ATRC.

The benefits of option #2 would be to re-imagine this space as an internal office space, meeting space, or divisional headquarters. Lakeshore is at a deficit for office space for employees, and this space could be used to service that need.

Financial Impacts

Option 1 in the Recommendation Section would generate a revenue of \$2,156.00 (plus HST).

Option 2 – storage or office space, would not generate revenue.

Attachments

Attachment 1 – Atlas Tube Centre Sport Shop Agreement

Report Approval Details

Document Title:	ATRC Room 010 – Options for Use.docx
Attachments:	
Final Approval Date:	Jun 22, 2023

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

Prepared by Frank Jeney

Submitted by Tammie Ryall

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: June 21, 2022
Subject: Request for Designation of Municipally Significant Event – WKND Hospitality (Sunsplash) – July 13-16, 2023

Recommendation

Designate the Sunsplash event, scheduled for July 13 to 16, 2023, as “municipally significant”, subject to the conditions outlined in the report presented at the June 27, 2023 Council meeting.

Background

Attached (Appendix A) is a copy of the correspondence received from WKND Hospitality relating to the Sunsplash event scheduled for July 13 to 16, 2023. WKND Hospitality is requesting to hold a “beer garden” at various hours throughout the four day event at Lakeview Park, therefore a Special Occasion Permit (SOP) will be required.

Comments

The Alcohol and Gaming Commission of Ontario (AGCO) administers the SOP program, which includes the sale and service of alcohol on special occasions such as charity fundraisers.

There are three types of special occasions for which a permit may be issued:

1. Private Event: for events where only invited guests will attend. These events cannot be advertised and there can be no intent to gain or profit from the sale of alcohol at the event.
2. Public Events: for events that are open to the public. These events can be advertised and allow for fundraising including profit from the sale of alcohol.

3. Industry Promotional Events: for events held to promote a manufacturer's product through sampling. There can be no intent to gain or profit from the sale of alcohol at the event.

WKND Hospitality has requested to host a public 'beer garden' in a 4,000 square foot area of Lakeview Park (Appendix B), located at 120 West River Street. This land is a municipal park owned by the Municipality of Lakeshore. A diagram of the area is attached as Appendix C to this report.

Public Event permits can only be issued for events by registered charities or non-profits, or for events of "municipal significance". In order to be deemed an event of municipal significance, it requires a designation by the municipality in which the event will take place. SOP applications for a municipally significant Public Event must be accompanied by either a municipal resolution or a letter from a delegated municipal official designating the event as municipally significant.

The Sunsplash event has received approval from the Festival & Events Committee, subject to the confirmation of adequate security staff and paid duty OPP officers for the duration of the event.

The Building Services, By-law and Fire Services Divisions were consulted in relation to the request by the WKND Hospitality and advised that there are no concerns relating to the event, provided that:

- the 'beer garden' may only operate on the following dates/times:
 - Thursday, July 13 from 4:00 PM to midnight
 - Friday, July 14 from 4:00 PM to midnight
 - Saturday, July 15 from 11:00 AM to midnight
 - Sunday, July 16 from 11:00 AM to 10:00 PM
- the area is restricted to a maximum of 200 patrons; and
- the event organizers must provide for adequate resources to safely conduct the event, as the Municipality of Lakeshore will not provide staff resources to assist.

The event organizers must ensure access is maintained up to the designated area as best they can for emergency services in case a medical or other unforeseen emergency occurs, must help ensure that smoking occurs in accordance with the *Smoke-Free Ontario Act* and that the event complies with the provisions of the Municipality's Noise By-law.

In addition, the event organizers must provide:

- a site plan to denote the location of stages, portables, additional bathroom facilities, tents or fencing, if installed, as well as the designated area being used to serve alcohol (with dimensions);

- a description of materials used to identify the designated area (i.e. snow or chain link fencing); and
- the location, number and size of exits from the designated area.

The Municipality of Lakeshore will not assume any responsibility for the event by recognizing it as “municipally significant”.

Financial Impacts

The event organizers have paid the \$50.00 application fee for consideration of the designation of the event. There is no further financial impact to the Municipality by way of designating an event as “municipally significant”.

Attachments

Appendix A – WKND Hospitality request

Appendix B – location map of designated area

Appendix C – diagram of beer garden area

Report Approval Details

Document Title:	Request for Designation of Municipally Significant Event - WKND Hospitality - July 13-16, 2023.docx
Attachments:	- Appendix A - Sunsplash Beer Gardens 2023 Request.pdf - Appendix B - Sunsplash Beer Gardens Location.pdf - Appendix C - Sunsplash Beer Gardens Layout.pdf
Final Approval Date:	Jun 19, 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



Sunsplash Beer Gardens 2023

Background

WKND Hospitality

Established in 2002, WKND Hospitality Group is one of the leading Hospitality, Culinary and Nightlife ownership groups in South Western Ontario. The organization started with early properties including Voodoo Nightclub, Tabu Bar & Grill, Sin Nightclub and Peppers Bar and Grill, The Pub Club, Level 3 Vodka Emporium, and The City Grill based on Ouellette Avenue in the heart of Downtown Windsor.

Still headquartered in Windsor Ontario, WKND Hospitality continues to grow with its current properties listed below, including staple properties The Bull & Barrel Urban Saloon and The GOAT Tap & Eatery.

Co-owners Christian Komsa, Matthew Komsa and Andrew Corbett bring over 60 years of combined experience in Hospitality venues and events

Event Details

1954815 Ontario Inc will hire The G.O.A.T. Tap & Eatery Lakeshore to cater the gardens. 1954815 Ontario Inc has an active **5,000,000** event insurance policy and will add The G.O.A.T. Tap & Eatery Lakeshore, Belle River BIA along with the Town of Lakeshore. The G.O.A.T. Tap & Eatery has a catering endorsement attached to the liquor license which will allow the service and sale of alcohol at the event.

Proposed Hours of Operation

Thursday	4:00pm – 12:00am
Friday	4:00pm – 12:00am
Saturday	11:00am – 12:00am
Sunday	11:00am – 10:00pm

The Sunsplash entertainment ends at 9pm. We are proposing the 12:00 am closing so we have continuous entertainment within the park. From the hours of 9:00pm.- 12:00 Thursday to Saturday we are proposing live entertainment within the beer gardens. We would also like to theme each night to match the entertainment. Ideas being considered are a 70-80s Thursday, rock and roll Friday and County Night for Saturday.

Security

All security will guards will be trained and licensed by The Ontario Government. Last call will be made ½ hour before closing time to allow customers ample time to finish their beverages. At closing time security staff will ensure a safe, and quick exit from the beer gardens and its proximity.

Estimated Attendance

We are projecting 800-1000 people attend the gardens over the 4 days.

Tent

We would hire Festival Tents to erect a 40X80 ft tent. Festival will handle all necessary permits, engineering, assembly and disassembly of the tent. All grounds will be restored to its pre-festival condition.

I am available for any questions or comments.

Respectfully,

Matthew Komsa
WKND Hospitality Group
[REDACTED]
matthewkomsa@icloud.com

Sunsplash Beer Garden





- Festival Tent 40'X80' (Blue outline)
 - Pegged down (locates will be done)
 - North peg will be on Boat Launch parking, but will be repaired/left in condition prior to tent)
- Fence: Grey dashed line. Around entire tent, with the extension of 20' on each side of the tent.
- Bar: Located under the tent.
- "Entrance and Exit Only" sections.
- Portable washrooms: Located in the fenced area, outside of the tent area (Grey squares located behind the Bar area).

Municipality of Lakeshore – Report to Council

Strategic & Legal Affairs

Legal Services



To: Mayor & Members of Council
From: Kristen Newman, Corporate Leader – Strategic & Legal Affairs
Date: June 15, 2023
Subject: Amendment to Appointments By-law 34-2019

Recommendation

Direct the Clerk to read By-law 43-2023, being a by-law to amend By-law 34-2019, during the Consideration of the By-laws, as presented at the June 27, 2023 Council meeting.

Comments

By-law 34-2019 is the Municipality's Appointment By-law. In 2022, Schedule "A" of By-law 34-2019 was amended, by by-law 78-2022, to reflect the organization's new corporate structure.

Comments

By-law 43-2023 is presented to Council for adoption. The draft by-law amendment to By-law 34-2019 includes housekeeping items to update the titles of those roles within the organization which have changed on Schedule "A". The amendment further reflects changes in the organizational structure by appointing the Division Leader – Legislative Services as municipal clerk for the municipality.

Administration recommends that Council direct the Clerk to present By-law 43-2023 for reading and adoption during the Consideration of the By-laws portion of the Council meeting.

Financial Impacts

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

Report Approval Details

Document Title:	Amendment to Appointments By-law 34-2019.docx
Attachments:	
Final Approval Date:	Jun 20, 2023

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

Prepared by Kristen Newman

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore

By-law 43-2023

Being a By-law to Amend By-law 34-2019 to Appoint Statutory Officials and Enforcement Officers for the Corporation of the Town of Lakeshore

Whereas the *Municipal Act, 2001*, S.O. 2001, c. 25, and other statutes of the Province of Ontario require the appointment of officials to occupy positions within the municipal government;

And whereas on August 9, 2022, the Council of the Municipality of Lakeshore enacted By-law 78-2022 to amend By-law 34-2019, being a by-law to Appoint Statutory Officials and Enforcement Officers for the Corporation of the Town of Lakeshore, and to amend By-law 19-2019, being a by-law to Constitute, Appoint and Empower a Committee of Adjustment and to Appoint a Secretary-Treasurer to the Committee of Adjustment and to Repeal any Previous By-laws Dealing with the same Subject Matter;

And whereas the Council of the Municipality of Lakeshore wishes to re-designate certain the titles of such appointed officials to reflect its current corporate structure;

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

1. Schedule "A" of By-law 78-2022 is repealed.
2. By-law 34-2019 shall be amended as follows:
 - a. Schedule "A" of By-law 34-2019 is repealed and replaced by Schedule "A" to this by-law.
3. (a) Subject to (b), this by-law comes into force upon passage.
 - (b) The appointment of the Division Leader – Legislative Services as Clerk comes into effect on July 17, 2023.

Read and passed in open session on June 27, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

**Schedule “A”
to By-law 43-2023**

**Schedule “A”
to By-law 34-2019**

Statutory Appointments pursuant to Various Acts

Column A	Column B	Column C
Statutory Position	Designated Official	Applicable Statute
Chief Administrative Officer	Chief Administrative Officer	<i>Municipal Act, 2001, S.O. 2001, c.25, s.229</i>
Clerk	Division Leader – Legislative Services	<i>Municipal Act, 2001, S.O. 2001, c.25 and all applicable legislation</i>
Deputy Clerk for the purpose of being a commissioner	Team Leader – Legislative Services	<i>Commissioners for Taking Affidavits Act, R.S.O. 1990, c.C,17</i>
Deputy Clerk for the purpose of solemnizing marriages	Team Leader – Legislative Services	<i>Marriage Act, R. S. O. 1990, c.M.3</i>
Deputy Clerk for the purpose of Vital Statistics	Team Leader – Legislative Services	<i>Vital Statistics Act, R. S. O. 1990, c.V.4</i>
Secretary/Treasurer, Committee of Adjustment	Planner I	<i>Planning Act, R.S.O. 1990, c.P.13</i>
Secretary/Treasurer, Committee of Adjustment	Team Leader – Development Approvals	<i>Planning Act, R.S.O. 1990, c.P.13</i>
Deputy Clerk for the purpose of signing certificates of consent	Secretary/Treasurer, Committee of Adjustment	<i>Planning Act, R.S.O. 1990, c.P.13 s. 53(42)</i>

Column A	Column B	Column C
Statutory Position	Designated Official	Applicable Statute
Acts as the head for the purposes of the <i>Municipal Freedom of Information and Protection of Privacy Act</i>	Division Leader – Legislative Services	<i>Municipal Freedom of Information and Protection of Privacy Act</i> , R.S.O. 1990, c.M.56
Treasurer	Corporate Leader – Chief Financial Officer	<i>Municipal Act, 2001</i> , S.O. 2001, c.25 and all applicable legislation
Deputy Treasurer	Division Leader – Accounting & Revenue Division Leader – Financial Planning & Analysis	<i>Municipal Act, 2001</i> , S.O. 2001, c.25 and all applicable legislation
Chief Building Official	Division Leader – Building	<i>Building Code Act</i> , S.O. 1992, c.23 and all applicable legislation
By-law Compliance Officer	Building Inspector(s) Division Leader – Bylaw By-law Compliance Officer(s) Police Services Act to Officers appointed pursuant to the perform services for the Municipality of Lakeshore Service provider contracted for by-law enforcement services	<i>Municipal Act, 2001</i> , S.O. 2001, c.25

Column A	Column B	Column C
Statutory Position	Designated Official	Applicable Statute
Provincial Offences Officers	<p>Building Inspector(s)</p> <p>Division Leader – Bylaw</p> <p>By-law Compliance Officer(s)</p> <p>Service provider contracted for Animal Control services</p> <p>Police Services Act to Officers appointed pursuant to the perform services for the Municipality of Lakeshore</p> <p>Service provider contracted for by-law enforcement services</p>	<i>Provincial Offences Act, S.O. 1990, c.P.33</i>
Municipal Law Officer or By-law Enforcement Officer	<p>Police Services Act to Officers appointed pursuant to the perform services for the Municipality of Lakeshore</p> <p>Service provider contracted for by-law enforcement services</p> <p>By-law Compliance Officer(s)</p>	<i>Municipal Act, 2001, S.O. 2001, c.25</i>
Fire Chief	Fire Chief	<i>Fire Protection and Prevention Act, S.O. 1997, c.4</i>
Community Emergency Management Coordinator	Fire Chief	<i>Emergency Management and Civil Protection Act, R.S.O. 1990, c. E. 9</i>

Column A	Column B	Column C
Statutory Position	Designated Official	Applicable Statute
Drainage Superintendent	Drainage Superintendent	<i>Drainage Act</i> , R.S. O. 1990, c. D. 17
Weed Inspector	Division Leader – Bylaw Division Leader – Public Works Team Leader – Roads & Fleet Team Leader – Parks & Trails	<i>Weed Control Act</i> , R. S. O. 1990, c.W.5

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 June 27, 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 June 27, 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 June 27, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

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 June 27, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Municipality of Lakeshore

By-law 59-2023

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-09-2022)

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 27 of By-law 2-2012 is amended as follows:
 - a) the zone symbol on an approximately 3,804.04 m² portion of lands, legally described as PT S1/2 LOT 1 CON NMR MAIDSTONE DESIGNATED AS PT 1 ON 12R29146, which is shown for reference only in crosshatch on Schedule "A" to this by-law, is changed from 'Rural Commercial / Employment (CR)' to 'Rural Commercial / Employment Exception 53 (CR-53)'.
2. Section 9.11, Rural Commercial / Employment (CR) Zone Exceptions is amended by adding the following new subsection:

"9.11.53 Rural Commercial / Employment Exception 53 (CR-53) shown on Map 27, Schedule "A" of this By-law.

Permitted Uses: Notwithstanding Section 7, Table 7.1 or any other provision of this by-law to the contrary, a *Building Supply Outlet* shall be permitted. All other uses are permitted."
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 June 27, 2023.

**Mayor
Tracey Bailey**

**Clerk
Kristen Newman**

Schedule "A" to By-law 59-2023

Schedule "A", Map 27 of By-law 2-2012, as amended, is hereby amended by changing the zone symbol on an approximately 3,804.04 m² portion of lands, known legally as PT S1/2 LOT 1 CON NMR MAIDSTONE DESIGNATED AS PT 1 ON 12R29146, as shown on Schedule 'A' in crosshatch attached hereto from 'Rural Commercial / Employment (CR)' to 'Rural Commercial / Employment Exception 53 (CR-53)'.

Schedule A



0 Middle Rd
Part of Lot 1, Concession North of Middle Rd
ZBA-09-2023

0 10 20 40 60 80 100
Meters



That Schedule "A", Map 27 of By-law 2-2012 is hereby amended by changing the zone symbol as shown on Schedule 'A' in crosshatch attached hereto from 'Rural Commercial / Employment (CR)' to 'Rural Commercial / Employment Exception 53 (CR-53)'.

Municipality of Lakeshore

By-law 61-2023

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 June 13, 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 June 27, 2023.

**Mayor
Tracey Bailey**

**Kristen Newman
Clerk**