

Municipality of Lakeshore

Regular Council Meeting Agenda



Tuesday, August 15, 2023, 5:00 PM

Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order

2. Closed Session

Recommendation:

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

- a. Paragraph 239(2)(c) of the *Municipal Act, 2001* to discuss a proposed or pending disposition of land by the municipality relating to the Rourke Line area.

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

9. Public Presentations

10. Delegations

1. Regional Waste Management Program

7

Recommendation:

Endorse the regional approach to waste management and direct Administration to provide an update on the regional waste management program, County by-law and the logistics of uploading the waste management service at a future Council meeting, all as presented at the August 15, 2023 Council meeting.

1. Michelle Bishop - Essex-Windsor Solid Waste Authority and David Sundin and Sandra Zwiers - County of Essex

11. Completion of Unfinished Business

1. Delegation of Authority By-law

32

Recommendation:

Direct the Clerk to read By-law 63-2023 during the Consideration of By-laws, as presented at the August 15, 2023 Council meeting.

12. Consent Agenda

Recommendation:

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

1. July 18, 2023 Regular Council Meeting Minutes

34

2. July 25, 2023 Special Council Meeting Minutes

46

13. Reports for Information

Recommendation:

Receive the Reports for Information as listed on the agenda.

1. Hydro One Networks Inc. – Community Support Agreement (CSA)

48

2. Strategic Objectives Implementation

93

14. Reports for Direction

1. **Tender Award – Patrick Murphy Drain, a New Municipal Drain** 232
Recommendation:
Award the tender for the Patrick Murphy Drain (a new municipal drain) to Quinlan Inc. in the amount of \$125,359.67 (including applicable HST), as presented in the August 15, 2023 Council meeting.
2. **Lakeshore – Public WiFi** 235
Recommendation:
Direct the Clerk to prepare, and the Mayor to execute, a Letter of Support to Gosfield North Communications supporting the deployment of Free Public WiFi at eight (8) Lakeshore public locations, as presented at the August 15, 2023 Council meeting.
3. **Gosfield North – Belle River Marina WIFI Agreement** 237
Recommendation:
Approve entering into an agreement with Gosfield North Communications Co-Operative Limited to allow for the existing WIFI access for Marina Slips to remain at the Belle River Marina building, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 62-2023 during the Consideration of By-laws.
4. **LiveBarn Agreement – Livestreaming Hockey Games at Ice Rinks at the Atlas Tube Recreation Centre** 240
Recommendation:
Approve an agreement between LiveBarn Inc. and the Municipality of Lakeshore for livestreaming services at the Atlas Tube Recreation Centre for a 4-year term, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 67-2023 during the Consideration of By-laws.

5. RFP for Concessions at Atlas Tube Recreation Centre 243

Recommendation:

Approve entering into a 1-year contract with M & M Concessions for the provision of concessions operations within the Atlas Tube Recreation Centre, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 68-2023 during the Consideration of By-laws.

6. Belle River Marina and Lakeview Park Traffic Calming and Protection 246

Recommendation:

Direct Administration to increase Lakeview Park parking lot and marina area traffic calming by completing Option #1 and Option #2, as measures to help protect the boat docks and boat slips at the Belle River Marina; all as presented at the August 15, 2023 Council meeting.

7. Supply and Install Generators at Lakeshore Facilities through Non-Competitive Selection 252

Recommendation:

Approve the total amount of \$688,635.36 (including applicable HST) for supply and installation of seven (7) generators to PowerServe Inc through non-competitive selection;

Approve the over budget amount of \$62,091.68 to be funded from the Facilities Reserves;

Approve the return of funds in the amount of \$1,620,350.00 from the approved Wastewater Capital Budget (2023) to Wastewater Reserves;

Approve \$346,543.68 (including applicable HST) to be funded from the Water Reserves, as presented at the August 15, 2023 Council meeting.

8. Bylaw Modernization Program 256

Recommendation:

Support the accelerated Bylaw Modernization Program as presented by the Chief Administrative Officer at the August 15, 2023 Council meeting.

9. User Fees By-law Update – Damage to Municipal Property 263

Recommendation:

Direct the Clerk to read By-law 66-2023 during the Consideration of By-laws, as presented at the August 15, 2023 Council meeting.

15. Announcements by Mayor

16.	Reports from County Council Representatives	
17.	Report from Closed Session	
18.	Notices of Motion	
1.	Councillor McNamara - Concept Plan for New Town Hall	265
	Recommendation: Direct Administration to bring a report to Council with updates on the steps required to complete a concept plan for a new town hall, including recommendations for location and required land assembly.	
2.	Councillor McNamara - Town Hall Advisory Committee	266
	Recommendation: Direct Administration to create a town hall advisory committee, with representation from Council and Administration, to further the planning for town hall.	
19.	Question Period	
20.	Non-Agenda Business	
21.	Consideration of By-laws	
	Recommendation: By-laws 62-2023, 63-2023, 65-2023, 66-2023, 67-2023, 68-2023 and 69-2023 be read and passed in open session on August 15, 2023.	
1.	By-law 62-2023, Being a By-law to Authorize an Agreement with Gosfield North Communications Co-operative Limited	267
2.	By-law 63-2023, Being a By-law to Delegate Authority	268
3.	By-law 65-2023, Being a By-law to Authorize a Community Support Agreement and a Road Use Agreement with Hydro One Networks Inc.	294
4.	By-law 66-2023, Being a By-law to Amend By-law 11-2023 (User Fees By-law)	295
5.	By-law 67-2023. Being a By-law to Authorize an Agreement with LiveBarn Inc.	298
6.	By-law 68-2023, Being a By-law to Authorize an Agreement with M & M Concessions	299

22. 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

Operations

Public Works



To: Mayor & Members of Council

From: Jeff Wilson, Division Leader – Public Works
Krystal Kalbol, P. Eng., Corporate Leader - Operations

Date: July 26, 2023

Subject: Regional Waste Management Program

Recommendation

Endorse the regional approach to waste management and direct Administration to provide an update on the regional waste management program, County by-law and the logistics of uploading the waste management service at a future Council meeting, all as presented at the August 15, 2023 Council meeting.

Background

In 2018, the Province issued a Food and Organic Waste Policy Statement (Policy Statement) that provides direction to provincial ministries, municipalities, industrial, commercial and institutional establishments, and the waste management sector to increase waste reduction and resource recovery of food and organic waste.

The Policy Statement provides direction to prevent and reduce food and organic waste at each stage of the food supply chain, including the production, distribution, consumption and recovery of food and organic waste. The Policy Statement also sets sector specific waste reduction and resource recovery targets based on population and population density figures.

- Municipalities with a population greater than 50,000 and a population density greater than or equal to 300 persons per square kilometer (i.e., the City of Windsor) are required to provide curbside collection of food and organic waste to single-family dwellings in an urban settlement area and to achieve a target rate of reduction of 70% by 2025.
- Municipalities with a population greater than 20,000 but equal to or less than 50,000 and a population density greater than or equal to 100 persons per square kilometer (i.e., the Town of Tecumseh) are required to provide collection of food and organic waste to single-family dwellings in an urban settlement area and to achieve a target rate of reduction of 50% by 2025.

Based on guidelines of the Policy Statement, the City of Windsor will be required to provide curbside collection, while the Towns of Amherstburg, LaSalle, Leamington and Tecumseh are required to determine whether to provide curbside collection or if public drop off depots will be established in key locations.

Lakeshore is currently not required to provide an organics program based on the criteria outlined in the Policy Statement.

In support of the Policy Statement, the Essex Windsor Solid Waste Authority (EWSWA) Board approved the development and implementation of a Regional Food and Organics Waste Management Plan in October 2020.

A Food and Organic Waste Oversight Committee was formed as well as a Technical Working Group, each comprised of representatives from the EWSWA, the City of Windsor and the County of Essex.

Representatives from the seven County municipalities also participate in meetings of the Oversight Committee to observe, provide information, pose questions and act as resources to the process. The representatives from the Municipality of Lakeshore are the Division Leader - Public Works and the Corporate Leader - Operations.

In November 2020, the City of Windsor retained GHD Limited to undertake Phase 1 of the project which included consulting and project direction. GHD completed their report and recommendations in April 2021.

At the November 9, 2021 Council meeting the following resolutions were passed by Lakeshore Council in support of a regional program:

364-11-2021

That the Municipality of Lakeshore support, in principle, a regional approach to food, organic and biosolid waste processing, and that this motion be sent to the County of Essex.

365-11-2021

Direct Administration to bring a report regarding when and how the Municipality of Lakeshore could participate in a regional food, organic and biosolid waste process.

Comments

Since the onset of discussions regarding a regional organics program, the regional Chief Administrative Officers (CAO) have expanded the conversation to include a regional approach to waste management.

Further to the above, both the regional organics and waste management program discussions have been proceeding as outlined in the attached presentation prepared by

EWSWA and the County of Essex. The anticipated advantages to regionalizing both organics and waste collection are also outlined in the attached presentation.

Administration recognizes the benefits of a regional waste management approach and working collectively with our municipal partners.

Additional discussions between the Municipality, EWSWA and the County of Essex are warranted to obtain details on the implementation plan and to identify potential opportunities and impacts to the Municipality.

Administration will report back at a future Council meeting with additional details and a recommendation for Council's consideration on a regional waste management program once the County's by-law has been passed, which is expected to be at the County Council meeting August 16, 2023 regarding uploading the waste management service, providing direction to move forward is provided.

At this time, Administration recommends Council endorse the concept of a regional waste management service.

Others Consulted

EWSWA and the County of Essex were consulted.

Financial Impacts

There are no financial implications at this time, however EWSWA's presentation will highlight funding model options if regional programs are advanced to the next stage.

Attachments

Municipality of Lakeshore Regional Waste Discussion, August 15, 2023 Presentation

Report Approval Details

Document Title:	Regional Waste Program.docx
Attachments:	- Municipality of Lakeshore Regional Waste Discussion August 15 2023.pdf
Final Approval Date:	Aug 10, 2023

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

Prepared by Jeff Wilson

Submitted by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride



Municipality of Lakeshore REGIONAL WASTE DISCUSSION

August 15, 2023



Essex-Windsor Solid Waste Authority

- ▶ The Essex-Windsor Solid Waste Authority is a Joint Board of Management created by the Corporation of the County of Essex and the Corporation of the City of Windsor pursuant to a 1994 agreement, to establish, operate and manage the Regional Landfill, recycling and waste diversion programs
- ▶ With the exception of waste collection, all other waste programs are already managed on a regional basis, including:
 - ▶ Regional promotion & education programs (Recycle Coach app, collection calendars, etc.);
 - ▶ Regional landfill management;
 - ▶ Regional leaf and yard waste composting;
 - ▶ Regional appliance (aka White Goods) pickup;
 - ▶ Regional recycling collection and processing; and
 - ▶ Regional depots for disposing of waste, recyclables, electronics, chemicals, etc.

County of Essex - By-law No. 2847

- ▶ The regional programs outlined on the previous slide were taken over by the County, or implemented by the County on a regional basis, following the lower tier municipalities that existed in 1990 uploading waste matters to the County.
- ▶ On September 19, 1990, pursuant to the provisions of Section 209 of the *Municipal Act*, R.S.O. 1980, c. 303, the County assumed by adoption of By-law No. 2847 all waste management powers of its lower tier municipalities except for “sewage sludge”, the “collection of waste” and the delivery of waste.
- ▶ The exceptions carved out of By-law No. 2847 is the historic reason for the lower tiers continuing to treat their own sewage waste and manage their own garbage collection, while the County handles every other waste matter on a regional basis.

Essex-Windsor Solid Waste Authority

- ▶ The 1994 agreement includes the following as it relates to waste collection:

Section 5 (q) - Powers and Obligation of the Authority

- (i) It is understood and agreed that, until otherwise determined by the parties hereto, waste collection and recycling collection within the City of Windsor, as well as operations at the City of Windsor Waste Transfer Station, will remain the responsibility of the City of Windsor.*
- (ii) It is understood and agreed that, until otherwise determined by the parties hereto, waste collection in the County of Essex will remain the responsibility of the individual local municipalities.*
- (iii) Despite paragraphs (i) and (ii) above, the Authority may enter into agreements with either the City or the County respecting the purchase of a waste management service, subject to such terms and conditions as may be agreed upon.*

County of Essex

- ▶ At the March 16, 2022 meeting, Essex County Council resolved the following:

That County Council advise the EWSWA prior to March 31, 2022, that all Essex County municipalities will participate in a regional solution for the collection and processing of organic waste material from urban settlement areas, at a minimum, as part of the short-term processing contract commencing January 1, 2025 or immediately upon the expiration of a municipality's existing waste collection contract, whichever is later.

County of Essex

- Further at the June 15, 2022 meeting, Essex County Council unanimously resolved the following:

That Essex County Council direct Administration to work with the Essex-Windsor Solid Waste Authority (EWSWA) to prepare a report on potential cost savings to be realized by transferring the jurisdiction of garbage collection from local municipalities to the County and ultimately to EWSWA, to manage garbage collection services for the County municipalities.

That Essex County Council direct Administration to conduct consultations and seek formal concurrence from each local municipality, in accordance with Section 189(2) of the Municipal Act, 2001, to transfer the jurisdiction of garbage collection, and examine the individual potential impacts of recovering fees for all waste and/or organic collection and disposal from a user fee pay system to a tax levy billing system.

Project Update

Task	Date
Kick off meeting with County municipal Administration re. regional waste/organics discussions.	August 8, 2022
EWSWA Board approval of the award of the RFP for the Provision of Processing Source Separated Organic Waste to Seacliff Energy Corp. commencing in spring 2025.	August 10, 2022
Development, issue & award of an RFP for a “Review of Existing Municipal Waste Collection Logistics and Transfer Sites and Development of a Strategic Plan as it relates to the Commencement of an Organic Waste Collection Program and Regional Solid Waste Collection Program”.	September 2022 – November 2022

Project Update – Cont'd.

Task	Date
Meetings with County & City CAO groups and other staff to discuss and provide updates on County regional waste discussions.	Various
Data being compiled from the EWSWA, City and County municipalities to be provided to EXP. Site visits done by EXP.	December 2022 – February 2023
Presentation to County Council and reconfirmation of commitment to a regional approach to waste management.	April 19, 2023
Presentations to municipal councils upon request	Various
Final report submission by EXP.	May 2023
Establish municipal working group & hold kick off meeting	June 2023
Decision from City of Windsor and County Municipalities re. regional waste collection.	<i>Target: Summer 2023</i>
RFT for Collection Services.	<i>Target: Fall 2023</i>

Regional Waste - Financial

- ▶ Waste collection contracts are currently negotiated and held at the local level
- ▶ Terms/prices vary and range from expirations in 2022 through to 2027 and at values from \$650,000 to \$1.7 Million
- ▶ Recent tendering results indicate significant contract increases
- ▶ Anticipated advantages to regionalizing:
 - ▶ Economies of scale
 - ▶ Streamlining service delivery and improving administration efficiencies
 - ▶ Standardization of service levels
 - ▶ Incentivizing green household practices

Benefits to Regionalization

- ▶ Economies of Scale
 - ▶ Procurement/competition
 - ▶ Goal to align all contracts to a unified term
 - ▶ Can existing contracts be transferred to EWSWA?
 - ▶ Can existing contracts be exited? If so, at what cost/penalty?
- ▶ Streamlining Service Delivery and Improving Efficiencies
 - ▶ Customer service response moved to EWSWA (communication/education of public)
 - ▶ Removal of specific municipal boundaries will also lead to route efficiencies and optimization
 - ▶ Contract negotiation for region rather than 7 times over
 - ▶ Administrative capacity regained at local level

Benefits to Regionalization Cont'd

- ▶ Standardizing service levels
 - ▶ Frequency of collection (weekly, bi-weekly)
 - ▶ Quantity of collection (bag tags, no limits)
 - ▶ Timing of collection (4am, 6am, 7am...)
 - ▶ Additional services (yard waste, Christmas Tree programs, bulk items)
- ▶ Incentivizing greener household practices
 - ▶ Frequency of collection linked to organics
 - ▶ Leveraging EWSWA education/promotion resources
 - ▶ Tracking service statistics to drive engagement and program improvement

County of Essex – Legal Framework

- ▶ Should the lower tier municipalities decide that they wish for the County to assume responsibility for garbage collection, By-law No. 2847 would have to be repealed and replaced with a new By-law that no longer makes an exception for the collection and delivery of waste.
- ▶ The lower tier municipalities would have to largely be supportive of the measure as well. However, not all lower tier municipalities would have to be supportive in order for the collection and delivery of waste to be uploaded.
- ▶ The precise process for uploading a service such as the collection and delivery of waste from the lower tiers to the County is outlined in Section 189 and 190 of the *Municipal Act, 2001*.

County of Essex – Legal Framework

- ▶ Sections 189 and 190 of the *Municipal Act, 2001*, provides as follows:

Transfer of power to upper-tier

189(1) An upper-tier municipality may pass a by-law to provide for,

- (a) the transfer of all or part of a lower-tier power to the upper tier municipality from one or more of its lower tier municipalities which are specified in the by-law; and
- (b) transitional matters to facilitate the assumption of the lower-tier power.

County of Essex – Legal Framework

Conditions

189(2) A by-law under subsection 1 shall not come into force unless,

- (a) a majority of all votes on the council of the upper tier municipality are cast in its favour;
- (b) a majority of the councils of all the lower-tier municipalities forming part of the upper tier municipality for municipal purposes have passed resolutions giving their consent to the by-law; and
- (c) the total number of electors in the lower-tier municipalities that have passed resolutions under clause (b) form a majority of all the electors in the upper-tier municipality.

County of Essex – Legal Framework

No repeal

189(3) A provision of a by-law passed under clause (1)(a) shall not be repealed in whole or in part after it comes into force.

Exception

189(4) Despite subsection (3), if a by-law of an upper-tier municipality passed under subsection (1) is in force, the by-law shall be deemed to be repealed to the extent it conflicts with a by-law of a lower-tier municipality passed under section 191 which comes into force at a later date.

County of Essex – Legal Framework

Effect of by-law

190(1) When a by-law passed under Section 189 comes into force,

- (a) the upper-tier municipality may exercise the transferred lower-tier power of the lower-tier municipalities specified in the by-law;
- (b) a lower-tier municipality specified in the by-law and its local boards are bound by the by-law and no longer have power to exercise the transferred lower-tier power;

County of Essex – Legal Framework

- (c) an existing by-law or resolution of a lower-tier municipality and its local boards that relate to the transferred lower-tier power shall, to the extent it applies in any part of the lower-tier municipality, be deemed to be a by-law or resolution of the upper-tier municipality; and
- (d) the existing by-law or resolution referred to in clause (c) shall remain in force in that part of the lower-tier municipality until the earlier of two years after the transfer by-law comes into force and the day the existing by-law or resolution is repealed by the upper-tier municipality.

County of Essex – Next Steps

If the consensus among the lower tier municipalities is that the County should take over garbage collection and operate it as a regional program, the following is required:

- (1) The County would have to pass a By-law that is (a) eventually supported by (a) a majority of the lower-tier municipalities and (b) those lower tier municipalities that pass a resolution in support would have to comprise a majority of all electors in the County;
- (2) If the County chooses to contract with EWSWA to handle the garbage collection, an amendment to the EWSWA Agreement to permit this would likely be required;
- (3) Direction would have to be given to EWSWA to stop invoicing the lower tier municipalities and invoice the County instead; and
- (4) EWSWA would need to revise its operational plan and obtain City and County approval for same.

County of Essex – Next Steps

If the consensus among the lower tier municipalities is that the County should **NOT** take over garbage collection and operate it as a regional program, the following is required:

- (1) Based on direction from County Council, the County would still need to pursue a regional approach to organics collection, and would need input from the lower-tier municipalities about the issues with having charges for a regional organics program added to the general levy;
- (2) Direction would have to be given to EWSWA to invoice the County and not to invoice the lower tier municipalities for this regional program; and
- (3) EWSWA would still need to revise its operational plan and obtain City and County approval for same.

Funding Model Options

User Fee Based

- ▶ Links usage of service to cost to provide service
- ▶ Supports environmentally friendly household practices (similar to water billing model/conservation)
- ▶ User fee supported services are charged only to those who have access to the service

General Levy Based

- ▶ Links Current Value Assessment (CVA) to cost to provide service
- ▶ Higher the CVA the higher the proportion of costs paid for regional service
- ▶ General levy supported services should be accessible to all equally

Next Steps

- ▶ Presentation to County Council (new term of council) on April 19, 2023.

At that meeting the following recommendation was approved:

That Essex County Council (1) receive this Report, (2) reconfirm its commitment to a regional approach to waste management, and (3) direct County Administration to report back at a future meeting of County Council with any further feedback received from local municipalities and the necessary By-law to upload the collection of waste to the County.

- ▶ Circulation of a draft County By-law for lower tier municipalities to provide comments on. Provided via email on May 17, 2023.
- ▶ Identification of additional information required from EWSWA and/or County.
- ▶ Individual meetings with each local if requested.
- ▶ Timing of administrative reports to local councils.

Questions?

Thank You

Sandra Zwiers – County of Essex – Director of Finance/Treasurer

David Sundin – County of Essex - Solicitor

Michelle Bishop – EWSWA – General Manager

Municipality of Lakeshore – Report to Council

Legal and Legislative Services

Legislative Services



To: Mayor & Members of Council
From: Brianna Coughlin, Division Leader – Legislative Services
Date: July 6, 2023
Subject: Delegation of Authority By-law

Recommendation

Direct the Clerk to read By-law 63-2023 during the Consideration of By-laws, as presented at the July 18, 2023 Council meeting.

Background

Section 23.1 of the *Municipal Act*, S.O. 2001, c.25, authorizes a municipality to delegate its powers and duties. It is recommended and standard practice in Ontario for councils to delegate authority to its employees for the purpose of providing responsible, accountable, good and efficient government.

Council has in the past delegated authority in an *ad hoc* manner by authorizing various senior employees to accomplish tasks, as is evident by various by-laws and policies. The recent change to the Municipality's organizational structure has realigned many functions and associated delegations of authority which need to be addressed.

The Division Leader – Legislative Affairs (Clerk) is recommending that a single comprehensive Delegation of Authority by-law be passed by Council to provide clarity and transparency.

Comments

The Corporate Leader – Strategic and Legal Affairs and the Division Leader – Legislative Services consulted with all departments during the development of the Delegation of Authority By-law. Legal advice was provided to the Chief Administrative Officer who has approved the authorities granted by this By-law.

In addition to the consolidation of delegated authorities as outlined in the proposed by-law, Administration also included one additional delegation of authority for the approval of community festival liquor licence applications (designations of "municipally-significant event" or letters of non-objection). This authority would be delegated to the Clerk.

Financial Impacts

There are no financial implications resulting from the recommendations. Any financial authorities identified in the proposed Delegation of Authority By-law are currently in practice and are limited to the annual budget approved by Council.

Report Approval Details

Document Title:	Delegation of Authority By-law.docx
Attachments:	
Final Approval Date:	Jul 13, 2023

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

Prepared by Brianna Coughlin

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, July 18, 2023, 5:00 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 - Chief Financial Officer Justin Rousseau, Corporate Leader - Growth and Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Acting Corporate Leader - Community and Protective Services Frank Jeney, Division Leader – Capital Projects Wayne Ormshaw, Division Leader – Community Planning Sahar Jamshidi, Division Leader - Economic and Intergovernmental Affairs Ryan Donally, Division Leader – Legislative Services Brianna Coughlin, Division Leader – Public Works Jeff Wilson, Team Leader – Legislative Services Cindy Lanoue, IT Technical Analyst Erik Pelland

1. Call to Order

Mayor Bailey called the meeting to order at 5:04 PM in Council Chambers.

2. Closed Session

193-07-2023

Moved By Councillor Santarossa

Seconded By Councillor Vogler

Council move into closed session in Council Chambers at 5:04 PM in accordance with:

- a. Paragraph 239(3.1) of the *Municipal Act, 2001* for the purpose of educating and training members in relation to Community Improvement Plans.

Carried Unanimously

3. **Return to Open Session**

Council returned to open session at 6:01 PM.

4. **Land Acknowledgement**

5. **Moment of Reflection**

6. **Disclosures of Pecuniary Interest**

Councillor Ruston declared conflict of interest relating to Item 14.1.

7. **Recognitions**

8. **Public Meetings under the Planning Act**

9. **Public Presentations**

10. **Delegations**

1. **Association of Municipalities of Ontario (AMO) - Sewer and Water Line Warranty Program**

The Division Leader - Engineering and Infrastructure Services provided an overview of the report and introduced the delegation, Elise Dostal of Service Line Warranties of Canada. Ms. Dostal joined the meeting electronically and provided a PowerPoint presentation as overview of the program.

194-07-2023

Moved By Councillor Santarossa

Seconded By Councillor McNamara

Endorse the Local Authorities Service (LAS) Sewer and Water Warranty Program, offered through Service Line Warranties of Canada (SLWC), including the applicable credit to the residents in lieu of collection of paid royalties; and

Authorize the Mayor and Clerk to execute an agreement with Service Line Warranties of Canada (SLWC), to use the Municipality's name and logo to promote the program, as presented at the July 18, 2023 Council meeting.

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

Opposed (1): Mayor Bailey

Carried

2. 2023 – 2026 Strategic Plan

The Chief Administrative Officer provided an overview of the report and introduced the delegation, Dr. J.P. Gedeon of Transformative Directions. Dr. Gedeon joined the meeting electronically and provided an overview of the strategic planning process.

195-07-2023

Moved By Councillor McNamara

Seconded By Councillor Vogler

Accept the strategic objectives, as laid out in Appendix A of the 2023-2026 Strategic Plan report presented at the July 18, 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. Removal of Development Charges for Sanitary Sewers on Belle River Road

196-07-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Byrne

Received the report for information only.

Carried Unanimously

4. Jim Milne - Delegation regarding Notice of Motion - Melody Drive

Jim Milne, resident of Melody Drive, was present and spoke in favour of Item 18.3 - Notice of Motion by Councillor Vogler regarding Installation of Services - Melody Drive.

197-07-2023

Moved By Councillor Vogler

Seconded By Councillor Byrne

Bring forward Item 18.3 for consideration.

Carried Unanimously

18. Notices of Motion

3. Councillor Vogler - Installation of Services - Melody Drive

199-07-2023

Moved By Councillor Kerr

Seconded By Councillor Vogler

Move into closed session to receive legal advice in accordance with section 239(2)(f) of the *Municipal Act, 2001* in relation to the Melody Drive reconstruction contract.

Carried Unanimously

Council returned to open session at 7:58 PM.

Council returned to the motion on the floor.

198-07-2023

Moved By Councillor Vogler

Seconded By Councillor Santarossa

Whereas the Municipality of Lakeshore is scheduled to begin reconstruction of Melody Drive this summer;

And whereas existing private water and electrical services running beneath the road will be removed during construction;

And whereas residents have been given the option to apply for an easement and to reinstall hydro services;

And whereas private water services have run beneath Melody (and other Municipal roads) for decades without incident;

And whereas there is no bylaw restricting this option;

And whereas residents agree to bear all additional costs associated with engineering, installation, and maintenance;

And whereas residents will enter into a binding agreement regarding liability and duties of maintenance;

Be it resolved that the Municipality of Lakeshore allow for conduits and private water lines, for fresh water and/or irrigation, to be professionally installed under the Municipal roadway within the easement referenced above, only if the change could be made within the original timeframe and parameters of the existing contract.

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

Opposed (1): Councillor McNamara

Carried

200-07-2023

Moved By Councillor Kerr

Seconded By Councillor Vogler

Direct Administration to bring forward a report regarding a policy to allow residents to run existing or replacement of private water lines for irrigation under municipal roadways.

Carried Unanimously

11. Completion of Unfinished Business

12. Consent Agenda

201-07-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Kerr

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

1. June 23, 2023 Special Council Meeting Minutes
2. June 27, 2023 Regular Council Meeting Minutes
3. Town of Fort Erie - The Helping Homebuyers, Protecting Tenants Act - Bill 97- Renovictions
4. Violence Against Women Coordinating Committee Windsor-Essex - Intimate Partner Violence
5. Police Services Report for Lakeshore - March 2023
6. Police Services Report for Lakeshore - April 2023
7. Police Services Report for Lakeshore - May 2023

Carried Unanimously

202-07-2023

Moved By Councillor Santarossa

Seconded By Councillor McNamara

Support the correspondence submitted by the Violence Against Women Coordinating Committee Windsor-Essex regarding Intimate Partner Violence as an epidemic.

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

Opposed (2): Councillor Ruston, and Councillor Vogler

Carried

13. Reports for Information

203-07-2023

Moved By Councillor McNamara

Seconded By Councillor Ruston

Receive the Report for Information as listed on the agenda.

1. Quarterly Building Activity Report – 2023 Q2

Carried Unanimously

14. Reports for Direction

1. **Tile Loan Application – Ian Ruston & Shaundra Raycraft, 0 Lakeshore Road 308**

Councillor Ruston declared a pecuniary conflict of interest on this matter and left the Council Chambers at 8:14 PM.

204-07-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Byrne

Approve the Tile Loan submitted by Ian Ruston & Shaundra Raycraft for tiling work to be performed at 0 Lakeshore Road 308 (Roll No.650.000.00700) in the amount of \$50,000, subject to Provincial Funding as presented at the July 18, 2023 Council meeting.

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

Conflict (1): Councillor Ruston

Carried

Councillor Ruston returned to the Council Chambers at 8:15 PM.

2. Community Improvement Plan for the Belle River Business Improvement Area – Extension

205-07-2023

Moved By Councillor Kerr

Seconded By Councillor Ruston

1. Extend the Community Improvement Plan funding and application intake for the Belle River Business Improvement Area until the 2026 fiscal year and direct Administration to prepare the necessary by-law.
2. Direct Administration to prepare a report detailing the process and cost of a downtown Belle River Growth Strategy and associated Community Improvement Plan, all as presented at the July 18, 2023 Regular Meeting of Council.

Carried Unanimously

3. Roundabout Landscaping and Design Concept

206-07-2023

Moved By Councillor Ruston

Seconded By Councillor Vogler

Direct Administration to proceed with Option 1 and approve the Roundabout Landscaping and Design Concept; and

Approve an additional amount of \$20,000.00 to be funded for the Community Benefit Fund, all as presented at the July 18, 2023 Council meeting.

Carried Unanimously

4. Windsor Essex Community Foundation (WECF) 40th Anniversary Municipal Legacy Project

207-07-2023

Moved By Councillor McNamara

Seconded By Councillor Vogler

Approve the WECF 40th Anniversary Municipal Legacy Project concept; and

Approve a budget of \$15,000.00 to assist with supporting the project, to be funded from the Parks reserves, as presented at the July 18, 2023 Council meeting.

Carried Unanimously

5. Removal of the Pedestrian Bridge across the 4th Concession Drain

208-07-2023

Moved By Councillor McNamara

Seconded By Councillor Vogler

Move into closed session pursuant to receive legal advice in accordance with section 239(2)(f) of the *Municipal Act, 2001* relating to the potential closure of the Pedestrian Bridge across the 4th Concession Drain.

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

Opposed (1): Councillor Ruston

Carried

Council returned to open session at 8:54 PM.

209-07-2023

Moved By Councillor Ruston

Seconded By Deputy Mayor Walstedt

Approve the amount of \$3,000.00 (including applicable HST) for the removal and disposal of the pedestrian bridge that crosses over the 4th Concession Drain that provides access from the pathway along the stormwater pond, through 1203 Faith Drive (Urban Field House), as presented at the July 18, 2023 Council meeting.

Carried Unanimously

210-07-2023

Moved By Councillor Byrne

Seconded By Councillor Santarossa

Direct the Mayor to send a letter to the school board in hopes of finding a solution for access for those students walking to school.

Carried Unanimously

6. Update to the Windsor/Essex Region Stormwater Management Standards Manual (WERSMSM)

211-07-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor McNamara

Direct Administration to participate in updating the Windsor/Essex Region Stormwater Management Standards Manual and contribute the Municipality of Lakeshore's share in the amount of \$7,500.00 (including applicable HST), as presented at the July 18, 2023 Council meeting.

Carried Unanimously

7. Policies for Short Term Rentals in the Municipality of Lakeshore Official Plan Review, Official Plan Amendment No. 16

212-07-2023

Moved By Councillor Kerr

Seconded By Mayor Bailey

Prohibit short-term rental accommodations in the Municipality of Lakeshore; and

Direct Administration to bring a report regarding the steps to enforce the prohibition of short-term rental accommodations in the Municipality of Lakeshore.

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

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

Carried

213-07-2023

Moved By Councillor Kerr

Seconded By Deputy Mayor Walstedt

Prepare an Official Plan Amendment and zoning by-law amendment to prohibit Short Term Rental Accommodations in the Municipality of Lakeshore.

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

Opposed (2): Councillor Byrne, and Councillor Vogler

Carried

8. Workplace Assessment - Outcome of Request for Proposal

214-07-2023

Moved By Councillor Ruston

Seconded By Deputy Mayor Walstedt

Receive the report for information;

Direct Administration to complete the workplace assessment, undertake renovations to the existing building and bring in a portable if needed and that the cost associated be funded as outlined in the report; and

Do not support the hybrid work policy.

In Favour (6): Mayor Bailey, Deputy Mayor Walstedt, Councillor Byrne, Councillor Kerr, Councillor Ruston, and Councillor Vogler

Opposed (2): Councillor McNamara, and Councillor Santarossa

Carried

215-07-2023

Moved By Councillor McNamara

Seconded By Deputy Mayor Walstedt

Extend the meeting past the 9:30 PM deadline.

Carried Unanimously

9. Delegation of Authority By-law

216-07-2023

Moved By Councillor Santarossa

Seconded By Councillor Vogler

Defer consideration of the Delegation of Authority By-law report to the next Council meeting.

Carried Unanimously

15. Announcements by Mayor

16. Reports from County Council Representatives

17. Report from Closed Session

18. Notices of Motion

1. Deputy Mayor Walstedt - Council Member Compensation

217-07-2023

Moved By Deputy Mayor Walstedt

Seconded By Councillor Byrne

Approve an increase to Council Member compensation in alignment with any non-union economic adjustment until such time as Council conducts a review of Council Member compensation, anticipated by end of 2023.

Carried Unanimously

2. Councillor Ruston - Community Benefit Fund Grant

Councillor Ruston withdrew the motion.

19. Question Period

218-07-2023

Moved By Councillor Kerr

Seconded By Councillor Byrne

Direct Administration to prepare a detailed report regarding patching a pothole on Ross Beach Road.

In Favour (6): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, Councillor Kerr, and Councillor Vogler

Opposed (2): Councillor Santarossa, and Councillor Ruston

Carried

219-07-2023

Moved By Councillor Kerr

Seconded By Councillor Byrne

Direct Administration to print paper copies of Council agendas upon request of Council members, to be sent by courier.

In Favour (6): Deputy Mayor Walstedt, Councillor McNamara, Councillor Byrne, Councillor Kerr, Councillor Ruston, and Councillor Vogler

Opposed (2): Mayor Bailey, and Councillor Santarossa

Carried

20. Non-Agenda Business

21. Consideration of By-laws

220-07-2023

Moved By Councillor Vogler

Seconded By Councillor Santarossa

By-law 64-2023 be read and passed in open session on July 18, 2023.

Carried Unanimously

1. By-law 63-2023, Being a By-law to Delegate Authority

2. By-law 64-2023, Being a By-law to Confirm Proceedings of the June 23 and June 27, 2023 Council Meetings

22. Adjournment

221-07-2023

Moved By Councillor Ruston

Seconded By Councillor McNamara

Council adjourn its meeting at 9:55 PM.

Carried Unanimously

Tracey Bailey
Mayor

Brianna Coughlin
Clerk

Municipality of Lakeshore

Minutes of the Special Council Meeting

Tuesday, July 25, 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 - Chief Financial Officer Justin Rousseau, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Division Leader - Civic Affairs Brianna Coughlin

1. Call to Order

Mayor Bailey called the meeting to order at 6:00 PM in Council Chambers.

2. Disclosures of Pecuniary Interest

3. Closed Session

222-07-2023

Moved By Councillor Ruston

Seconded By Deputy Mayor Walstedt

Council move into closed session in Council Chambers at 6:01 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 Hydro One Networks Inc.

Carried Unanimously

4. Adjournment

The meeting was adjourned in closed session at 6:17 PM.

Tracey Bailey
Mayor

Brianna Coughlin
Clerk

Municipality of Lakeshore – Report to Council

Operations

Engineering Services



To: Mayor & Members of Council

From: Krystal Kalbol, P. Eng., Corporate Leader - Operations

Date: August 7, 2023

Subject: Hydro One Networks Inc. – Community Support Agreement (CSA)

Recommendation

This report is for information only.

Background

In 2019, Hydro One Networks Inc. (Hydro One) started construction on the Lakeshore Transformer Station located on County Road 46, adjacent to Rochester Townline. The site the station is located on is approximately 313 acres, the station footprint currently occupies approximately 50 acres. The construction of this station was completed in 2022.

In 2022, an underground duct bank (referred to as the South Middle Road Feeder Duct Bank Project) was installed from the Lakeshore Transformer Station, southerly into Leamington. Permits and approvals were provided for this project through Engineering & Infrastructure. At that time, the requirement for entering into a RUA was waived, and in lieu Hydro One provided Lakeshore a cash contribution to maintain and repair the impacted roadways. As part of this agreement, Hydro One agreed to enter into a more substantial agreement (referred to at the time as a Memorandum of Understanding (MOU)) to accommodate future projects.

Subsequent to the above, on April 4, 2022, the Minister of Energy made a formal announcement related to “Ontario Supporting Economic Growth in Southwest Ontario”. This announcement included the need to support the “incredible growth in Southwest Ontario” through the introduction of five (5) transmission lines, three (3) being declared priorities (meaning streamlining project approvals through the Ontario Energy Board (OEB)).

The five (5) transmission projects (the “Projects”) that will be advanced are summarized below and a map appended to this report:

1. The Chatham to Lakeshore Line, a 230-kilovolt line from Chatham Switching Station to the new Lakeshore Transformer Station. This project is currently in the project approvals phase and has been reviewed through Engineering & Infrastructure. Permits and approvals for this project are pending this CSA.
2. The St. Clair Line, a 230-kilovolt line from Lambton Transformer Station, south of Sarnia, to Chatham Switching Station. It should be noted that this project has no impact on Lakeshore and therefore was not included in the CSA.
3. The Longwood to Lakeshore Line, a 500-kilovolt line from Longwood Transformer Station, west of London, to the new Lakeshore Transformer Station. This project is currently in the planning phases.
4. A second 500-kilovolt line from Longwood Transformer Station to Lakeshore Transformer Station. This project is currently being considered in the planning phases with the above project; and
5. The Windsor Line, a 230-kilovolt line that would run from the Windsor area to Lakeshore Transformer station, with scope to be further refined in future years.

Based on the above projects, Hydro One developed a CSA template (in lieu of the MOU previously discussed) to assist with negotiations to enter into a formal agreement to support the above noted projects.

In March of 2023, Hydro One and Lakeshore commenced negotiations to enter into a CSA. The agreement was finalized in July of 2023 and has been appended for information.

Comments

The following provides a summary of the conditions in the attached Community Support Agreement.

Required Municipal Support

The CSA outlines in Section 3.0 the Municipality Commitments required through the projects. This includes working closely with Hydro One to determine routing, liaising with others through the project planning and implementation, attend Technical Advisory Committee meetings, support transmission related events and support through the OEB approval and construction phases of the projects.

Municipal Resources

Based on the complexity of the above noted projects, Hydro One has identified ways to assist Lakeshore with the resourcing support required to support and streamline the approval process for these projects. The municipal resourcing is expected to include the following:

- Hydro One has agreed to support and fund a full-time municipal resource (Project Manager) to assist with the review of projects, issuance of permits and approvals in a timely manner, addressing public calls and complaints, inspections through the duration of construction and to ensure proper acceptance and project close out (as-built records and maintenance periods satisfied). This resource is approximately \$150,000/year for 10 years; and
- This item also includes a contribution of \$50,000.00/per project to cover general expenses related to any required third-party review(s), legal costs, etc. incurred during the undertaking of these projects.

Community Benefit Contribution

The Community Benefit Contribution payment will be made at various project milestones and is expected to assist with the community impact these projects will have.

The Community Benefit Contribution will focus on projects related to recreation and culture. These may include the following:

- Community development projects like community centers and/or hubs;
- Park development and/or redevelopment;
- Community based projects including donation and collection programs, education programs, etc.; and
- Projects that will have the ability to showcase the partnership between Lakeshore and Hydro One.

Initial Road Repair Payment

Hydro One has provided funds in the amount of \$500,000.00 to support road maintenance and repairs that existing projects have had in the vicinity of the Lakeshore Transmission Station.

Road User Agreement (RUA)

Hydro One has also agreed to enter into a RUA with Lakeshore relating to specific requirements for each of the noted projects.

The RUA would continue to protect Lakeshore's assets through pre and post construction condition assessments and agreement on impacts of construction of the projects.

The appended CSA also outlines additional Terms and General Provisions.

As noted in the CSA agreement, the Community Benefit Contribution related to the Chatham to Lakeshore Line will be forthcoming. The following projects may be considered in the upcoming years, pending the milestones whereby the contributions will be received:

- Build out of the new park in the Tracey Subdivision in Comber;
- Garbage receptacles, benches, community plantings and features along Main Street in Comber;
- Placement and/or replacement of Community Signage in Comber;
- Projects that consider the creation of community gathering locations, public squares, community gardens, placement of community benches, and gardens; and
- Placement and/or replacement of asphalt pathways/trails in Comber Community Park and/or within the community.

Should Council have additional potential projects that ought to be considered they may be added to this list for review. A further and more detailed project specific report will be brought forward once the contributions are received from Hydro One outlining options and details related to the above noted projects to obtain Council support.

Over time, as other Hydro One projects move forward, relative community benefit projects will also be brought forward for those communities impacted.

Others Consulted

Hydro One was consulted as part of this agreement.

Financial Impacts

The below summarizes the Hydro One Contributions as identified in the CSA:

Community Support Agreement (CSA)	Term	Contributing Cost
Municipal Resources Fee		
Project Manager	10 years	\$1,500,000.00
Project Expenses	4 projects	\$200,000.00
Community Benefit Contribution	Paid at milestones as noted in the CSA	\$5,800,000.00
Initial Road Repair Prepayment	Lump sum	\$500,000.00
Total Cost of Contribution		\$8,000,000.00

Based on the above, the financial impacts are a significant contribution to be able to support the projects during inception through to completion and will contribute to the future investment (over the next 10 years) of Lakeshore and assist with the impact the projects may have on the community.

Attachments

Southwest Map Announcement

Community Support Agreement

Report Approval Details

Document Title:	Hydro One Networks Inc. - Community Support Agreement (CSA) .docx
Attachments:	- SouthWest Map Announcement .png - Community Support Agreement.docx - Road Use Agreement_Municipality of Lakeshore.docx
Final Approval Date:	Aug 9, 2023

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

Prepared by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride

Southwest Ontario Transmission Projects

Under Development and to be Constructed

- 1** Between Chatham and Lakeshore
230 kV Transmission Line (end of 2025)
- 2** St. Clair
230 kV Transmission Line (2028)
Exact route has not been determined

To be Developed and Prioritized for Construction

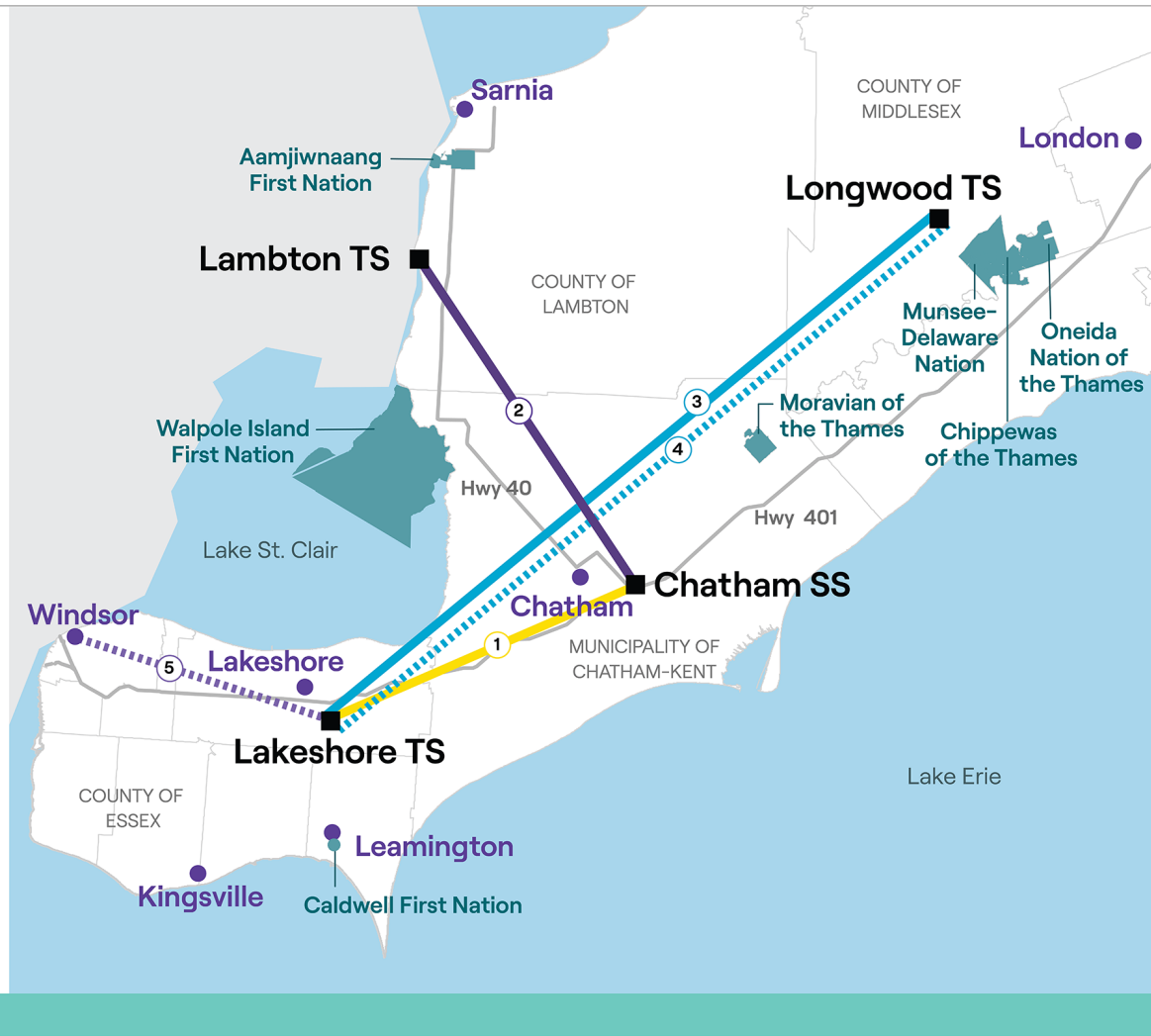
- 3** Between Longwood and Lakeshore
500 kV Transmission Line (2030)
Exact route has not been determined

To be Developed

- 4** Between Longwood and Lakeshore
500 kV Transmission Line
Exact route has not been determined
- 5** Between Windsor and Lakeshore
230 kV Transmission Line
Exact route has not been determined

Map Legend

- Transformer Station
- City/Town
- Highway
- First Nation



THIS COMMUNITY SUPPORT AGREEMENT made effective as of the 15th day of August, 2023 (the “**Agreement**”).

BETWEEN:

HYDRO ONE NETWORKS INC., a corporation incorporated under the laws of the Province of Ontario (“**Hydro One**”)

- and -

MUNICIPALITY OF LAKESHORE, a municipal corporation under the authority of the *Ontario Municipal Act, 2001* (“**Municipality**”)

(each a “**party**” and together, the “**parties**”).

WHEREAS:

- A. Hydro One has received an Order-In-Council from the Ministry of Energy to meet the forecasted rapid electricity demand growth in Essex County, in Southwestern Ontario;
- B. As a result, the Ministry of Energy has recommended that Hydro One build three priority electricity transmission lines, and commence the early development of two additional line, in the Essex County area (collectively and as further described below, the “**Projects**”);
- C. Strong community and local government support and partnerships are fundamental organizing principles that guide all of Hydro One’s project development efforts, and Hydro One recognizes that transmission projects and large-scale public infrastructure are most successfully developed, constructed, and operated in communities that want to host such projects and that see the tangible and intangible benefits of providing such support; and
- D. The Municipality understands that critical new infrastructure is needed to meet the growing demand for power in Southwestern Ontario, and so is willing to work with Hydro One in support of the Projects and to mitigate the potential impacts that the Projects may have on lands within the municipality of Lakeshore.

NOW THEREFORE, in consideration of the mutual covenants and promises described herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby irrevocably acknowledged, the parties agree as follows:

1.0 THE PROJECTS

- (a) On the recommendation of the Ministry of Energy, Hydro One is planning construction of the following electricity transmission lines, as further shown on Appendix 1 hereto (each, a “**Project**”, and collectively, the “**Projects**”):

- i. **Chatham to Lakeshore Line** – a 230-kilovolt transmission line that will run 48 kilometers from Chatham Switching Station (in Chatham) to the new Lakeshore Transformer Station (located in the Municipality of Lakeshore), and related station work;
- ii. **Longwood to Lakeshore Line** – a 500-kilovolt transmission line that will run approximately 120 kilometers from Longwood Transformer Station (west of London) to Lakeshore Transformer Station (in the Municipality of Lakeshore), and related station work;
- iii. **Windsor to Lakeshore** - a 230-kilovolt transmission line that will connect the Windsor area to the Lakeshore Transformer Station, and related station work
- iv. **Longwood to Lakeshore Line Phase Two** – a 500-kilovolt transmission line that will run approximately 120 kilometers from Longwood Transformer Stations (west of London) to Lakeshore Transformer Station (in the Municipality of Lakeshore) and related station work.

2.0 TERM

- (a) Except as otherwise specified, this Agreement shall be effective as of the date first written above (the “**Effective Date**”) and shall remain in force and effect until termination by mutual written agreement of the parties (the “**Term**”). The commitments contained herein are a material inducement for, and a condition of, Hydro One and the Municipality to enter into this Agreement. The parties confirm their intention to complete each of the commitments and irrevocably waive any right they may have to raise challenges to any such commitment.
- (b) Except as expressly set out herein, nothing in this Agreement shall be construed as affecting the rights and obligations of the parties under legislation or any other applicable law.

3.0 MUNICIPALITY COMMITMENTS

- (a) The Municipality commits to working closely with Hydro One and other impacted stakeholders through the various environmental assessment processes to determine the most appropriate routing for the Projects and to examine options and, to the extent possible, minimize impacts on the community. For clarity, Hydro One agrees that while still supporting the Projects, the Municipality shall have the right to express preference for a particular route for the lines in order to reflect community priorities. In so doing, the Municipality commits to not publicly opposing, and where reasonable, publicly supporting, the Projects.
- (b) In addition to other activities in support of the Projects, the Municipality shall:

- i. Liaise and consult with community leaders, landowners and other stakeholders to review community benefits and Project route options and preferences;
- ii. Attend Hydro One's Transmission Technical Advisory Committee meetings and community consultation events in Essex County, whenever practical; and
- iii. Support transmission-related community events in Essex County by, whenever practical, attending meetings with administrators, local landowners and Council members to present Project concepts.
- iv. Provide continued support to Hydro One during the Ontario Energy Board processes and the construction phases of the Projects.

4.0 HYDRO ONE CONTRIBUTIONS

- (a) To recognize the Municipality's formal and informal support of the Projects and subject to the terms and conditions herein, including without limitation, subject to subsections 6.0(a) and 8.0(a) below, Hydro One shall pay to the Municipality the Community Benefit Contributions, the Initial Contingency Funds and the Manager Resource Fees, and Hydro One has already paid to the Municipality the Initial Road Repair Prepayment (as each of these terms are defined herein) (the aggregate of all these amounts hereinafter referred to as the "**Total Amount**") up to an aggregate maximum amount of EIGHT MILLION DOLLARS (\$8,000,000).

5.0 MUNICIPAL RESOURCES FEE

- (a) Hydro One acknowledges that in order to facilitate and expedite the development of the Projects, the Municipality will be required to expend significant internal and external resources to work with Hydro One, to consult with the Municipality's stakeholders, and to review, evaluate and manage the impacts of these four major Projects to facilitate meeting provincial timelines.
- (b) The Projects will require multiple years of consultation and construction. Hydro One agrees to provide funding to the Municipality for a dedicated full-time project manager who will be responsible for coordinating all Project-related matters, marshalling municipal permits and approvals in a timely manner, and acting as the Municipality's primary point of contact for Hydro One. Hydro One will pay to the Municipality an annual fee of ONE HUNDRED FIFTY THOUSAND DOLLARS (\$150,000.00) per year during the Term of this Agreement, based on determination by the Municipality that the role is needed, acting reasonably, provided the project manager fulfills his/her role during the said year (each annual amount hereinafter referred to as the "**Municipal Resources Fee**"). The Municipal Resources Fee is based on the four Projects identified above in subsection 1.0(a), and so is subject to change by mutual agreement if the number or scope of the Projects change.
- (c) The Municipality may, acting reasonably, determine that additional external resources are required to meet its obligations herein in carrying out activities in support of the Projects which activities are outside of its usual day-to-day municipal functions and/or

processes. In order to cover such costs, Hydro One agrees to reimburse the Municipality up to FIFTY THOUSAND DOLLARS (\$50,000.00) per Project for expenses that are reasonably incurred (including but not limited to third party consultant and legal expenses) during the Term of this Agreement and that are directly related to the Projects (collectively, the “**Initial Contingency Fund**”) provided the Municipality provides Hydro One with supporting documentation evidencing said expenses to the satisfaction of Hydro One acting reasonably. The Initial Contingency Fund may be modified, or further contingency funds may be made available, upon mutual written agreement of the parties.

6.0 COMMUNITY BENEFIT CONTRIBUTION

- (a) Hydro One is pleased to remain an integral part of the Lakeshore community now and into the future. To recognize the Municipality’s formal and informal support of the Projects, and subject to the terms and conditions herein, including without limitation subsections 4.0(a) and 8.0(a), Hydro One agrees to pay to the Municipality each of the milestone payment amounts shown in Table 1 below, after completion of each applicable Project milestone, which milestone payments may total up to a maximum aggregate amount of FIVE MILLION EIGHT HUNDRED THOUSAND DOLLARS (\$5,800,000) (each milestone payment and the aggregate amount collectively referred to as the “**Community Benefit Contribution**”).

Milestone	Chatham to Lakeshore Line	Longwood to Lakeshore Line	Windsor to Lakeshore	Longwood to Lakeshore Line Phase Two
Public Filing of Notice of Commencement of Environmental Assessment Process	\$426,725	\$426,725	\$521,552	Included in Phase 1
Commencement Date of Construction of Project within the Municipality’s boundaries	\$1,024,139	\$882,759	\$1,251,726	\$441,380
Completion Date of Construction of the Project	\$256,035	\$170,690	\$312,931	\$85,345

Table 1: Milestone Payments

For clarity, payment of each milestone Community Benefit Contribution is conditional upon completion of the applicable milestone shown on the left side of Table 1.

- (b) The Community Benefit Contribution is provided for recreational and cultural purposes within Lakeshore’s community, to be allocated and distributed by the Municipality. Where appropriate, Hydro One will receive recognition for the Community Benefit Contribution and benefits will be made available to Hydro One (including but not limited to logo recognition and speaking opportunities).

7.0 INITIAL ROAD REPAIR PREPAYMENT

- (a) The Municipality acknowledges that Hydro One has previously provided payment of FIVE HUNDRED THOUSAND DOLLARS (\$500,000.00) to support additional maintenance, repairs, administrative and technical resources related to construction of transmission assets in the vicinity of the Lakeshore Transmission Station (the “**Initial Road Repair Prepayment**”).

8.0 ROAD USE AGREEMENTS

- (a) Hydro One agrees that it shall enter into a Road Use Agreement or Agreements (“**RUAs**”) with respect to the Projects, with respect to Hydro One’s use of public road allowances and infrastructure.

9.0 GENERAL PROVISIONS

- (a) **Fees.** The Total Amount and the maximum aggregate amount of the Community Benefit Contributions referred to in subsection 4.0(a) and subsection 6.0(a) respectively are based on the four Projects identified above in subsection 1.0(a) and achievement of the applicable milestones referred to in subsection 6.0(a) and hence are subject to change as determined by Hydro One.
- (b) **Confidentiality and Announcements.** Except as specifically outlined in this subsection 9.0(b), or required by law (including the *Municipal Freedom of Information and Protection of Privacy Act*), regulatory authorities or stock exchanges, the parties (including their representatives) will hold the facts and terms of this Agreement in confidence and will make no public announcement, press release, or other public disclosure concerning the terms of this Agreement or the RUAs (including the monies paid hereunder, and the content and the fact that the parties have entered into any RUAs) without the prior written consent and approval of the other party. The party seeking to make any required announcement shall provide at least 72 hours’ notice to the other party prior to making such announcement. A party may take such actions as it deems necessary to prevent such disclosure if in its sole opinion such disclosure is not mandatory. No party shall make any statements or submissions on behalf of the other party concerning this Agreement, the RUAs or the Projects, without the express written consent of the other party. Notwithstanding the foregoing, Hydro One agrees and acknowledges that the general terms of this Agreement must be disclosed to Municipal Council for the Municipality of Lakeshore as part of the necessary approval of this Community Support Agreement, which approval must occur in a public session of Municipal Council. This Section 9.0(b) shall survive the termination or expiry of this Agreement.

(c) **Entire Agreement.** This Agreement constitutes the entire agreement between the parties regarding the subject matter hereto and supersedes all prior negotiations, representations, understanding or agreements, written or oral, between the parties.

(d) **Notice.** Any notice required to be given under this Agreement shall be properly given only if sent by mail (courier or registered mail) or by email, effective upon receipt, if sent and delivered to:

For the Municipality:

Address: Town Hall, 419 Notre Dame,
Belle River ON, N0R 1A0

Attn: Mayor Tracey Bailey

Email: tbailey@lakeshore.ca

For Hydro One:

Address: 483 Bay Street, South Tower, 6th Floor
Toronto, ON M5G 2P5

Attn: Alexandra Moskalyk
Senior Manager, Community Relations

Email: Alexandra.Moskalyk@HydroOne.com

(e) **Amendment.** This Agreement may only be amended by mutual agreement in writing of the parties hereto.

(f) **Assignment.** No party may assign this Agreement or any of its rights and obligations hereunder without the prior written consent of the other party.

(g) **Enurement.** This Agreement shall be binding upon and enure to the benefit of the parties hereto and their respective heirs, executors, administrators, successors and permitted assigns.

(h) **Applicable Law.** This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein. The parties irrevocably attorn to the exclusive jurisdiction of the courts of the Province of Ontario in the event of a dispute hereunder.

(i) **Severability.** In the event any provision in this Agreement shall be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall not in any way be affected or impaired thereby.

(j) **Waiver.** No delay or failure on the part of either party in the exercise of any right or remedy arising from a breach of this Agreement shall operate as a waiver of any subsequent right or remedy arising from a subsequent breach of this Agreement.

(k) **Time.** Time shall in all respects be of the essence hereof.

- (l) **Counterparts.** This Agreement may be executed in counterparts, including electronic counterparts, each of which shall be deemed an original, but all of which shall together constitute one and the same agreement.

10.0 FUTURE MUNICIPALITY POWER NEEDS

- (a) In the event that the Municipality identifies future capacity needs within the community, as a result of economic development opportunities or otherwise, Hydro One commits to review and provide options to address those needs.

Signature page follows.

IN WITNESS WHEREOF the parties hereto have caused this Agreement to be executed, as of the Effective Date, by the signatures of their proper representatives duly authorized in that behalf.

HYDRO ONE NETWORKS INC.

Name: Andrew Spencer
Title: EVP, Capital Portfolio Delivery

I have the authority to bind the Corporation.

MUNICIPALITY OF LAKESHORE

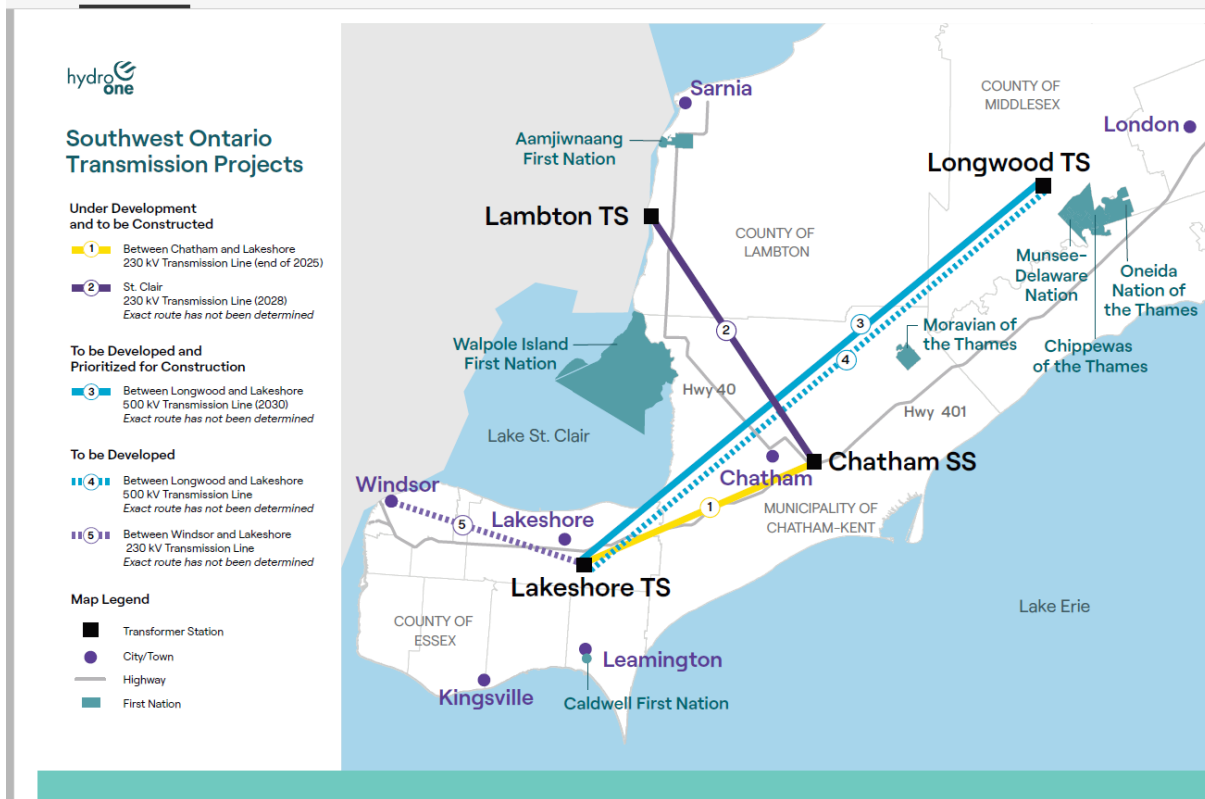
Name: Tracey Bailey
Title: Mayor

Name: Brianna Coughlin
Title: Division Leader – Legislative Services

I/We have the authority to bind the Municipality.

APPENDIX 1

PROJECTS – PROPOSED TRANSMISSION LINES



ROAD USE AGREEMENT

THIS ROAD USE AGREEMENT is made as of this 15th day of August, 2023 (the “**Effective Date**”)

B E T W E E N :

MUNICIPALITY OF LAKESHORE, a municipal corporation under the authority of the Ontario *Municipal Act, 2001*

(hereinafter referred to as, the “**Municipality**”)

- and -

HYDRO ONE NETWORKS INC., a corporation established under the laws of the Province of Ontario

(hereinafter referred to as, the “**Company**”)

R E C I T A L S

WHEREAS:

- A. The Municipality is a municipal corporation within the meaning of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, is governed by elected Council, and operated by the Administration (as defined herein), which is hereby authorized to administer this Agreement in its entirety, including but not limited to decisions with respect to the interpretation, operation and termination of this Agreement in accordance with its provisions;
- B. The Municipality exercises jurisdiction with respect to approval of certain activities with respect to Road Allowances (as defined herein) located within the municipal boundaries of the Municipality, and owns or has exclusive jurisdiction over the roads identified in the Road Allowance Plan, which is attached hereto as Schedule “A” and forms a part of this Agreement;
- C. Company is an electricity transmission and distribution utility company and therefore has the right, pursuant to s. 41(1) and (2) of the *Electricity Act, 1998*, without the consent of the owner of the street or highway, to construct, install, maintain repair and replace structures, equipment and other facilities for the purpose of its transmission and distribution

systems, and s. 41(4) states that the transmitter's or distributor's powers can be executed by an agent of the transmitter or distributor;

- D. Section 41(8) of the *Electricity Act, 1998*, states that transmitters and distributors are not required to pay any compensation in order to exercise their powers mentioned in the preceding recital;
- E. Section 41(7) of the *Electricity Act, 1998*, requires transmitters and distributors to thereafter restore the street or highway to its original condition in so far as is practicable and to provide compensation for any damages caused by the transmitter's or distributor's entry;
- F. Pursuant to its statutory rights under the Ontario *Electricity Act, 1998*, Company wishes to make use of certain Road Allowances located within the Municipality to allow for construction, operation, repair and maintenance of the Projects (as identified in Schedule "D"), and to deliver components and materials thereto;
- G. Section 41(9) of the *Electricity Act, 1998*, states that if the owner of the street or highway and the transmitter or distributor cannot agree on the location of the transmitter's or distributor's structures, equipment or facilities constructed or installed, the Ontario Energy Board shall determine the location;
- H. The Municipality and Company wish to enter into this Agreement with respect of the use, installation, construction, maintenance and operation of certain Electrical Infrastructure on, over, under and within the Road Allowances, as defined herein; and
- I. Subject to Applicable Laws and the terms and conditions set forth below with respect to the use of the Road Allowances, the Municipality acknowledges Company's right to install, construct, maintain, operate and decommission such Electrical Infrastructure over, along, across or under Road Allowances.

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT, in consideration of the payment of the sum of TWO DOLLARS (\$2.00) from each Party to the other and other good and valuable consideration, including the terms, covenants and provisions herein, the receipt and sufficiency of which is hereby acknowledged and agreed, the Parties covenant and agree as follows:

ARTICLE 1 –

INTERPRETATION

- 1.1. The above recitals are true and the same are hereby incorporated into this Agreement by reference.

- 1.2. Each covenant in this Agreement is a separate and independent covenant and a breach of covenant by either Party will not relieve the other Party from its obligation to perform each of its covenants; except as otherwise provided herein.
- 1.3. The use of the word “includes” and “including” in this Agreement to refer to specific examples shall be construed to mean “including without limitation” or “including but not limited to”, and shall not be construed to mean that the examples given are an exclusive or representative list of the topics covered.

Definitions

- 1.4. In this Agreement, in addition to terms defined elsewhere in this Agreement, the following terms have the following meanings:

“**Administration**” means staff of the Municipality who are authorized to administer this agreement;

“**Affiliate**” of a Party means, at the time such determination is being made with respect to a Party, a Person that directly or indirectly through one or more intermediaries, controls or is controlled by, or is under common control with, the Party specified, and for the purposes of this definition, “control” and any derivation thereof means the possession, directly or indirectly (other than in the capacity of an officer, director or employee of Person), of the power to direct or significantly influence the management, policies or business of a Person whether through the ownership of voting securities or other ownership interests by contract, trust or otherwise;

“**Agreement**” means this Agreement, including all Schedules attached hereto, as it may be confirmed, amended, modified, supplemented or restated by written agreement between the Parties.

“**Anti-Bribery Laws**” mean any anti-bribery law or international convention, as may apply now or in the future, including the Federal Canadian *Corruption of Foreign Public Officials Act*, the U.S. *Foreign Corrupt Practices Act*, the U.K. *Bribery Act* and the OECD *Convention on Combating Bribery of Foreign Public Officials*.

“**Applicable Law**” means all present or future applicable laws, statutes, regulations, treaties, judgments and decrees and all present or future applicable published directives, rules, policy statements and orders of any Public Authority and all applicable orders and decrees of courts and arbitrators of like application to the extent, in each case, that the same are legally binding on the Parties in the context of this Agreement.

“Agreed Road Use Plans” means the Road Use Plans for which the Municipal Engineer has provided notice of agreement pursuant to Section 2.3 of this Agreement.

“As-Built Plan” means a Plan following the placement, installation, construction, re-construction, inspection, maintenance, operation, alteration, enlarging, repairing, replacing, relocating and removing Electrical Infrastructure confirming the exact location and specifications of any Electrical Infrastructure installed over, along, across, under or within the Road Allowances.

“Business Day” means any day excluding a Saturday, Sunday or statutory holiday in the Province of Ontario, and also excluding any day on which the principal chartered banks located in the Municipality of Lakeshore are not open for business during normal banking hours.

“In Service Date” means the date that the Company provides notice to the Municipality that the Project has come into service.

“Complainant” has the meaning given to it in Section 8.1.

“Consulting Engineer” means an independent qualified professional engineer as appointed by Company, from time to time, which for greater certainty, may be the engineer who acted for Company in connection with the construction of the Project.

“Defaulting Party” has the meaning given to it in Section 8.1.

“Deliveries” means the transporting of materials, components and equipment including overweight or over-size cargoes across or along Road Allowances, to provide for the construction, maintenance, repair, replacement, relocation, removal or decommissioning of Electrical Infrastructure, Entrances and other materials, components and equipment for the Project.

“Distribution Infrastructure” means infrastructure and systems for the purposes of conveying electricity at voltages of 50 kilovolts or less and includes all structures, equipment or other things (whether above or below ground) used for that purpose including, but not limited to, towers and/or poles, with such wires and/or cables for the distribution of electricity at voltages of 50 kilovolts or less, and all necessary and proper foundations, safety barriers, footings, cross arms, ground grid and other appliances, facilities and fixtures for use in connection therewith including without limitation, substation facilities and equipment, pads, vaults and junction boxes (whether above or below ground), manholes, handholes, conduits, fiber optics, cables, wires, distribution lines and other conductors of any nature, multiple above or below ground control, communications, data and radio relay systems, and telecommunications equipment, including without limitation, conduits, fiber optics, cables, wires and lines.

“Dispute” has the meaning given to it in Section 10.4.

“Effective Date” is the date of this Agreement as set out at the top of page 1 herein.

“Electrical Infrastructure” means, collectively, all Distribution Infrastructure and Transmission Infrastructure.

“Electrical Infrastructure Work” means the installing of Electrical Infrastructure over, along, across, within or under the Road Allowances, in connection with the Project.

“Emergency” means a sudden unexpected occasion or combination of events necessitating immediate action to prevent or mitigate materially adverse consequences and damage to (i) the health and safety of individuals, (ii) the integrity and safety of public utilities and infrastructure, and (iii) the property and equipment constituting the Project, including any Electrical Infrastructure.

“Entrance(s)” means one or more points of access across and through the Road Allowances from the travelled portion of the Road Allowances to be constructed by Company, as applicable, connecting to private lands / access roads in and upon adjacent lands used in connection with the Work.

“Entrance Work” means the constructing and maintaining of Entrances to Company’s access roads to Electrical Infrastructure or other Work areas.

“Final Condition Report” has the meaning given to it in Section 4.5.

“Final Repairs” has the meaning given to it in Section 4.5.

“Force Majeure” has the meaning given to it in Section 9.1.

“IESO” means the Ontario Independent Electricity System Operator, a statutory non-share capital corporation controlled by the Province of Ontario, and legal successor to the former Ontario Power Authority;

“Inspected Roads” has the meaning given to it in Section 4.3.

“Interim Period” has the meaning given to it in Section 3.2.

“Corporate Leader” means the individual designated to serve in the position of General Manager, Infrastructure & Engineering Services, or his/her designate.

“Municipal Infrastructure” means structures, services or facilities of any kind owned or operated by or for the benefit of the Municipality or its local municipalities, including drains, water mains and culverts.

“OEB” means the Ontario Energy Board.

“Parties” means the Municipality and Company (and their permitted assigns and successors) collectively, and **“Party”** means any one of them.

“Permits” means those permits required to be obtained by Company from the Municipality for the purposes of performing certain Work, along with all requirements for the issuance of such Permits and all fees associated with such Permits, subject to Applicable Laws and as set out in this Agreement.

“Person” means an individual, a corporation, a partnership, a limited partnership, a governmental authority or any department or agency thereof, a trustee, any unincorporated organization, and the heirs, executors, administrators or other legal representatives of an individual and pronouns and other words importing Persons have a similarly extended meaning.

“Project(s)” mean the projects identified in Schedule “D” attached hereto.

“Public Authority” means any governmental, federal, provincial, regional, municipal or local body, administrative board, tribunal or regulatory body, having legal authority over the Municipality, Company, the Project, the Electrical Infrastructure or the Road Allowances.

“Repair Work” means work involving the maintenance, repair and replacement of the Project, including the maintenance, repair and replacement of installed Electrical Infrastructure and Entrances that does not cause the location, elevation, position, layout or route of the Electrical Infrastructure or Entrances to materially change.

“Required Repairs” has the meaning given to it in Section 4.3.

“Road Work” means work involved in any temporary reconstruction or realignment of road sections, turns and intersections on the Road Allowances to permit the delivery or movement of oversized Project components.

“Road Allowances” means, whether opened or unopened, public rights of way, road allowances, bridges, streets, sidewalks, highways, walkways, driveways, ditches and boulevards and the allowances, sodded or other areas forming part of any Road Allowances, and includes all existing infrastructure located on or within the Road Allowances, all owned, or managed under the legal jurisdiction of the Municipality, including those Road Allowances shown in the Road Allowance Plan (Schedule “A”).

“Road Allowance Plan” means the diagram attached as Schedule “A” hereto depicting the anticipated and intended location of Electrical Infrastructure in the

Road Allowances, which may be amended or replaced or supplemented from time to time in accordance with the terms of this Agreement.

“Road Use Plans” means a series of Plans related to the Electrical Infrastructure Work (and any related Road Work) within the Road Allowances to be prepared by Company and submitted to the Municipality pursuant to Section 2.3 of this Agreement, which Plans shall include (i) the intended geographical locations of the Electrical Infrastructure, including the estimated locations of poles, overhead wires, and buried wires, (ii) the basic specifications with respect to the Electrical Infrastructure including the type, material, size, and electrical specifications; (iii) the alignment and clearances of overhead and buried cables; and (iv) the details and specifications with respect to Road Work.

“Schedules” mean the schedules which are described in Section 1.5 and attached hereto.

“Term” has the meaning given to it in Section 2.1.

“Third Party Work” means any work to be carried out within the Road Allowances, in accordance with approvals and permits obtained pursuant to Applicable Laws, performed by a party other than Company or the Municipality. For greater certainty, work performed by agents and contractors on behalf of Company or Municipality shall not constitute Third Party Work.

“Traffic Effects” means any temporary modification of traffic patterns or the imposition of temporary restrictions on public access to or use of the Road Allowances.

“Transmission Infrastructure” means infrastructure conveying electricity at voltages in excess of 50 kilovolts and includes all structures, equipment or other things (whether above or below ground) used for that purpose including, but not limited to, a line or lines of towers and/or poles, with such wires and/or cables for the transmission of electricity at voltages in excess of 50 kilovolts (individually or multiple wires and/or cables combined), and all necessary and proper foundations, safety barriers, footings, cross arms, ground grid and other appliances, facilities and fixtures for use in connection therewith including without limitation, pads, vaults and junction boxes manholes, handholes, conduits, fiber optics, cables, wires, transmission lines and other conductors of any nature, multiple above or below ground control, communications, data and radio relay systems, and telecommunications equipment, including without limitation, conduits, fiber optics, cables, wires and lines (whether above ground or buried).

“Work” means all work performed by Company for the Project(s) pursuant to the terms of this Agreement, including, all Deliveries, Electrical Infrastructure Work, Entrance Work, and Road Work and Repair Work.

Schedules

- 1.5. The following schedules to this Agreement are an integral part and form part of this Agreement.

<u>Schedule “A”</u>	Road Allowance Plan
<u>Schedule “B”</u>	Intentionally Deleted
<u>Schedule “C”</u>	Intentionally Deleted
<u>Schedule “D”</u>	Projects

Statutory Rights

- 1.6. The Parties agree that nothing contained in this Agreement, and no default event or termination of this Agreement, shall in any event abrogate or prejudice any statutory rights held by any Party under any applicable statute (as amended), including but not limited to the *Municipal Act, 2001*, the *Ontario Energy Board Act, 1998*, the *Green Energy and Green Economy Act, 2009*, and the *Electricity Act, 1998*.

ARTICLE 2 –

TERM, ACKNOWLEDGEMENT AND AGREEMENT ON LOCATION

Term

- 2.1. Unless terminated by mutual written consent of the Parties, this Agreement shall run from the Effective Date first written above and continue until the earlier of: (a) the completion of the Work described herein; or (b) ten (10) years (the “Term”).

Acknowledgement

- 2.2. The Municipality hereby acknowledges that pursuant to Hydro One’s rights under the *Electricity Act, 1998*, Hydro One and its employees, agents and contractors will enter upon and use the Road Allowances under the jurisdiction of the Municipality to perform the Work and related to the Project(s) under this Agreement in, on, under, across and/or along the Road Allowances. This acknowledgement extends only to Road Allowances owned by and under the jurisdiction of the Municipality.

Agreement on Location

- 2.3. **Review Process**

- 2.3.1. Prior to the commencement of Work relating to the installation of any Electrical Infrastructure over, along, across, within or under the Road Allowances, during the Term of this Agreement, Company shall provide notice of such Work to the Municipal Engineer, including Road Use Plans showing the proposed location(s) for the Electrical Infrastructure.
- 2.3.2. Within a thirty (30) day review period following receipt of the notice and Road Use Plans, the Municipal Engineer shall review the proposed location and either: (i) provide written confirmation to Company (or its appointed contractors or engineers) that the proposed locations are acceptable; or (ii) provide written notice of any concerns with the proposed locations. In the event of disagreement over the proposed locations and the Parties cannot find a mutually-acceptable solution, the location of the Electrical Infrastructure shall be determined by the OEB, in accordance with the *Electricity Act, 1998*.
- 2.3.3. Upon receipt of notice the Municipal Engineer that the location(a) of the Electrical Infrastructure in the Road Use Plans are acceptable, the Road Use Plans shall thereupon be deemed to the Agreed Road Use Plans and shall be deemed to be incorporated into Schedule “A” of this Agreement.
- 2.3.4. Intentionally Deleted.
- 2.3.5. Intentionally Deleted.
- 2.4. The Parties acknowledge and agree that the following Administration officials have been granted authority by the Municipality to administer and act on the Municipality’s behalf with respect to the matters provided for in this Agreement:

Road Work and Disputes arising from Agreement: Municipal Engineer

Building Permits: Chief Building Official

The above noted officials are authorized to make minor or non-material amendments (in their respective reasonable opinion), to the terms of this Agreement on behalf of the Municipality, consistent with its purpose, and to issue any such approvals, consents, acknowledgements or other communications necessary to carry out the intent of this Agreement, without the requirement for the review and approval by the Council of the Municipality.

Transmission Infrastructure Placement

- 2.5. Intentionally Deleted.

Distribution Line Placement

2.6. Intentionally Deleted.

Distance from Travelled Portion and Property Line

2.7. Intentionally Deleted.

Permits/Fees

2.8. Company will obtain all Permits from the Municipality which are required for the Work pursuant to Applicable Law. The Municipality shall issue all such Permits within the timelines set out in the Municipality's by-laws or in the relevant statutes or regulations or thirty (30) days following receipt from Company of its applications and fees, whichever is less, and, without limiting the generality of the foregoing, in respect of grading, guardrails and culverts related to the Electrical Infrastructure, shall issue Permits on the basis of standards typically applied in accordance with the MTO Road Safety Manual. The Municipality agrees that the Permits issued with respect to the Work and/or the Projects shall not impose any additional conditions or requirements beyond those contained herein, or which overlap or conflict with the terms and conditions hereof. Company acknowledges that some or all of the roads which it proposes to use under this Agreement may have load limits applied at certain times of the year and Company agrees to abide by such limits in accordance with Applicable Law. Company acknowledges that some or all of the roads which it proposes to use under this Agreement may have municipally imposed load limits applied at certain times of the year. Where any such load limits would apply to the roads covered by this Agreement, the Municipality agrees that it shall waive such load limits with respect to use of said roads by Company and its employees, agents and contractors, during the course of the Work.

Insurance Coverage

2.9. Intentionally Deleted.

Notice Prior to Work Commencement

2.10. Company shall undertake to provide notice to all other known existing Road Allowance users prior to the commencement of installation, placement, installation, construction, reconstruction, inspection, maintenance, operation, alteration, enlarging, repair, replacement, relocation and/or removal of any Electrical Infrastructure over, along, across, within or under the Road Allowances, undertaken pursuant to this Agreement. Following execution of this Agreement and updated prior to commencement of construction of the Project, Municipality shall provide Company with a list and contact information for each known existing Road Allowance user for such purpose.

Commencement of Work

- 2.11. Prior to the commencement of any Work, Company shall retain a third party to document, by means of a video recording or other means satisfactory to the Municipality, acting reasonably, the then-existing condition of all Road Allowances or structures that Company expects will or may be used for or subject to Work, and both Parties shall receive a complete copy of such video recording or document. Prior to commencement of the documentation, the Company shall provide the Municipality with the proposed approach to documentation for review and feedback and shall take such direction as Municipal representatives may have regarding revisions to the approach or additional information required to be collected.

The approach shall at a minimum include a pre-inspection report that provides:

- A Video survey of the main road structure, curbs, culverts, catch basins, signs, utility poles, and driveway entrances;
- Pavement Condition Index (PCI) surveys which utilize MTO Guidelines and include visual inspection of the pavement sections to identify and classify existing distress features.

As required for overweight or oversize permits:

- Bridge Condition Indexes to be completed in general accordance with the Ontario Structures Inspection Manual (OSIM), and Bridge Condition Indices (BCI) are to be determined
 - Culvert Inspections which identify and visually assess all culverts;
- 2.12. Company agrees all Work shall be exercised and carried out in a good, safe and workmanlike manner, subject to those roads agreed to be used through haul route approval.
- 2.13. Company shall be responsible for any damage caused to the Road Allowances at any time by itself, its agents, employees or contractors, in accordance with the *Electricity Act, 1998*.
- 2.14. Company shall, provided it is not materially or commercially unreasonable, protect the integrity and security of all existing equipment, installations, utilities, and other facilities within the Road Allowance or which might otherwise be located in, on, or under the Road Allowances or any adjacent lands.
- 2.15. Company shall make all payments and take all such steps as may be reasonably necessary to ensure that no construction lien or other lien is registered against the Road Allowances as a result of the undertaking by Company of any of the Easement Rights or any other work contemplated in this Agreement and taking such steps as may be required to cause any such registered lien or claim for lien to be discharged or vacated immediately after notice thereof from the Municipality is provided to Company.
- 2.16. Company acknowledges that the Municipal Engineer has the right to be present on the Road Allowances during the performance of any Work in order to verify that installation occurs in compliance with the Agreed Road Use Plans. Company (or its agent or contractor) shall provide the Municipal Engineer with notice of schedules of any Work for this purpose at least one week before the said Work is commenced. Company agrees and

acknowledges that the Municipal Engineer is not providing any engineering or other services to Company and is acting only in an inspection capacity. The Municipality agrees that should the Municipal Engineer choose to be present during any aspect of Work contemplated under this Agreement, he or she shall do so at his or her own risk, and shall adhere strictly to the safety protocols and requirements set forth by Company and/or its contractor. The Municipality shall indemnify and hold harmless Company and its contractor with respect to all losses, injuries, claims, or damages, including personal injury or death, that may arise as a result of the presence of the Municipal Engineer or any other staff of the Municipality at the Road Allowances during any aspect of the Work, save for where the loss, injury, claim or damage is caused by the negligence of the Company or its contractor, and the Municipality represents and warrants that it has adequate insurance coverage with respect to such activities.

Non-Exclusive Permission

- 2.17. The rights provided for in this Agreement shall be non-exclusive. Without limiting the foregoing, the rights are subject to the rights of the owners of the property adjoining the Road Allowances who are entitled access to and from the Road Allowances from their properties, and subject to the rights and privileges that the Municipality may grant to other persons on the Road Allowances, all of which rights are expressly reserved; the rights shown on the Approved Road Use Plans and As-Built Plans and specifications only excepted. Company hereby acknowledges and agrees that there are other utilities and third parties that do and/or may have similar rights over the Road Allowances and Company hereby agree to act reasonably in accommodating the interests of other third parties when exercising the rights, provided such accommodation is not materially or commercially unreasonable.
- 2.18. Provided it is not materially or commercially unreasonable, Company agrees that when engaging in any Work, it shall ensure there is minimal interference with the traveled portion of any Road Allowances or any pedestrian, vehicular, or other traffic thereon, or any use or operation of any ditch or drain adjacent to such public right-of-way, highway, street, or walkway. Unless otherwise agreed by the Municipality or as contemplated in the Agreed Road Use Plans, or in the interest of public or third party safety, the Road Allowances shall always be open to pedestrian, vehicular or other traffic and shall be open to the public.

Right of Entry

- 2.19. The Municipality reserves its right to enter upon and use the Road Allowances without notice to Company for its own purposes and to grant and transfer rights to third parties to enter upon and use the Road Allowances to construct, operate, maintain, alter, repair or replace infrastructure, and to modify the Road Allowances, provided such entry, use, grant or transfer by the Municipality does not adversely affect the Work, the Electrical Infrastructure, or the Company's access thereto, or the exercise of Company's rights under this Agreement.

Title

- 2.20. The Municipality represents and warrants to Company that:
- (a) it has legal and beneficial title to the Road Allowances;
 - (b) it has obtained the full and unconditional due authorization for execution and delivery of this Agreement by all required resolutions and other required municipal approvals;
 - (c) it shall defend its title to the Road Allowances against any person or entity claiming any interest adverse to the Municipality in the Road Allowances during the Term of this Agreement, save and except where such adverse interest arises as a result of the gross negligence or willful misconduct of Company or any person for which they are responsible at law;
 - (d) the Permits are the only permits, approvals, consents or authority within the jurisdiction of the Municipality required in connection with the Work and the fees as set forth in Article 5 herein represent the Municipality's reasonable administrative costs for issuing Permits and are the only fees payable by Company in connection with the Permits and Agreement; and
 - (e) the execution and delivery of this Agreement by the Municipality will not result in a breach of any other agreement to which the Municipality is a party and no rights, interests or privileges have been granted in respect of the Road Allowances by the Municipality which will or could adversely affect the rights, interests or privileges granted to Company hereunder.
- 2.21. Company agrees that it has registered, or it will register, as a member of the Ontario One Call locate system.

ARTICLE 3 –

ADDITIONAL TERMS AND CONDITIONS

Traffic Effects

- 3.1. Notwithstanding and without limiting any other term hereof, the Parties acknowledge that the Work from time to time may require Traffic Effects. In the event that Company determine that Traffic Effects are required, Company agrees to:
- (a) give five (5) days' notice of anticipated Traffic Effects to the Municipal Engineer and affected residents and to coordinate with the Municipal Engineer and the appropriate emergency service providers to minimize and

mitigate any adverse impacts of the Traffic Effects and to ensure public safety; and

- (b) use commercially reasonable efforts to maintain adequate public access to and use of the Road Allowances while Traffic Effects are in progress and to remove the Traffic Effects as soon as reasonably possible when the Traffic Effects are no longer necessary.

Restoration

- 3.2. Company further agrees that in the event that it becomes necessary to break, remove, or otherwise pierce the existing surface of any of the Road Allowances to undertake any Electrical Infrastructure Work, Company will, in so far as is practicable, restore such surface at its own expense to the same or better condition which existed prior to the performing of the Work, and provide compensation for any damages caused by Company's entry. Company also agrees that, except in those cases where breaking, removing or otherwise piercing the untraveled portion of the Road Allowance forms part of the Work, it shall thereafter, for a period of twelve (12) months following the point of completion of the Work and the reopening of the restored portion of the Road Allowance to public access (the "**Interim Period**"), monitor that portion of such restored Road Allowances, at the sole expense of Company, and repair any settling thereof directly caused by the placing, installing, constructing, re-constructing, inspecting, maintaining, operating, altering, enlarging, repairing, replacing, relocating and removing Electrical Infrastructure or any of the Work performed over, along, across, within or under the Road Allowances to the satisfaction of the Municipal Engineer, acting reasonably.

Repairs

- 3.3. Company shall be liable for any and all Repair Work required to be performed on the Electrical Infrastructure, Municipal Infrastructure or on the Road Allowances due to the existence of the Electrical Infrastructure for the term of this Agreement. Any Repair Work undertaken shall restore the road surface or Municipal Infrastructure to at least the same condition it was in immediately prior to the use of the Road Allowances by Company. In the event that Repair Work is required, Company agrees to provide the Municipality with at least five (5) days' notice that the Repair Work will occur if such Repair Work:
 - (a) will have or is likely to have Traffic Effects;
 - (b) will involve or is likely to involve Tree Work;
 - (c) could present a danger to public health and safety; or
 - (d) is located in Entrances.

- 3.4. Intentionally Deleted.

Emergency

3.5. Intentionally Deleted.

3.6. Intentionally Deleted.

Upgrades Required

3.7. The Company will be responsible for the Municipality's actual costs, reasonably incurred, of the upgrade work described in this Section 3.7. The Municipality will follow its applicable normal purchasing and construction processes when performing any upgrade work.

- (a) In the event that, in the Company's reasonable opinion, the standard, condition or maintenance of any of the Road Allowances is not sufficient to permit the Company to carry out its operations under this Agreement, the Company will notify the Municipality and the Municipality will carry out the upgrade work so identified as required to upgrade the Road Allowances to suit the Company's required purposes.
- (b) In the event that, in the Municipality's reasonable opinion, the Company's operations under this Agreement create a safety concern or other legal obligation that requires the Municipality to perform work to upgrade any Road Allowances, the Municipality will provide no less than 48 hours' prior written notice to the Company describing the location and extent of the upgrade work, and a description of why the upgrade work is required.

Locating Infrastructure:

3.8. Company agrees at its sole expense to:

- (a) mark the location of Electrical Infrastructure installed by Company within the Road Allowances with appropriate markings;
- (b) participate in the "Ontario One Call" system to facilitate ongoing notice to the public of the location of the Electrical Infrastructure; and
- (c) Intentionally Deleted.

Relocation of Installed Infrastructure:

Upon Election of Company

3.9. Intentionally Deleted.

Required by the Municipality

3.10. Intentionally Deleted.

3.10.1. Intentionally Deleted.

3.10.2. Intentionally Deleted.

3.10.3. Intentionally Deleted.

3.10.4. Intentionally Deleted.

3.10.5. Intentionally Deleted.

3.10.6. Intentionally Deleted.

3.11. Intentionally Deleted.

Required by Legislation or Lawful Order

3.12. Intentionally Deleted.

By Third Party

3.13. Intentionally Deleted.

Road Work

3.14. Intentionally Deleted.

3.15. Intentionally Deleted.

Closure or Assignment or Road Allowances

3.16. The Municipality agrees, in the event it decides to or is forced by legislative order to permanently close or dispose of any Road Allowance, or any part of a Road Allowance, identified in any Agreed Road Use Plan, to give Company not less than ninety (90) days' advance written notice of such proposed closing or disposal, and to grant and transfer to Company, at no cost to Company and prior to the proposed closure or disposal of the applicable Road Allowance, any such easements and rights-of-way, in registrable form, over that part of the Road Allowance closed or disposed of sufficient to allow Company to preserve any part of the Electrical Infrastructure in its then existing location, to enter upon such closed or disposed of Road Allowance to perform Work in respect of such Electrical Infrastructure and to gain access to the Project on the terms and conditions set out in this Agreement.

3.17. In the event that the Municipality decides to or is forced by legislative order to dispose of any Road Allowance or part thereof identified in any Agreed Road Use Plan, the Municipality agrees to require the transferee or assignee of such Road Allowance, as a condition precedent to the transfer or assignment, to agree in writing with Company, in a form acceptable to Company acting reasonably, to be bound by the terms of this Agreement and to assume the Municipality's obligations hereunder from and after the date of the transfer or assignment.

Tree Work

3.18. In the event that Company deems it necessary to perform any Tree Work, Company shall be entitled to conduct the Tree Work. Through the Class Environmental Assessment (“EA”) for the Projects, Hydro One has selected a preferred route which involves less incompatible vegetation removal than other routes considered. Additionally, to address the vegetation and tree removals that are required for the Projects, Hydro One has committed to implementing avoidance and mitigation measures as documented in the Environmental Study Report for the Projects. These measures may include:

- Vegetation that will not affect Project construction or line clearances will be retained, where possible;
- Hedgerows and windbreak areas impacted by construction will be replaced with compatible vegetation post-construction, in consultation with the applicable landowner;
- Tree protection zones will be used to delineate and protect trees that do not require removal for construction activities or operation of the transmission line, as necessary;
- The extent of clearing and vegetation removal required for the transmission line ROW within woodlands will be minimized to the extent practical;
- Woodlands will be taken into account when planning access, and the footprint of work areas/access within woodlands will be minimized to the extent practical;
- Hydro One will undertake a Biodiversity Initiative to offset vegetation loss or transition (e.g., from woodlot to a compatible vegetation community) that cannot otherwise be avoided or mitigated. This initiative will be conducted subsequent to completion of the Class EA and OEB Leave-to-Construct processes.

ARTICLE 4 –

IMPLEMENTATION OF PLANS

Adherence to Agreed Road Use Plans

4.1. Company agrees that the Electrical Infrastructure shall be located in compliance with the Agreed Road Use Plans.

Filing of As-Built Plan Following Installation etc.

4.2. Following the completion of all Work on Road Allowance under this Agreement, and within one hundred eight (180) days after the In Service Date, Company agrees to conduct the necessary investigation to produce and file with the Municipal Engineer an As-Built Plan together with a final electronic copy (CD ROM or DVD) prepared in an AUTOCAD, CAD or GIS environment of the As-Built Plan, showing the exact location of any Electrical

Infrastructure installed over, along, across, under or within the Road Allowances and any Entrances.

Post-Installation Report and Required Repairs

- 4.3. Following the Municipal Engineer's receipt of notice from Company confirming that all Work on Road Allowance under this Agreement is complete (the "**Completion Notice**"), the Consulting Engineer shall conduct a further inspection and provide a post-installation report (the "**Post-Installation Report**"), which includes such information as may be required by the Municipality, at a minimum, the following:
- (a) identification of the traveled portion of the Road Allowances used in the course of the Work, including any culverts and drains where crossed by entrances which were upgraded or installed during the course of the Work (collectively, the "**Inspected Roads**"), which in the reasonable opinion of the Consulting Engineer, have been damaged or destroyed by Company and its employees, agents or contractors during the Work;
 - (b) a video recording of the then-existing condition of the Inspected Roads;
 - (c) identification of the repairs, replacements or remedial work necessary to repair any damage to the Inspected Roads, in order to restore the Inspected Roads to the condition identified in the pre-construction condition survey, as described in Section 2.11 (the "**Required Repairs**"); and
 - (d) identification of the extent to which any Required Repairs are a direct result of damage caused by Hydro One or its employees, agents or contractors during the course of the Work, recognizing normal wear and tear caused by ongoing use of the Inspected Roads by the public.

Prior to commencing the Post-Installation Report, the Consulting Engineer shall provide a proposed approach to the Municipality for review, which will be based on the pre-inspection report criteria identified in section 2.11 above. The Municipality may require such additional details or revisions to the methodology as it may reasonably require to assess the required repairs.

- 4.4 The Consulting Engineer's inspection, for the purposes of producing the Post-Installation Report, shall be visual only, and is intended solely to identify any Required Repairs to the pavement surface condition of the Inspected Roads. The Consulting Engineer's inspection is to be completed no later than twenty (20) Business Days (weather permitting) following receipt by the Municipality of the Completion Notice. Company agrees to pay the costs of any Required Repairs identified in the Post-Installation Report, to the extent any such Required Repairs are a direct result of damage caused by Hydro One or its employees, agents or contractors during the course of the Work, recognizing normal wear and tear caused by ongoing use of the Inspected Roads by the public. The Municipality and Company shall work in good faith to determine the Company's reasonable and appropriate

costs of such Required Repairs, which costs shall be based on the costs incurred by the Municipality for similar repair work.

In the event of disagreement with respect to the contribution cost calculation or any part thereof, the parties agree to follow the dispute resolution process set out in sections 10.4 and 10.5 below.

Final Condition Report and Final Repairs

- 4.5. Following the expiry of the Interim Period, the Municipality's Engineer shall forthwith conduct an inspection of the Road Allowances and Municipal Infrastructure to either (i) confirm its satisfaction, acting reasonably, that all restoration work has been completed and that the Road Allowances are in substantially the same or better condition which existed prior to the performing of the Work (subject to normal wear and tear and subject to the uses and occupation of such Road Allowances by third parties); or (ii) identify those Road Allowances or Municipal Infrastructure which are not in the same or better condition which existed prior to the performing of the Work and identify the repair, replacement or remedial work required to repair the Road Allowances or Municipal Infrastructure to the same condition which existed prior to the performing of the Work (the "**Final Condition Report**"). The Municipal Engineer's inspection, for the purposes of producing the Final Condition Report shall be completed no later than twenty (20) Business Days following the expiry of the Interim Period and the Final Condition Report shall be delivered to Company not later than twenty (20) Business Days following the date of inspection aforesaid. Company agrees to pay for the costs of repair any damage to the Road Allowances or Municipal Infrastructure identified in the Final Condition Report (the "**Final Repairs**") within a reasonable period of time. The Municipality and Company shall discuss in good faith and attempt to reach agreement upon the reasonable and appropriate costs of such work, but failing agreement the Municipal Engineer's determination (acting reasonably) of the reasonable costs shall be final.
- 4.6. At the sole discretion of the Municipality, the Municipality may accept a lump sum payment for any of the Required Repairs or Final repairs, instead of having such work performed by the Company.

ARTICLE 5 -

COMPENSATION

For Administrative Costs

- 5.1. To offset the administrative expenses incurred by the Municipality as a result of issuing Permits related to this Agreement, Company agrees to pay to the Municipality:
- (a) The fees set out in the Community Support Agreement executed between the parties, as applicable and on the terms and conditions set out therein;

(b) Intentionally Deleted.

(c) Intentionally Deleted.

5.2. All overdue payments payable by Company to the Municipality under the terms of this Agreement shall bear per annum interest at the prevailing rate as set by the Bank of Canada on the date of overdue payment, until payment is cleared.

First Security Deposit:

5.3. Intentionally Deleted.

Second Security Deposit:

5.4. Intentionally Deleted.

ARTICLE 6 –

LIABILITY

Indemnification

6.1 Intentionally Deleted.

No Joint Venture, Partnership or Co-ownership

6.2 The Parties hereby acknowledge and agree that this Agreement is solely a road use agreement and that no relationship is formed between the Parties in the nature of a joint venture, partnership co-ownership arrangement or other similar relationship.

ARTICLE 7 –

**ABANDONMENT AND DECOMMISSIONING OF
ELECTRICAL INFRASTRUCTURE**

Notice of Abandonment

7.1 Intentionally Deleted.

Removal

7.2 Intentionally Deleted.

ARTICLE 8 –

DEFAULT

Breach

- 8.1 In the event that a Party commits a material breach of or omits to comply with any of the provisions of this Agreement (the “**Defaulting Party**”) which continues for at least sixty (60) days after written notification of such default is provided to the Defaulting Party, the other Party (the “**Complainant**”) shall have the right to terminate this Agreement. However, if the Defaulting Party shall have remedied the breach or shall have commenced to remedy the breach and has diligently pursued the remedying thereof within the sixty (60) days after the initial written notification of default, the Defaulting Party shall be allowed not less than one hundred and fifty (150) days after the expiry of the original notice period to remedy the breach, or such longer period of time as is reasonable in the circumstances, failing which the Complainant shall have the right to immediately terminate this Agreement.

ARTICLE 9 –

FORCE MAJEURE

Force Majeure

- 9.1 Whenever, and to the extent that a Party will be unable to fulfill or will be delayed or restricted in the fulfillment of any obligations under any provision of this Agreement by reason of:
- (a) strikes;
 - (b) lock-outs;
 - (c) war acts of military authority;
 - (d) rebellion or civil unrest;
 - (e) material or labour shortage not within the control of the affected Party;
 - (f) fire or explosion;
 - (g) inclement weather, flood, wind, water, earthquake, or other casualty;
 - (h) epidemic, pandemic or other public health emergency;
 - (i) changes in Applicable Law not wholly or mainly within the control of the affected Party, including the revocation by any Public Authority of any permit, privilege, right, approval, license or similar permission granted to Company or the Project;

(j) any event or matter not wholly or mainly within the control of the affected Party (other than lack of funds or any financial condition of the Parties hereto); or,

(k) acts of God,

(in each case a “**Force Majeure**”) not caused by the default or act of or omission by that Party and not avoidable by the exercise or reasonable effort or foresight by it, then, so long as any such impediment exists, that Party will be relieved from the fulfillment of such obligation and the other Party will not be entitled to compensation for any damage, inconvenience, nuisance or discomfort thereby occasioned. A Party affected by an event of Force Majeure shall promptly notify the other Party of such occurrence, and shall be prompt in restoring normal conditions, re-establishing schedules, and resuming operations as soon as the event of Force Majeure has ceased..

ARTICLE 10 –

MISCELLANEOUS

Assignment

10.1 Company may not assign this Agreement without the written consent of the Municipality, which shall not be unreasonably withheld, except that no consent shall be required (i) for Company to assign this Agreement in whole or in part to an Affiliate or successor entity, or to a buyer of all or part of Company’s interest in the Project, provided that all payments due to date under this Agreement have been satisfied and the assignee agrees in writing to assume and fulfill all of the covenants, agreements, terms and provisions and to abide by all limitations set forth in this Agreement, or (ii) for purposes of securing indebtedness or other obligations respecting the Electrical Infrastructure or the Project, provided that if Company realizes on the security and further assigns this Agreement, the assignee agrees in writing to assume and fulfill all of the covenants, agreements, terms and provisions and to abide by all limitations set forth in this Agreement. The Municipality acknowledges that a change in control of Company shall not be considered an assignment by Company of this Agreement or of any of Company’s rights and obligations under this Agreement.

10.2 Intentionally Deleted.

10.3 Intentionally Deleted.

Dispute Resolution

10.4 In the event that either Party provides the other Party with written notice of dispute regarding the interpretation or implementation of this Agreement (a “**Dispute**”) then both Parties shall use their best efforts to settle the Dispute by consulting and negotiating with each other in good faith to reach a solution satisfactory to both Parties. However, if the Parties do not resolve the Dispute within thirty (30) days following receipt of such notice,

then either Party may propose mediation or arbitration, or proceed to a court of competent jurisdiction for settlement of the dispute. In the event of a disagreement as to the location of the Electrical Infrastructure, such dispute shall not be subject to this dispute resolution process and shall instead be determined by the Ontario Energy Board pursuant to Section 41(9) of the *Electricity Act, 1998*.

- 10.5 The Parties agree that, except to the extent that a matter is specifically the subject of a Dispute, both Parties shall continue to observe and perform the terms and conditions of this Agreement pending the resolution of a Dispute.

Termination by Company

- 10.6 Company may upon six (6) months' notice in writing, terminate this Agreement. Once the notice has been provided, Company shall be liable to the Municipality for the provisions of this Agreement to the date of termination. Following the termination date, Sections [3.3, 4.4, 4.5, 4.6, 6.2] shall survive such termination.

Further Assurances

- 10.7 Each of the Parties covenants and agrees with the other that it will at all times hereafter execute and deliver, at the request of the other, all such further documents, agreements, deeds and instruments, and will do and perform all such acts as may be necessary to give full effect to the intent and meaning of this Agreement.

Notices

- 10.8 Any written notice provided for and contemplated by this Agreement will be delivered to the Parties by hand or registered mail, or by email, at the following addresses:

To the Municipality:

Municipality of Lakeshore

Attention: Mayor Tracey Bailey
Town Hall, 419 Notre Dame,
Belle River ON, N0R 1A0
Email: tbailey@lakeshore.ca

To Company:

Hydro One Networks Inc.

C/O: Craig Prewett
483 Bay Street, North Tower, 15th Floor
Toronto, ON M5G 2P5
Email: Craig.Prewett@HydroOne.com

Every such notice shall be deemed to have been received if personally delivered or emailed at the time of delivery, and if sent by prepaid registered mail, at the end of five (5) Business Days after the mailing thereof.

Governing Law

- 10.9 This Agreement shall be governed by, and be construed and interpreted in accordance with, the laws of Ontario and the laws of Canada applicable in Ontario.
- 10.10 Each of the Parties to this Agreement represents and warrants and covenants that it has and shall continue to act in accordance with the requirements of Applicable Laws with respect to the matters and obligations contemplated in this Agreement. Each Party agrees that no monies or other valuable consideration shall be knowingly used, directly or indirectly, to influence, improperly or unlawfully any decision or judgment of any official or any government or of any subdivision, agency or instrument thereof and that each Party will at all times comply with the requirements of Anti-Bribery Laws.

Counterparts

- 10.11 This Agreement may be executed manually or by electronic means, and in one or more counterparts, all of which shall be considered one and the same Agreement.

Binding Agreement

- 10.12 This Agreement and the Schedules hereto constitute the complete and exclusive statement of the understandings between the Parties, and supersedes all proposals and prior agreements, oral or written, between the Parties, with respect to the subject matter herein. The provisions of this Agreement, including all of the covenants and conditions herein shall extend, be binding upon and enure to the benefit of the Municipality, Company and their respective successors and permitted assigns as the case may be.

Severability

- 10.13 The invalidity or unenforceability of any provision or covenant contained in this Agreement shall affect the validity or enforceability of such provision or covenant only and any such invalid provision or covenant shall be deemed to be severable from the balance of this Agreement, which shall be enforced to the greatest extent permitted by law.

Amendments to the Agreement

- 10.14 No supplement, modification, amendment, or waiver of this Agreement shall be binding unless executed in writing by the Parties.

Waiver

10.15 No supplement, modification, amendment, or waiver of this Agreement shall be binding unless executed in writing by the Parties.

Signature page follows.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement as of the Effective Date written above.

SIGNED, SEALED AND DELIVERED in
the presence of

MUNICIPALITY OF LAKESHORE

Mayor
Tracey Bailey

Clerk
Brianna Coughlin

*We have the authority to bind the
Municipality.*

HYDRO ONE NETWORKS INC.

By:
Name:

Title:

By:
Name:

Title:

I/We have authority to bind the Corporation.

SCHEDULE “A”

Road Allowance Plan

Insert road allowance plan for each project once developed.

SCHEDULE “B”

Secured Party Acknowledgement Agreement

Intentionally Deleted.

SCHEDULE “C”

Appropriate Emergency Service Providers

Intentionally Deleted.

SCHEDULE “D”

Projects

- i. **Chatham to Lakeshore Line** – a 230-kilovolt transmission line that will run 48 kilometers from Chatham Switching Station (in Chatham) to the new Lakeshore Transformer Station (located in the Municipality of Lakeshore), and related station work;
- ii. **Longwood to Lakeshore Line** – a 500-kilovolt transmission line that will run approximately 120 kilometers from Longwood Transformer Station (west of London) to Lakeshore Transformer Station (in the Municipality of Lakeshore), and related station work;
- iii. **Windsor to Lakeshore** - a 230-kilovolt transmission line that will connect the Windsor area to the Lakeshore Transformer Station, and related station work;
- iv. **Longwood to Lakeshore Line Phase Two** – a 500-kilovolt transmission line that will run approximately 120 kilometers from Longwood Transformer Stations (west of London) to Lakeshore Transformer Station (in the Municipality of Lakeshore), and related station work.

Municipality of Lakeshore – Report to Council

Chief Administrative Officer



To: Mayor & Members of Council

From: Truper McBride, Chief Administrative Officer

Date: August 8, 2023

Subject: Strategic Objectives Implementation

Recommendation

This report is for information only at this time.

Background

At the July 18th 2023 Regular Meeting, Council approved its list of strategic objectives for the 2022 to 2026 term of office. These objectives are listed below:

1. Building and Stewarding Municipal Infrastructure
 - a. Update Asset Management Plan
 - b. Complete infrastructure delivery plans for the Water/Wastewater Master Plan and Stormwater Master Plan, including development of a stormwater levy
 - c. Renew plans to convert gravel roads and establish a sustainable funding model to support lifecycling
2. Developing Our Future Communities
 - a. Develop a 25 year Community Plan for all communities
 - b. Complete the Wallace Woods Secondary Plan
 - c. Design and build one park per term
3. Modernizing and Enhancing Municipal Functions
 - a. Compile, organize, and index files, records, and data across the corporation to further evolve evidence-based decision making and increase staff efficiencies through accessing information
 - b. Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves
 - c. Continue investment in modernized services, including the integration of current best practices and automation, by engaging in service transformation and process mapping
4. Becoming an Economic Leader in Essex County
 - a. Plan, partner and design a regional industrial park
 - b. Develop a Business Attraction and Retention Plan

- c. Plan and design the Greenhouse Business Park
 - d. Create a corporate branding and communication initiative (to boldly tell our story)
5. Modernize Citizen-Centered Service
- a. Conceiving and implementing a plan for resident-service standards (including establishing a response policy for all inquiries to the municipality, IT solutions/apps/portals, phone protocols, virtual enablement, self-serve portals)
 - b. Bylaw Modernization (including a calendar of bylaw review and effective enforcement strategies/capabilities)
 - c. Setting policy and standard operating procedures for resident communication and follow-ups

To deliver success on these objectives, organizational constraints and opportunities need to be understood to align resources with work plans and funding.

This report is being provided to Council for information on the organization and provides some considerations and potential opportunities to advance the strategic objectives laid out above. No decision is being asked of Council through this report. Based on Council discussion of the contents of this report, Administration will bring a subsequent report to guide the implementation of the strategic objectives at a future meeting.

Comments

Over the last few years, Lakeshore has been working to modestly grow levels of service to respond to a broad range of growth pressures. Lakeshore's population has grown 20% since 2011, from roughly 34,500 to approximately 43,000, which has had a dramatic effect on service delivery along with changing expectations from the public on levels of service.

In the last three years since the Organizational Review, Lakeshore has added 25 new positions, which is a way to respond to that growth and the increased requests for service that come along with a rapidly growing municipality.

What have these new positions done to improve service delivery at Lakeshore?

The below service enhancements have been realized as a direct result of the new positions coming online. The below represent meaningful and demonstratable service level increases for the people of Lakeshore.

- Stormwater infrastructure planning
- Water and wastewater system planning and operations
- Increased volume of capital projects
- Flood response, mitigation, and protection planning
- Public Service Unit providing centralized customer service

- Reduced backlog on fire inspections
- Increased capacity to respond to Bylaw complaints
- Increased support for processing and completing engineering development reviews.
- More resources to maintain roads and parks and follow-up on requests for service
- Focused and coordinated economic development
- Increased in-house capacity in planning, reducing backlog in land use planning application processing
- In-house coordination of legal services
- Ongoing automation of service delivery through digital transformation (payroll, intranet, customer service through TalkDesk, Qualtrix, Cloud Permit
- Long range financial planning
- Enhanced communications, engagement and multi-media capacity
- Modernized payroll
- Cyber Security / Disaster Recovery
- Application support/coordination/deployment

These service level improvements are significant, and in some areas, are on the leading edge of municipal government in southwestern Ontario. These bold investments into the organization have allowed Lakeshore to keep pace with many of the rapidly evolving needs of the Municipality.

The 2022 to 2026 Strategic Objectives represent a renewed focus on infrastructure in addition to a new focus on modernizing internal processes in By-law Services, records management, communications, policy development, and digital transformation and service automation.

2021 Organizational Review

In 2021, an Organizational Review was completed that looked at Organizational Structure, Culture, Process, Technology & Tools, Resources and Capacity. The Organizational Review is attached as Appendix A – Organizational Review.

The Review identified several gaps in the organization that can be found within Appendix A. They are summarized below:

1. Unclear accountabilities, roles and responsibilities
2. Operations focused support functions – leadership heavily involved in day-to-day operations, lack of long-term planning, thinking, strategy
3. Corporate Service functional gaps – limited and impaired internal support functions to guide external service delivery
4. Misaligned Functions – Departments not logically constituted
5. Limited Trust

The Organizational Review took special focus on two areas for strategic organizational change and improvement. Human Resources and Information Technology represent two significant levers for organizational change. Accordingly, recommendations were made regarding these two Divisions and are described below.

Additionally, the Review's current state assessment found that leadership staff were overly operationally focused as 'doers' which results in a weakened leadership culture which negatively impacts accountabilities, performance measures, long term planning and strategy, along with limiting employee development. Corporate Leaders on average work 60 to 70 hours per week in largely 'doer' roles, which does not allow for forward planning. A recommendation in the Org Review was to establish a fifth department to offload work from larger departments to balance workloads more effectively and increase leaderships availability to plan and develop staff.

Information Technology

The Organizational Review found that in 2021, Lakeshore IT had limited governance oversight, limited strategic leadership, significant security and cyber defense gaps, unoptimized GIS, no cloud strategy, an unreliable disaster recovery plan, and no formal data management processes.

Since receiving the Organizational Review, Council has invested significantly in this area which was renamed Digital Transformation and Cloud Services (DTCS) to better reflect its new mandate as a strategic corporate partner to support automation, cyber defense, corporate security, and efficiencies in service delivery. Digital Transformation and Cloud Services now plays a strategic partner role for each Department and is integrated into their business planning.

Continued investment into DTCS will allow Lakeshore to realize further efficiencies and cost saving measures with service delivery along with data-driven reporting enhancements and organizational performance metrics.

Workforce Development (HR)

The Review identified that Lakeshore Workforce Development core functions of talent management, learning and development, rewards and recognition, and employee supports were all in a 'developing' phase or very limited in the way of being able to be 'managed'.

Workforce Development has not received further investment since the completion of the Review in 2021.

Lakeshore currently has a full-time staff complement of two (2) resources in Workforce Development, one Division Leader and one Workforce Advisor plus 1 coop student. Industry standard ratio for HR staff is 1 HR resource per 100 employees based on

headcount. Lakeshore currently has 1 HR resource per 192 (non-peak season) to 206 (peak season) employees based on headcount. Based on a time study, it is calculated that service demands for HR at Lakeshore require approximately 7000 hours annually. One person has approximately 1,400 regular hours available to work per year. This translates to Workforce Development requiring a total staffing complement of almost 5 full-time staff to address the workload burden required for Workforce Development to be successful in addressing the needs of the Corporation. Currently, Lakeshore has 2.33 full-time staff. Lakeshore's recruitment program alone requires one full-time resource.

Due to lack of resources, the following human resource services are struggling to develop required programming or maintain minimum requirements in: employee wellness, employee training and development, leadership development, labour relations, recruitment, human resources policy and programs development, and health and safety coordination and policy review. As a result, the staff in Workforce Development are working excessive hours to attempt to keep up with minimum requirements and reduce the gaps in risk mitigation for both operational requirements as well as legislative/regulatory requirements.

If the workload pressures are not addressed, service delivery in Workforce Development will continue to struggle resulting in increased gaps in risk mitigation leaving the Municipality open to increases in legal noncompliance, increase legal risk of fines, increase in workplace injuries, increase in Ministry of Labour orders, reduced service delivery in HR functions, operational impairment due to lagging staffing levels, increasing inefficiencies in HR processes, etc.

Final Organizational Review Recommendations included:

1. Develop a clear accountability structure throughout the organization depicting scope of responsibilities, interdependencies and collaboration points between functions and roles.
2. Build analytics capacity to establish transparency on organizational performance and incorporate into regular decision making and reporting with the goal of making real-time improvements.
3. Build towards a culture that is centered around an excellent customer experience.
4. Ensure all work activity is aligned to delivery on strategic priorities, and that staff understand how their role contributes to achieving the vision.
5. Clearly define and embed strategic priorities.
6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy.
7. Establish well-defined, evidence-based reporting and decision-making processes for Council.
8. Organize portfolios with aligned functions.

2022 Organizational Culture Review

Attached Appendix B – Culture Review provides an accounting of the corporate culture at Lakeshore as of June 2022. None of the recommendations from this report were adopted by Council. However, they remain relevant to many challenges the organization continues to experience with regard to how employees view working at Lakeshore and inform Lakeshore’s external reputation as an employer.

Recruitment and Attraction of Talent

Attached Appendix C – Recruitment and Attraction of Talent details matters impacting the Municipality’s ability to recruit talent.

Retention of Staff

Issues as reported by staff affecting retention include the following:

1. Burnout through lack of resourcing
2. Lack of development opportunities
3. Uncompetitive compensation with non-union employees
4. Lack of work-life balance

Retention challenges present cost to Lakeshore through loss of corporate knowledge and talent.

Connecting Council Strategic Objectives to Organizational Readiness

Attached Appendix D – Connecting Strategic Objectives to Organizational Readiness provides a summary of each strategic objective and the associated initiatives that demonstrate progress towards them. Appendix D provides a number of considerations for Council as it prepares to implement its list of Strategic Objectives.

Development Facing Services

While not identified in Council’s Strategic Objectives, there is a need to review internal processes in Planning, Engineering, and Building Services to ensure Lakeshore is well positioned to respond to the new demands from Bill 23 and Bill 109. With the passing of this legislation, the Province has established new maximum processing timelines. These timelines require additional resources to achieve, recommendations will be coming to Council once the Service Delivery Review is complete, along with a review of development fees to cover the costs of any additional resources required.

As noted above, a significant degree of the investment into the organization has been focused on externally facing services such as planning, engineering, and delivery of the infrastructure in the annual Capital Budget.

Corporate Opportunities to Move Lakeshore Forward

A number of potential corporate strategies present themselves for Council's consideration to support the delivery of the strategic objectives:

1. Offloading functions from overloaded Departments and establishing a new Department focused on community safety, parks, and recreation.
2. Creating structure and support for regional discussions on a regional industrial park and other shared service opportunities.
3. Investment into the Public Service Unit to drive customer experience excellence.
4. Relocation of the communications function to establish it at a more strategic level.
5. Continued investment into DTCS to support corporate efficiencies and modernization.
6. Investment into labour relations, employee development, and a health and safety program.
7. Investigate aligning By-law Services in the same department as Legal Services to improve coordination of enforcement and prosecutions.
8. Investigate grant funding to support an Asset Management Coordinator role and help to align key performance measures to long term planning.

Others Consulted

Tony Haddad, Haddad & Associates Consulting

Financial Impacts

There are no financial impacts associated with this report. This report provides Council a high level understanding of potential cost centres moving forward that will require funding in order to deliver on the Strategic Objectives.

Attachments

Appendix A – Organizational Review

Appendix B – Connecting Strategic Objectives to Organizational Readiness

Appendix C – Recruitment and Attraction of Talent

Appendix D – Connecting Strategic Objectives to Organizational Readiness

Report Approval Details

Document Title:	Strategic Objectives Implementation.docx
Attachments:	<ul style="list-style-type: none">- Appendix A - Organizational Review.pdf- Appendix B - Culture and Employer of Choice Strategy.pdf- Appendix C - Recruitment Challenges.docx- Appendix D Connecting Council Strategic Objectives to Organizational Capacity.docx
Final Approval Date:	Aug 10, 2023

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

Prepared by Truper McBride



Organizational Review of the Municipality of Lakeshore

Final Report



Organizational Review of the Municipality of Lakeshore

⇒ Final Report

⇒ Contents

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



Introduction

Project Mission & Success

→ Project Mission

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

→ Project Success

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

Project Scope

→ In Scope

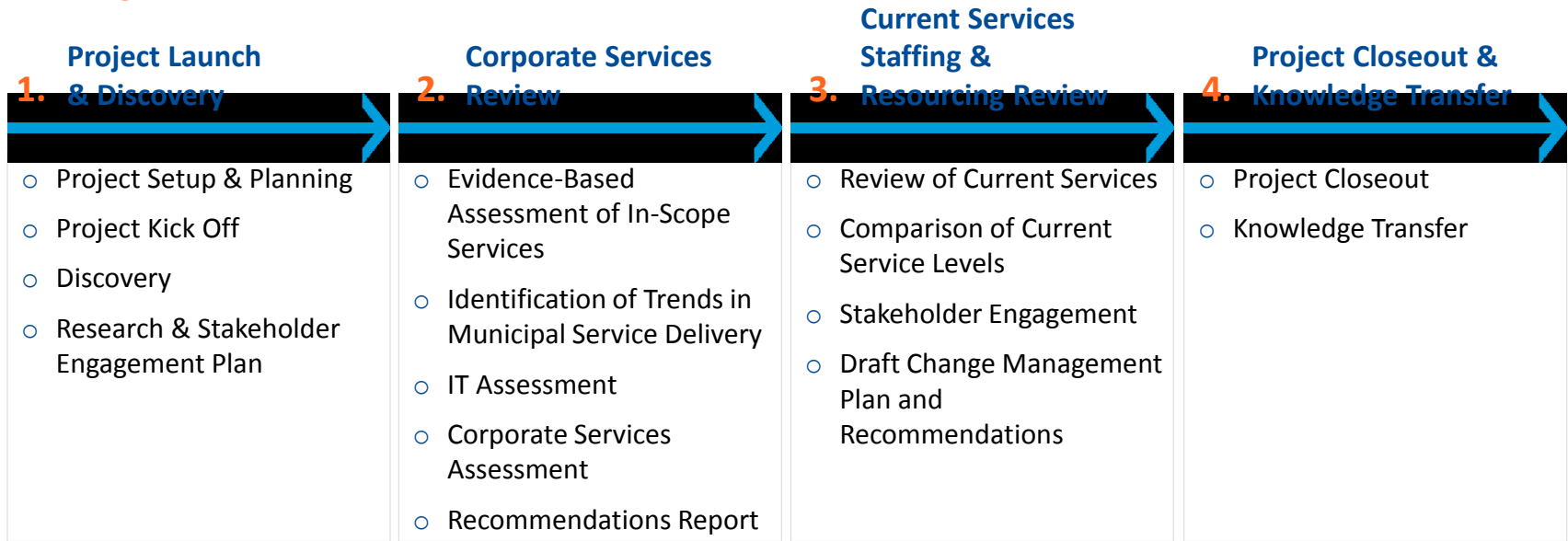
- Project management (project plan, scheduling interviews, reporting, touchpoints etc.)
- Virtual discovery interviews to further understand operating environment
- Corporate Services Review
 - Data and document review
 - Interviews with key staff
 - Individual interviews with Council members
 - Jurisdictional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

→ Out of Scope

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



Project Activities

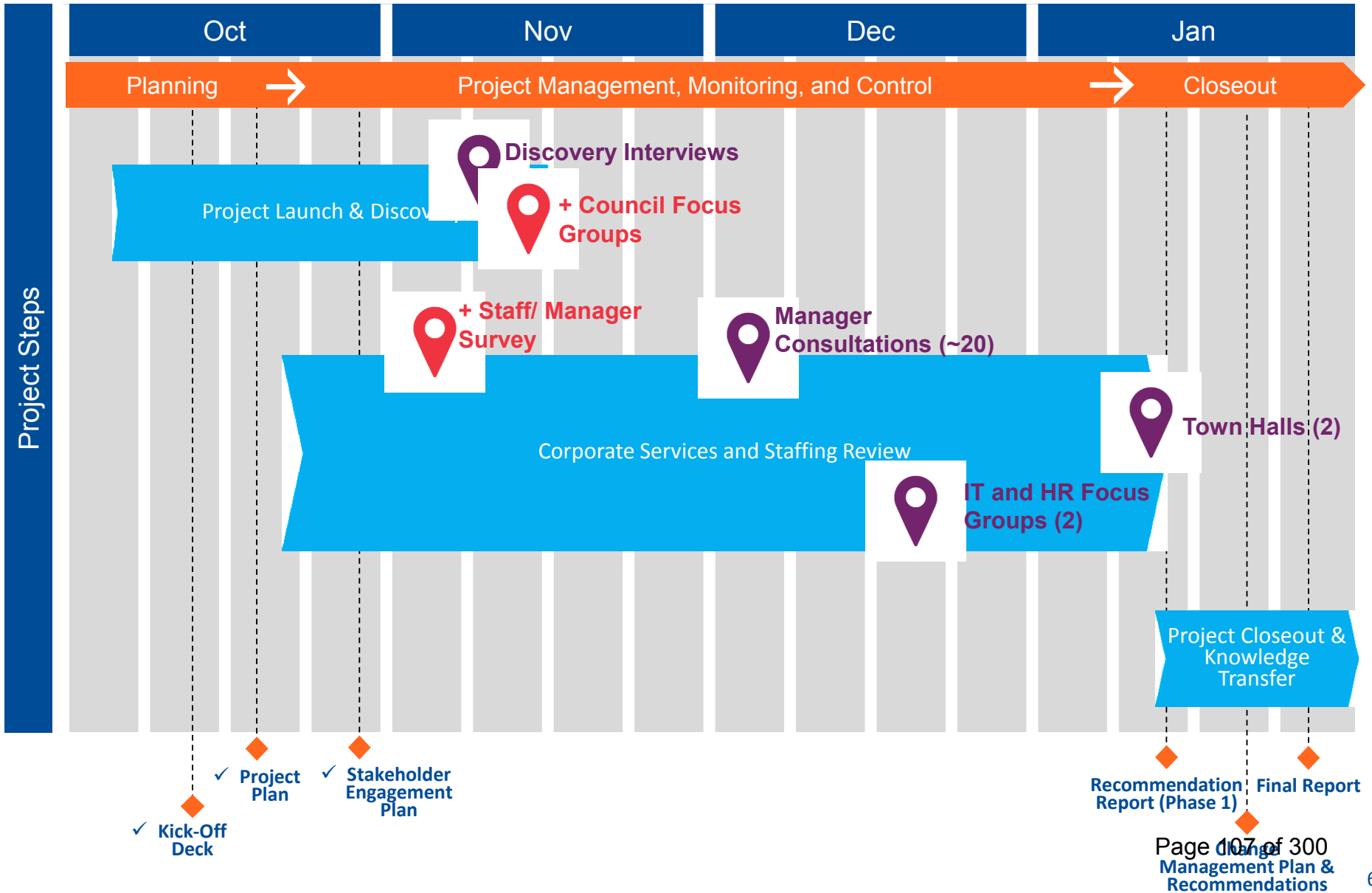


Milestones





Project Timelines





Current State Findings

Purpose of this Document

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

1

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

2

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

3

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



Organizational Review of the
Municipality of Lakeshore

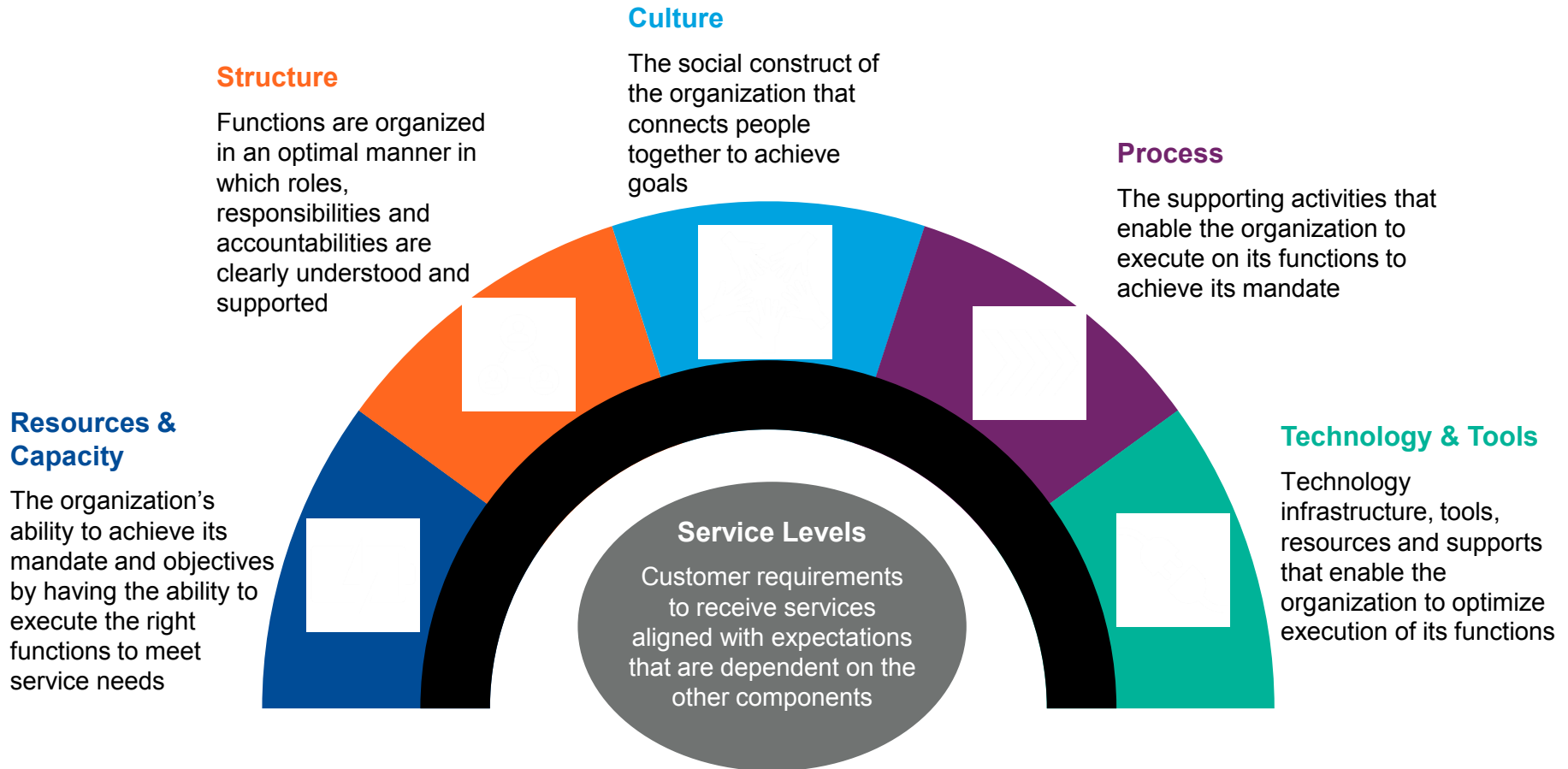


Methodology



Organizational Review Framework

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



Information Inputs

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

Data and Document Review

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



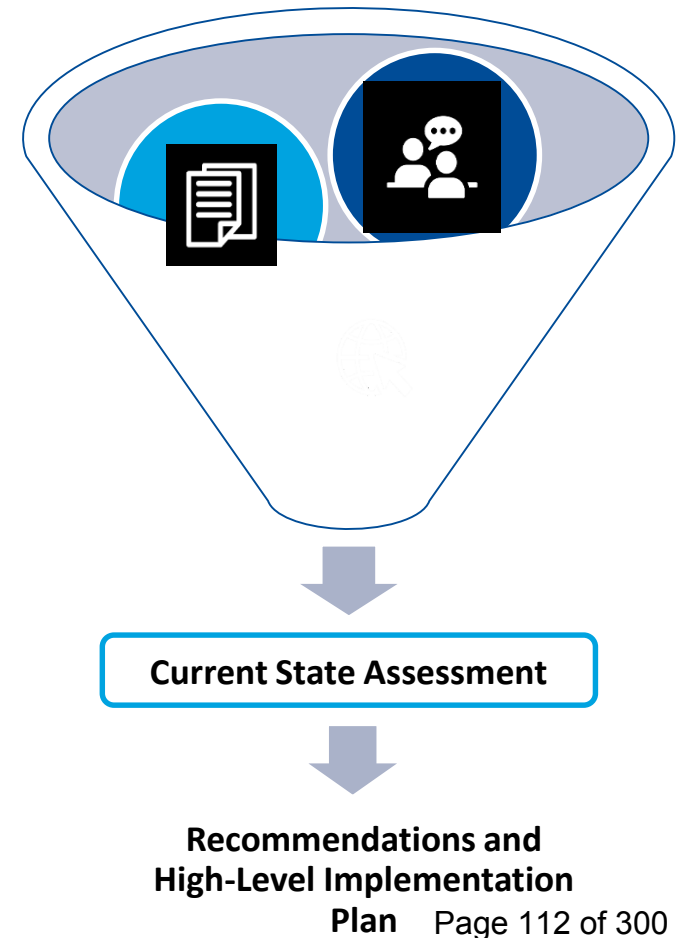
Stakeholder Engagement

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



Jurisdictional Scan

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



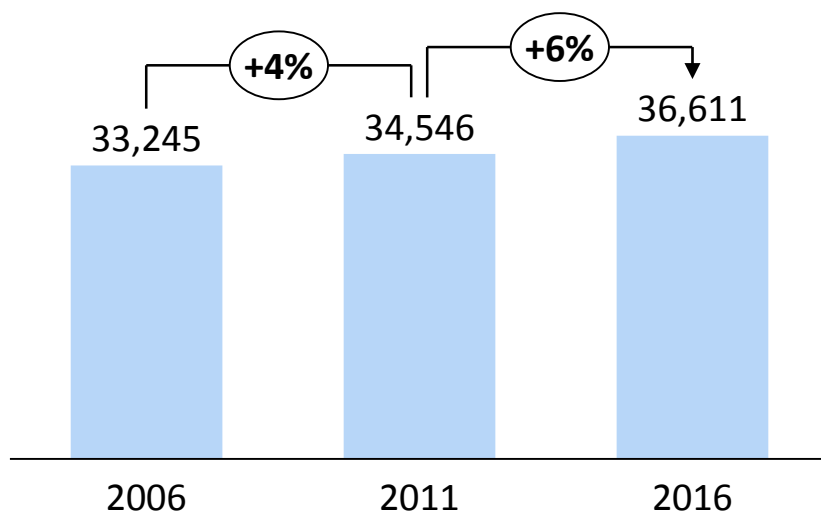
Current State Findings: Overview of Lakeshore

Municipal Profile

Vision A progressive Town of healthy, integrated communities.

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

Population Growth



Key Organization Statistics

- Land area in sq. kilometres: 530
- Population density per sq. kilometer: 69
- Employees¹:
 - 120 full-time employees;
 - 230 – 250 part time (including VFFs); and,
 - ~40 student positions

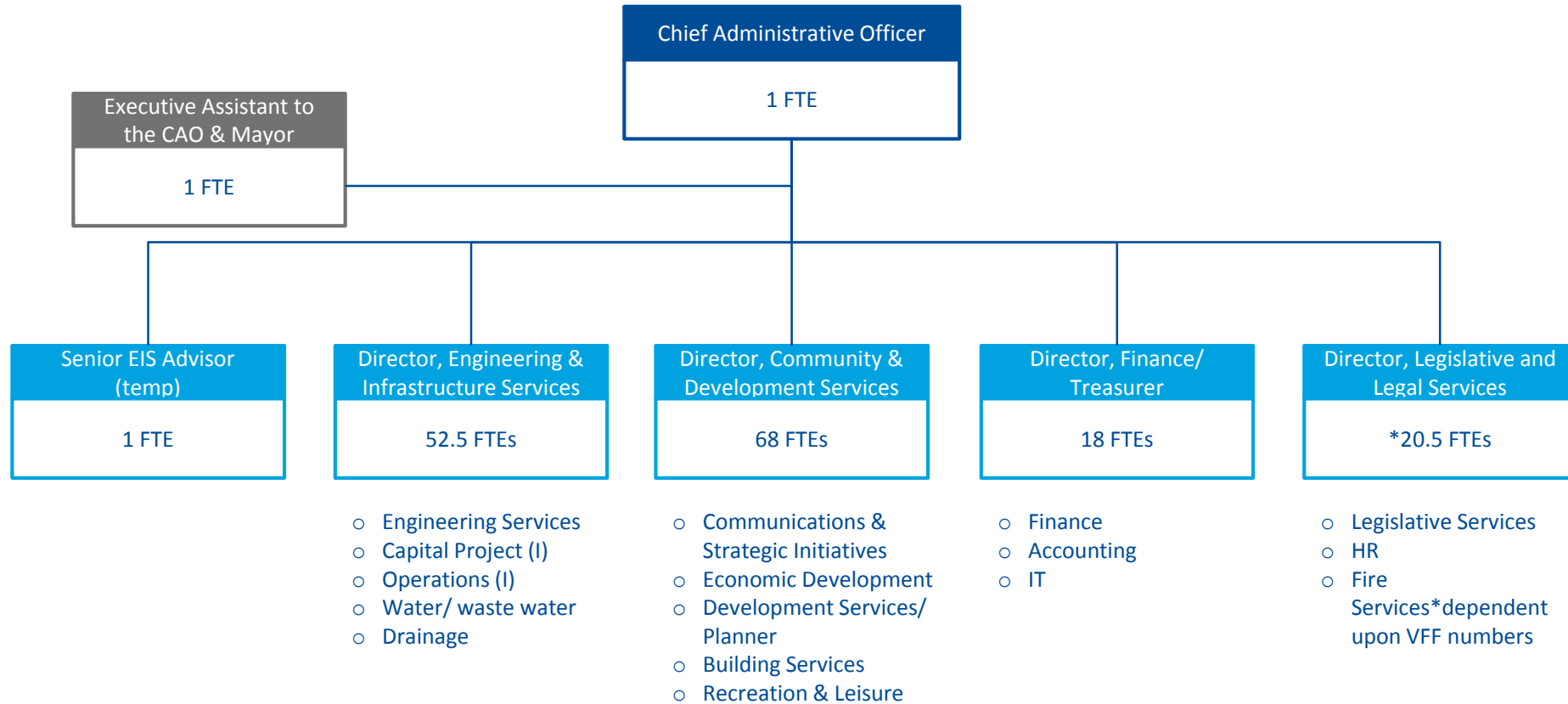
Lakeshore, as a lower-tier municipality, is in the top 13th percentile in Canada in size, and one of the fastest-growing municipalities in the Windsor-Essex region

Page 114 of 300

1. Employee figures are 2021 estimates



Current Organizational Structure



Current State Findings:

Strengths, Gaps and Opportunities



Overview of Current State Findings

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

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



Key Strengths of the Organization

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

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

Senior management demonstrates a strong commitment to move the organization forward

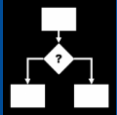
Blend of long-standing staff that are knowledge resources along with newer staff that bring new perspectives and ideas

Starting to make investments in improving capacity and capabilities



Overview of Gaps and Opportunities

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



Unclear
accountabilities,
roles and
responsibilities

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



Operations-
focused support
functions

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



Corporate service
functional gaps

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



Overview of Gaps and Opportunities

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



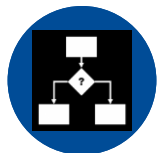
Misaligned functions

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



Limited trust

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



Unclear accountabilities, roles and responsibilities

Key Findings and Observations

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

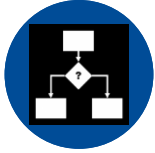
- Rationale for promotion is not well understood, and was stated as being not clearly defined. It is perceived that individuals are often promoted into roles based on tenure and not necessarily due to their skills, aptitude, and fit for the role.
- Administrative assistants in the organization have the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

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

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

Implications

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



Unclear accountabilities, roles and responsibilities

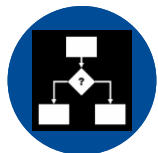
Key Findings and Observations

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

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

Implications

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



Unclear accountabilities, roles and responsibilities

Key Findings and Observations

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

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

Implications

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



Operations-focused support functions

Key Findings and Observations

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

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

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

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

Implications

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



Operations-focused support functions

Key Findings and Observations

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

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

Implications

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



Corporate service functional gaps

Key Findings and Observations

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

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

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

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

Implications

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



Corporate service functional gaps

Key Findings and Observations

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

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

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

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

Implications

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



Corporate service functional gaps

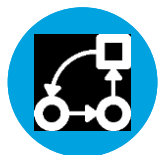
Key Findings and Observations

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

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

Implications

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



Misalignment of functions

Key Findings and Observations

Many functions are operating in silos, limiting service integration management

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

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

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

Implications

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



Misalignment of functions

Key Findings and Observations

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

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

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

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

Implications

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



Misalignment of functions

Key Findings and Observations

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

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

Implications

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



Limited trust

Key Findings and Observations

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

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

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

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

Implications

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



Limited trust

Key Findings and Observations

Some field service areas operate separately from the broader organization

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

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

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

Implications

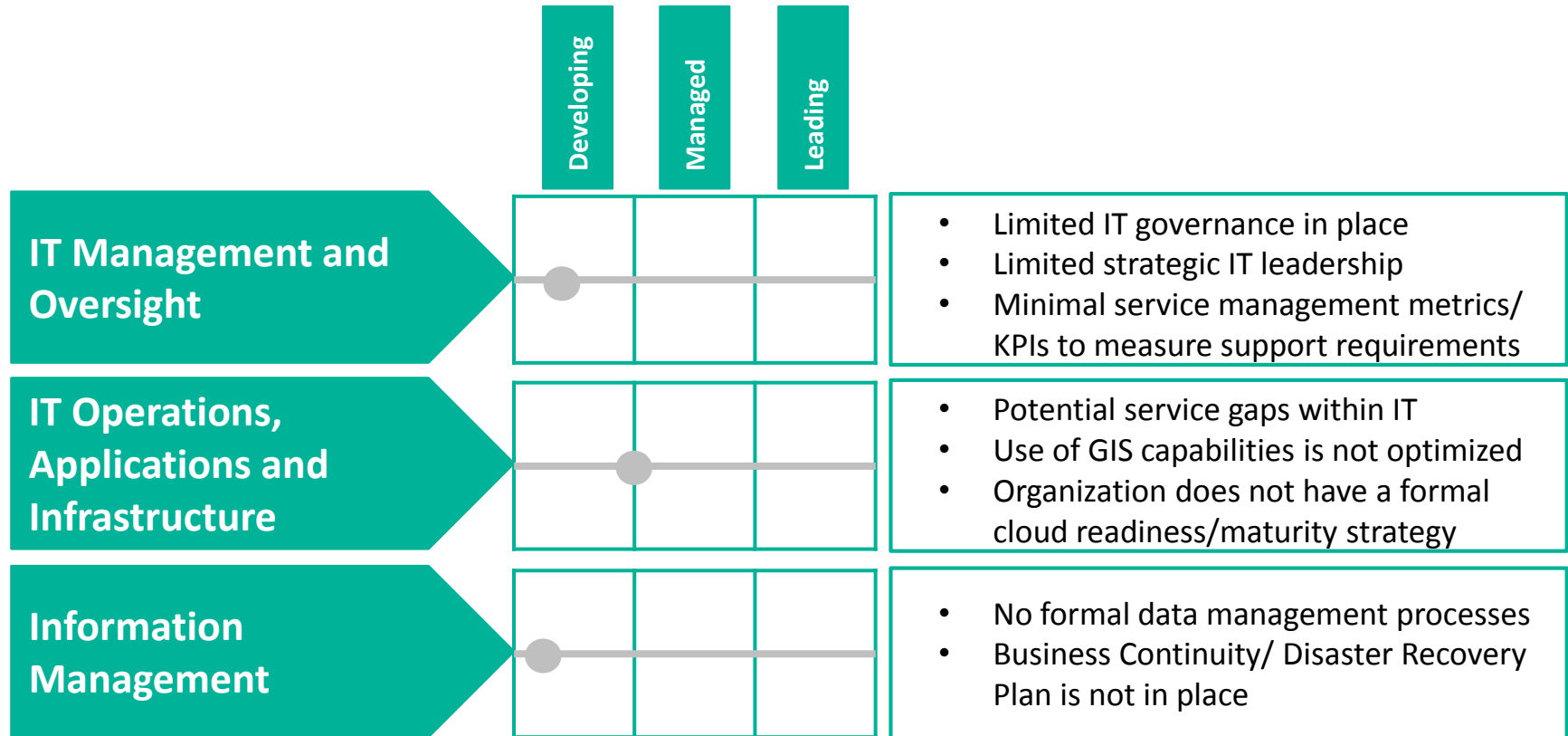
- Compromised sense of belonging to the organization, hindering unity and alignment
- Organization perceived to have a toxic and unfair culture that breeds employee dissatisfaction

Current State Findings: IT Assessment



Overview of IT Assessment Findings

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





IT Assessment - Management and Oversight

Key Findings and Observations

Limited IT governance in place

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

Limited strategic IT leadership

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

Minimal service management metrics/ KPIs to measure support requirements

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

Implications

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



IT Assessment - Operations, Applications and Infrastructure

Key Findings and Observations

Potential service gaps within IT

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

Use of GIS capabilities is not optimized

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

Organization does not have a formal cloud readiness/maturity strategy

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

Implications

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



IT Assessment - Information Management

Key Findings and Observations

No formal data management processes

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

Business Continuity/ Disaster Recovery Plan is not in place

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

Implications

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

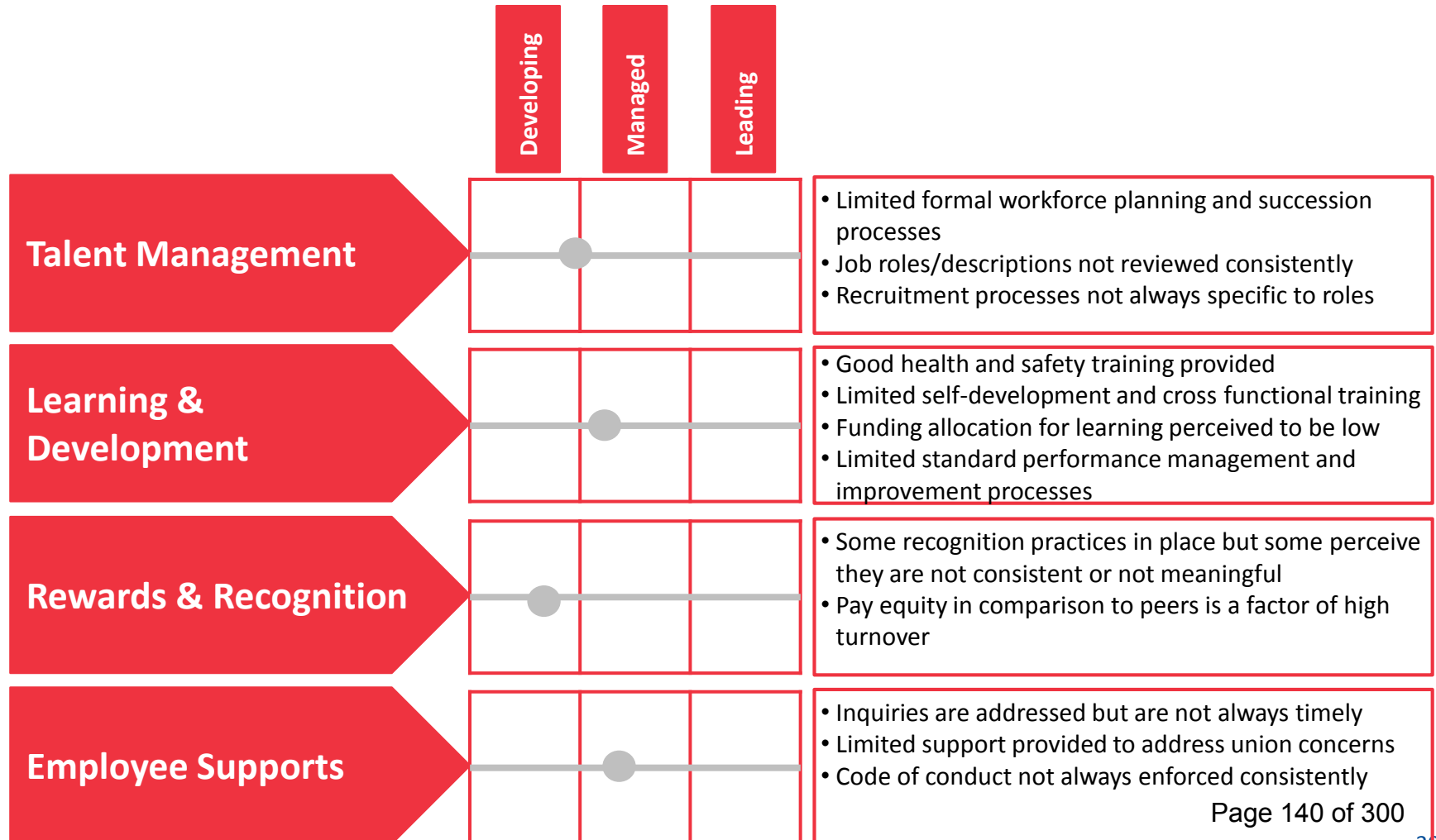
Current State Findings:

HR Review



Overview of HR Function Review Findings

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





HR Review – Talent Management

Key Findings and Observations

Limited formal workforce planning and succession processes

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

Job roles/descriptions not reviewed consistently

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

Recruitment processes not always specific to roles

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

Implications

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



HR Review – Learning & Development

Key Findings and Observations

Limited self-development and cross functional training

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

Funding allocation for learning perceived to be low

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

Limited standard performance management and improvement processes

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

Implications

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



HR Review – Rewards & Recognition

Key Findings and Observations

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

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

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

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

Implications

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



HR Review – Employee Supports

Key Findings and Observations

Inquiries are addressed but are not always timely

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

Limited support provided to address union concerns

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

Code of conduct not always enforced consistently

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

Implications

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

Current State Findings:

Jurisdictional Scan



Key Takeaways of Other Municipalities

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

1

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

2

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

3

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

4

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

5

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

6

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



Key Takeaways - Innisfil

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

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



Key Takeaways – Woodstock

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

	Woodstock
Population	Approx. 45,052 (2016)
Growth	~2.52% annually
Density	<ul style="list-style-type: none"> • 927.9/km²
Key Findings	<ul style="list-style-type: none"> • The organizational structure of Woodstock has a wide-span of control for CAO with division leads having a high-degree of autonomy; they in turn facilitate empowerment within their own divisions • CAO with experience in engineering department understands the operations of the municipality • Relationship with Council is strong and trusting; it took time to build this relationship but its was primarily established by presenting objective information with options for decision-making • Growing needs of the community have increased workloads, creating additional portfolios for engineering and recreation, particularly culture • The municipality employs a simple annual performance review process to facilitate its completion and promote developmental feedback • IT infrastructure was a major priority for the municipality as a result of a cybersecurity attack that also transformed the organization to respond and implement business continuity planning • The municipality has a strong reputation in terms or working environment and progress, which facilitates attracting talent
Top Lessons/Advice	<ul style="list-style-type: none"> • Invest in IT infrastructure and security to protect the municipality against cyber attacks • Create organization alignment through common operating principles and processes • Align departmental leads to strategic priorities to facilitate leadership and implementation of them



Key Takeaways – Caledon

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

	Caledon
Population	Approx. 66,502 (2016)
Growth	~3.56%
Density	<ul style="list-style-type: none"> 96.6/km²
Key Findings	<ul style="list-style-type: none"> Caledon recently underwent an organization review with the appointment of a new CAO The administration is currently working on establishing a productive relationship with Council through an Integrity Working Committee to instill trust and deploying change management processes The municipality is conducting interim re-organizations to work with the talent in place; it will assess the impacts to determine future changes for the organization It centralized its corporate support services for cohesiveness across economic development, customer service and communication, strategy and innovation; these fall under the CAO office to elevate the importance of the municipality's priorities The organization is embracing technology and accessed the provincial modernization fund to support changes; it also has a workforce planning group to examine the future of working at Caledon that also considers diversity and inclusion The organization is preparing itself for changes in resident expectations as a result of COVID
Top Lessons/Advice	<ul style="list-style-type: none"> Structural organizational changes is dependent on senior leadership composition in terms of strategic capabilities, people management aptitude and cultural fit Invest in a well-designed change management and communications plan to roll out changes to the organization; include interactive communications with leadership to more effectively engage with staff



Future State Recommendations



Overview of Recommendations

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

Build a performance-driven and customer service culture

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

Clearly define and embed strategic priorities

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

Create empowering working relationships

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

Organize portfolio with aligned functions

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

HR Transformation

Information Management/ Information Technology Transformation

Future State Recommendations:

Organization-wide



Performance-driven and customer service culture

1. Strengthen accountability throughout the organization

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

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

Change Considerations

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



Performance-driven and customer service culture

2. Enhance analytical capabilities to derive and apply organizational insights

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

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

Change Considerations

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



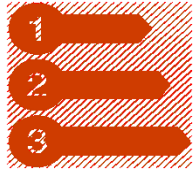
Performance-driven and customer service culture

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

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

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

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



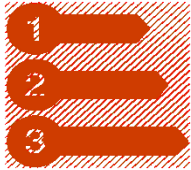
Clearly define and embed strategic priorities

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

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

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

Change Considerations
<ul style="list-style-type: none"> • Should other priorities arise during the year, assess the relative importance against the previously aligned annual strategic priorities and refine accordingly; consider developing a formal decision-making framework. Communicate any revised strategic priorities with the understanding that one or more previously aligned annual strategic priorities may need to be displaced to accommodate. • Note, changes to strategic priorities should be done with an awareness of the negative impacts frequent changes in direction can have on the organization's ability to achieve any one objective.



Clearly define and embed strategic priorities

5. Build capacity to prioritize and manage risks

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

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

Change Considerations

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



Create empowering working relationships

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

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

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

Change Considerations

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



Create empowering working relationships

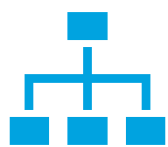
7. Establish well-defined, evidence-based reporting and decision-making processes for Council

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

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

Change Considerations

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



Organize portfolio with aligned functions (Overview)

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

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

Future State Recommendations:

HR and IT



Context

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

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



Information Management/ Information Technology Transformation

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

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



Information Management/ Information Technology Transformation

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

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

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

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



Information Management/ Information Technology Transformation

IT3. Plan for safe and effective information management

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



HR Transformation

HR1. Build internal capacity for talent management

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



HR Transformation

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

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



HR Transformation

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

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



HR Transformation

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

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

Future State Recommendations:

Recommendation Prioritization and High-Level Implementation Plan



Prioritization of Recommendations

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

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

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

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

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

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

Legend:

Build a performance-driven and customer service culture

Clearly define and embed strategic priorities

Organize portfolio with aligned functions

Create empowering working relationships

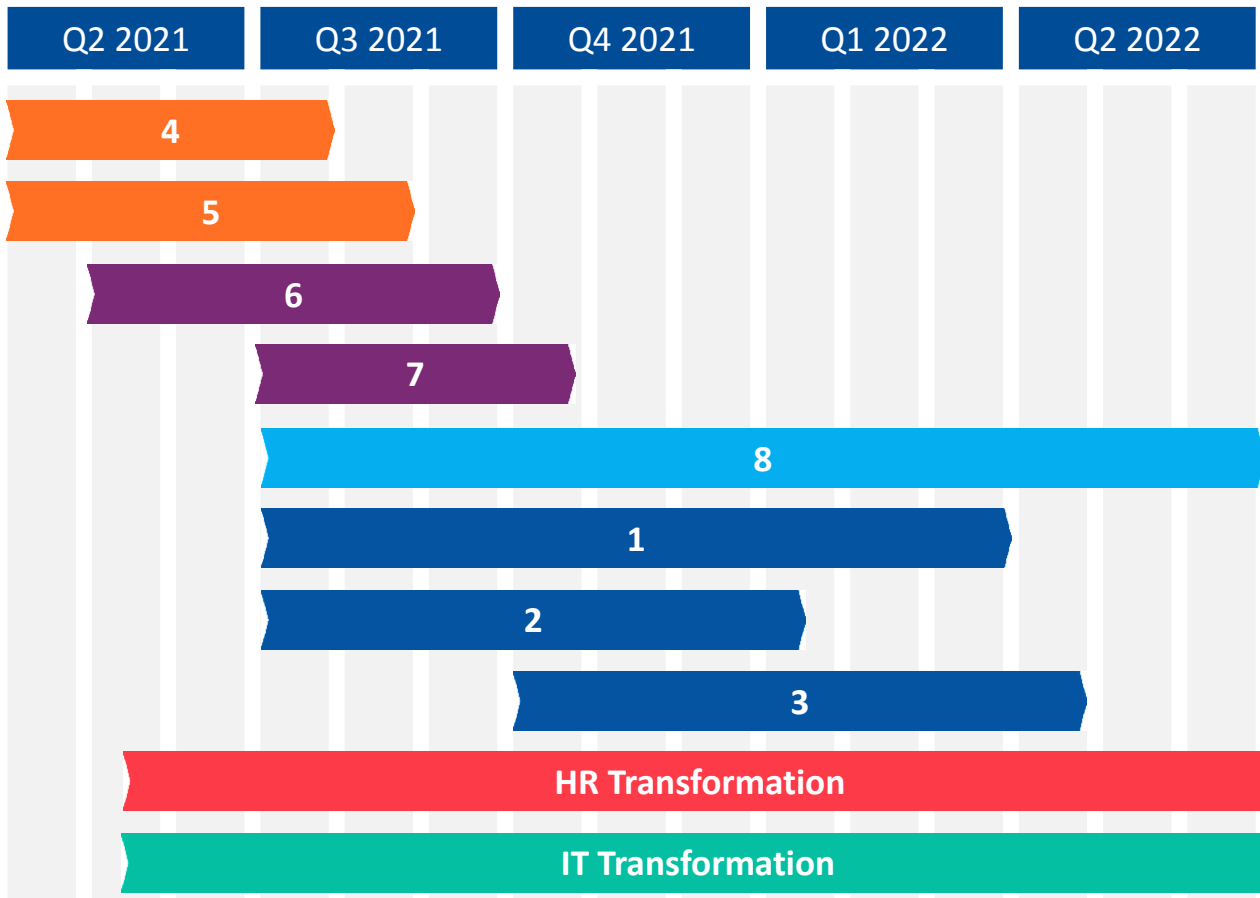
IT Transformation

HR Transformation



Implementation of Recommendations

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



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

Legend:

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

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



Additional Considerations

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

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



Change Management Practices

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

Vision for Change

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

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

Leadership for the Future

Visible sponsorship and leadership to generate momentum that inspires

- Reflect desired change in leadership and governance behaviours and communications

Meaningful Engagement

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

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

Empowered Teams

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

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

Innovative Delivery

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

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

Sustaining Success

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

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



Organizational Review of the Municipality of Lakeshore

Appendix

Appendix:

Lakeshore Overview



Current Strategic Plan (2019-2022)



This Evaluation and Reporting Process includes:

STEP
01

Identifying Strategic Links

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

STEP
02

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

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

STEP
03

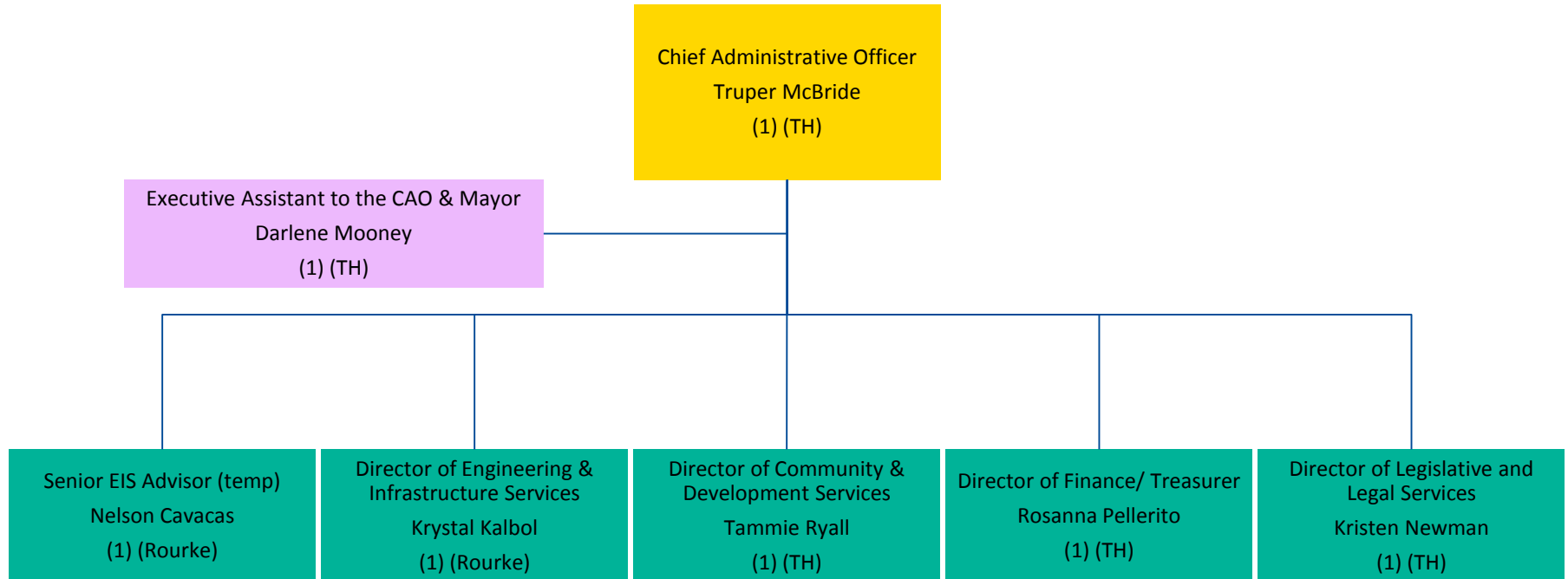
Senior Management Team (SMT) Evaluation.

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

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

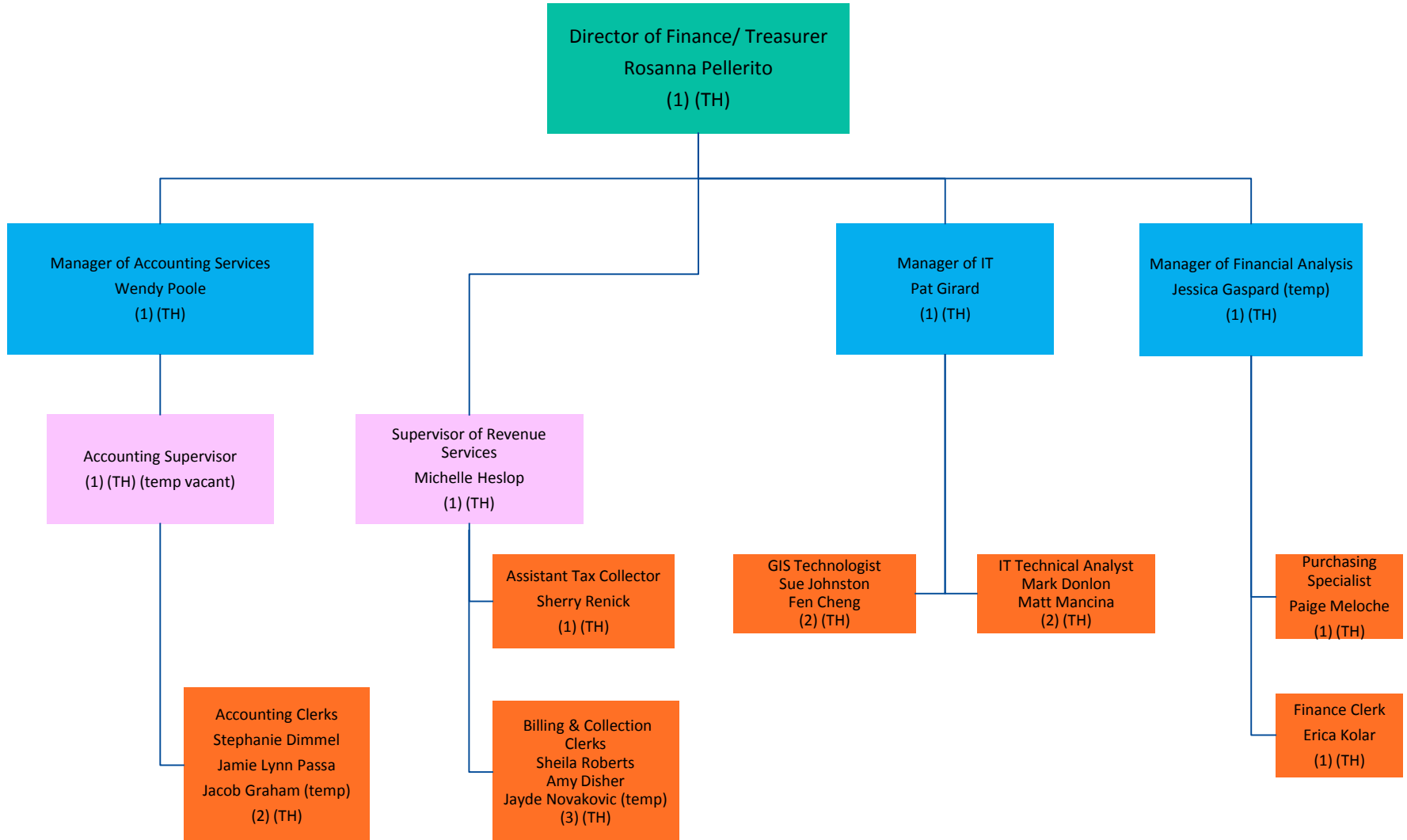


Office of the CAO Chart



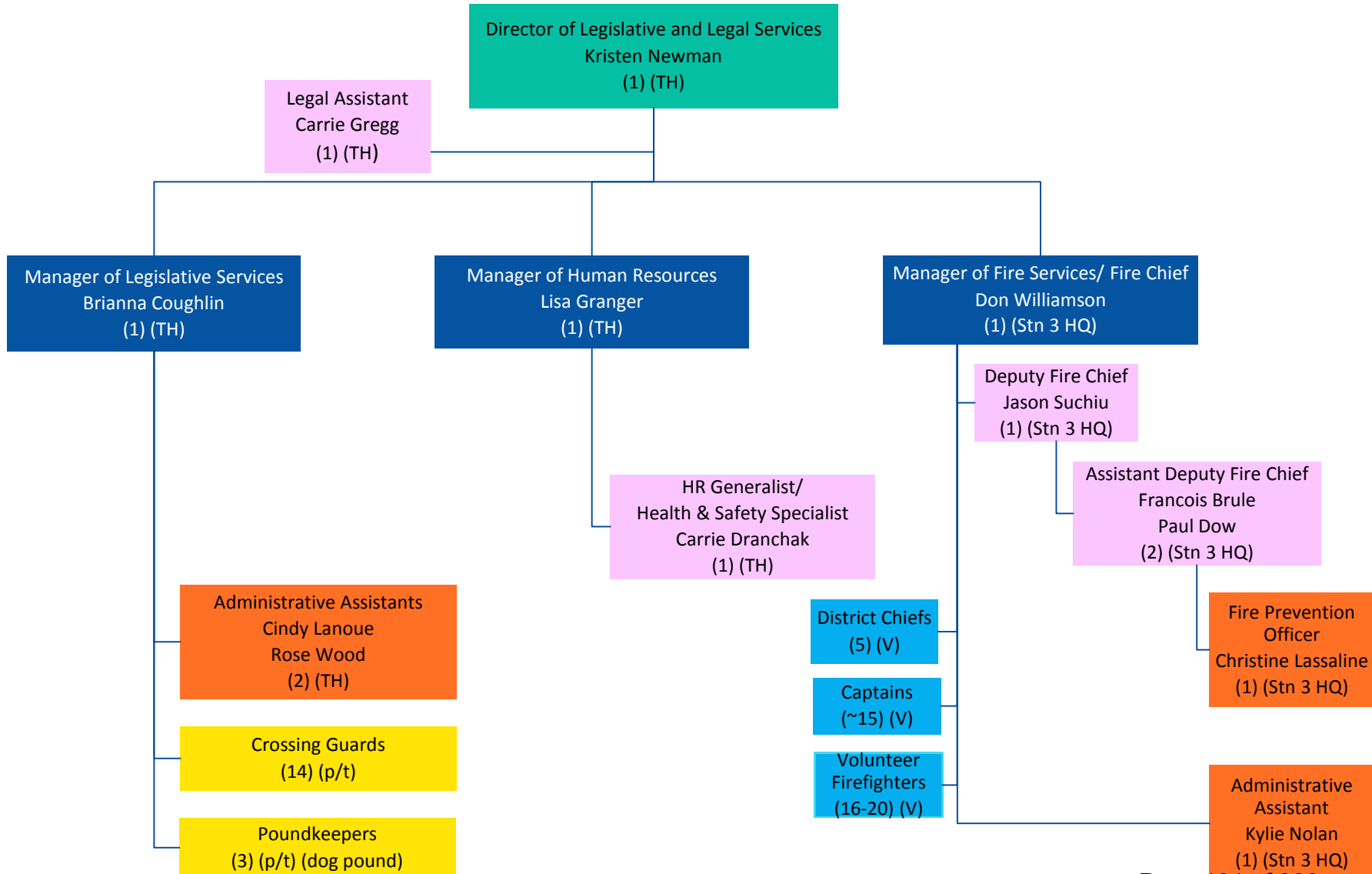


Interim Finance Chart





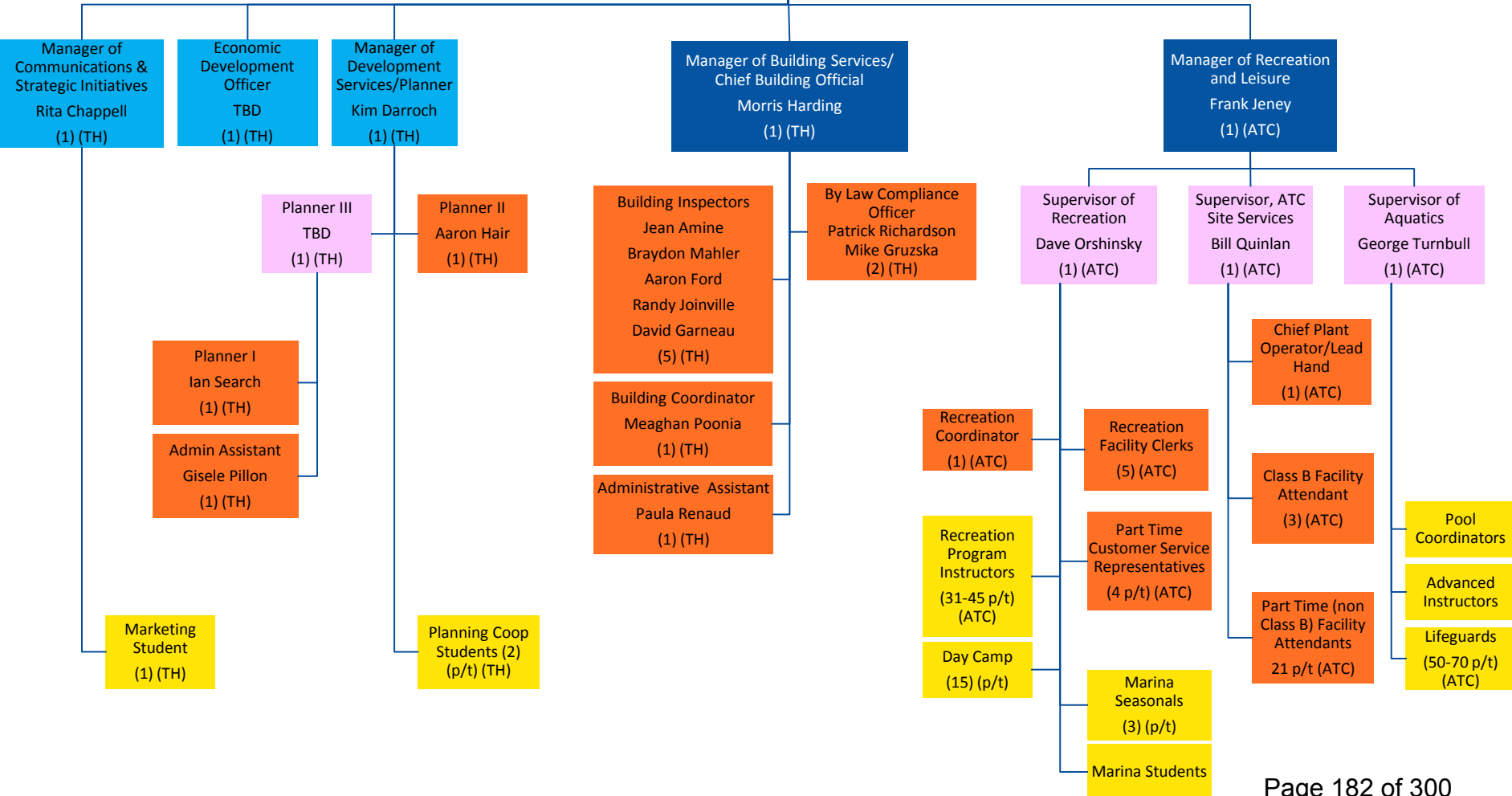
Legislative & Legal Service Chart





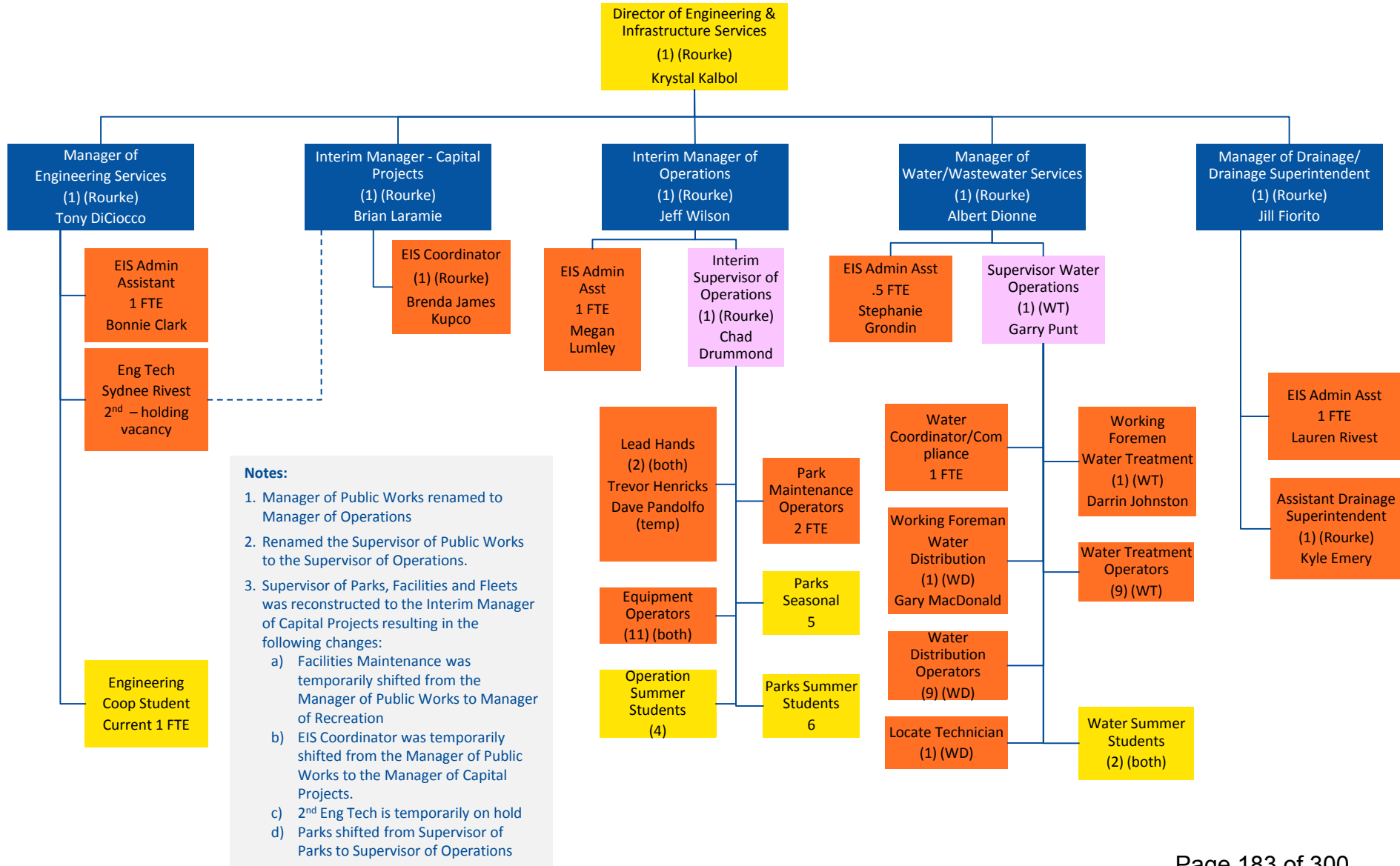
Community & Development Services

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





Interim EIS Model



Appendix:

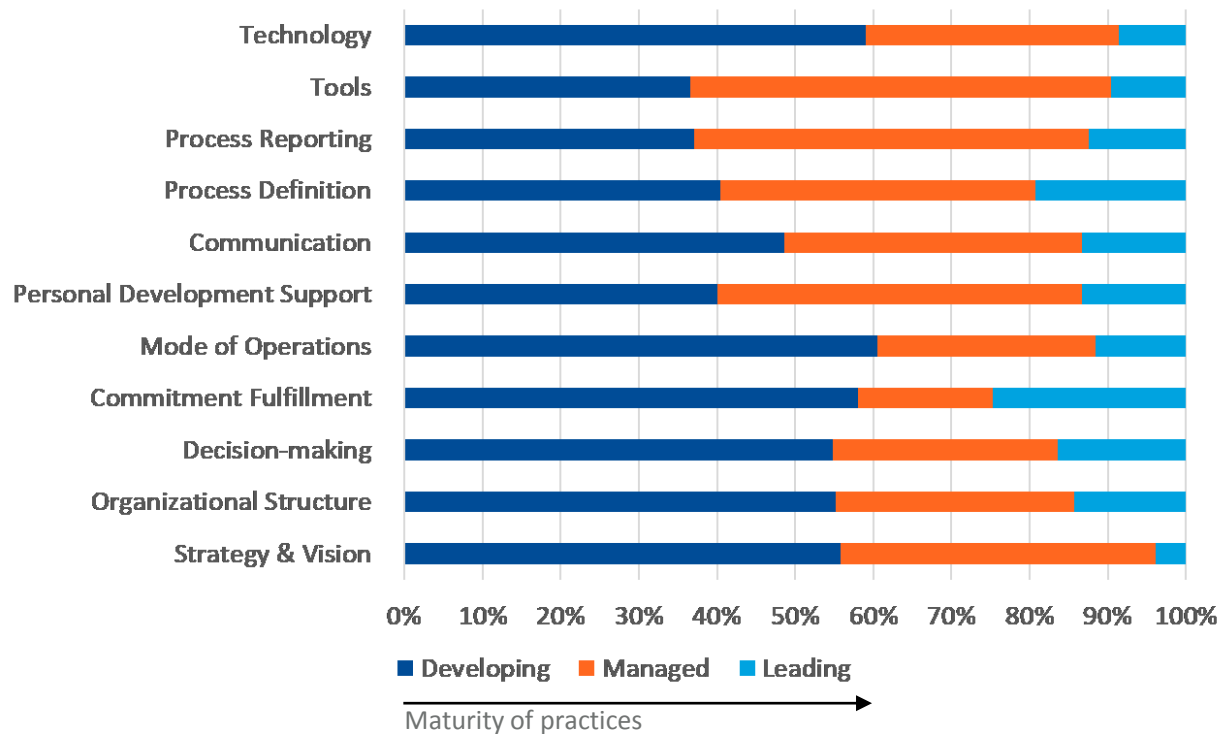
Survey Summary



Summary of Survey

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

Percentage of Survey Respondents (n=105)

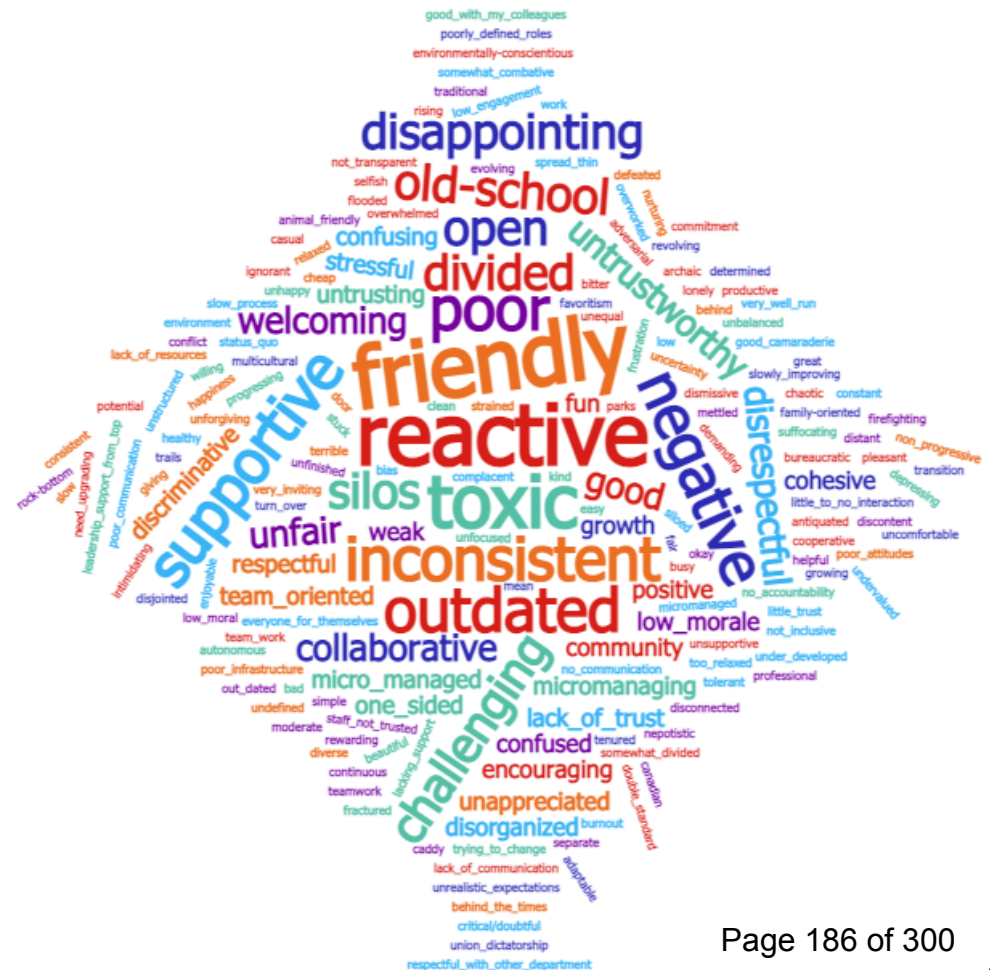


- Areas in which a higher proportion of respondents indicated leading functions:
 - Ability to fulfill commitments
 - Process Definition
- Areas in which a lower proportion of respondents indicated leading functions:
 - Use of technology
 - Deployment of tools
 - Strategy & Vision of the organization

Summary of Survey – Organization Culture

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

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

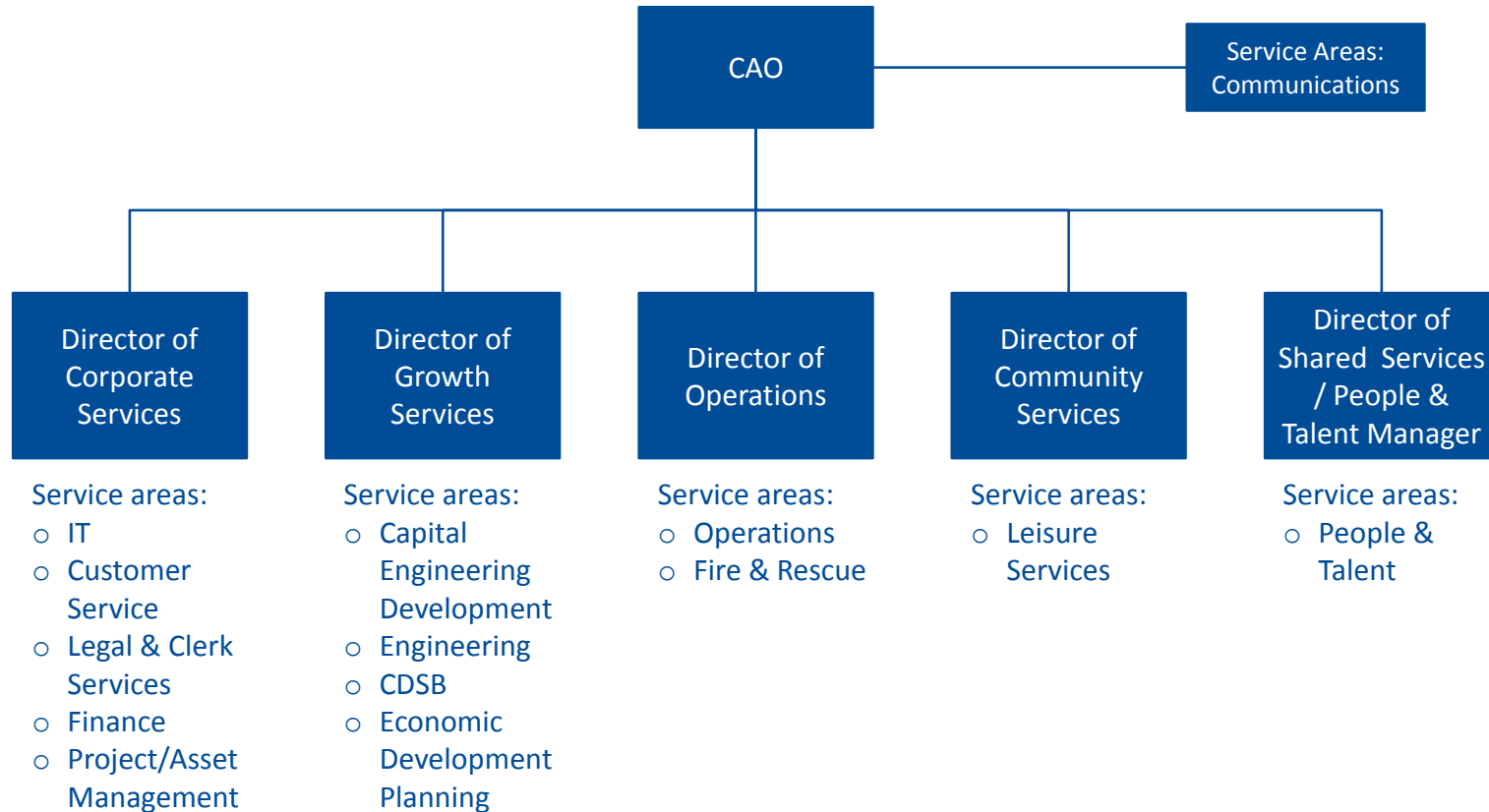


Appendix:

Jurisdiction Scan Organizational Structures

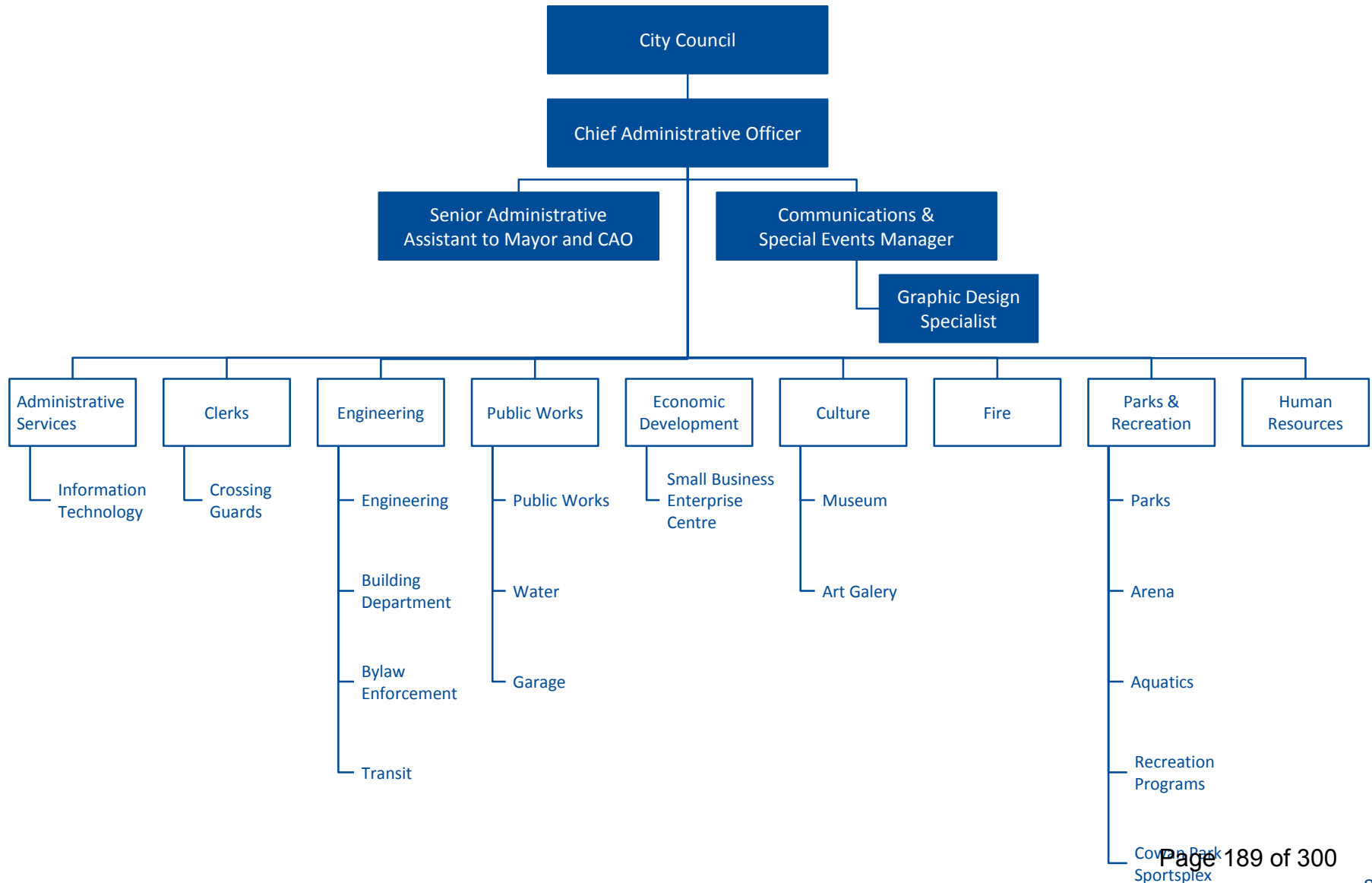


Innisfil Organizational Structure



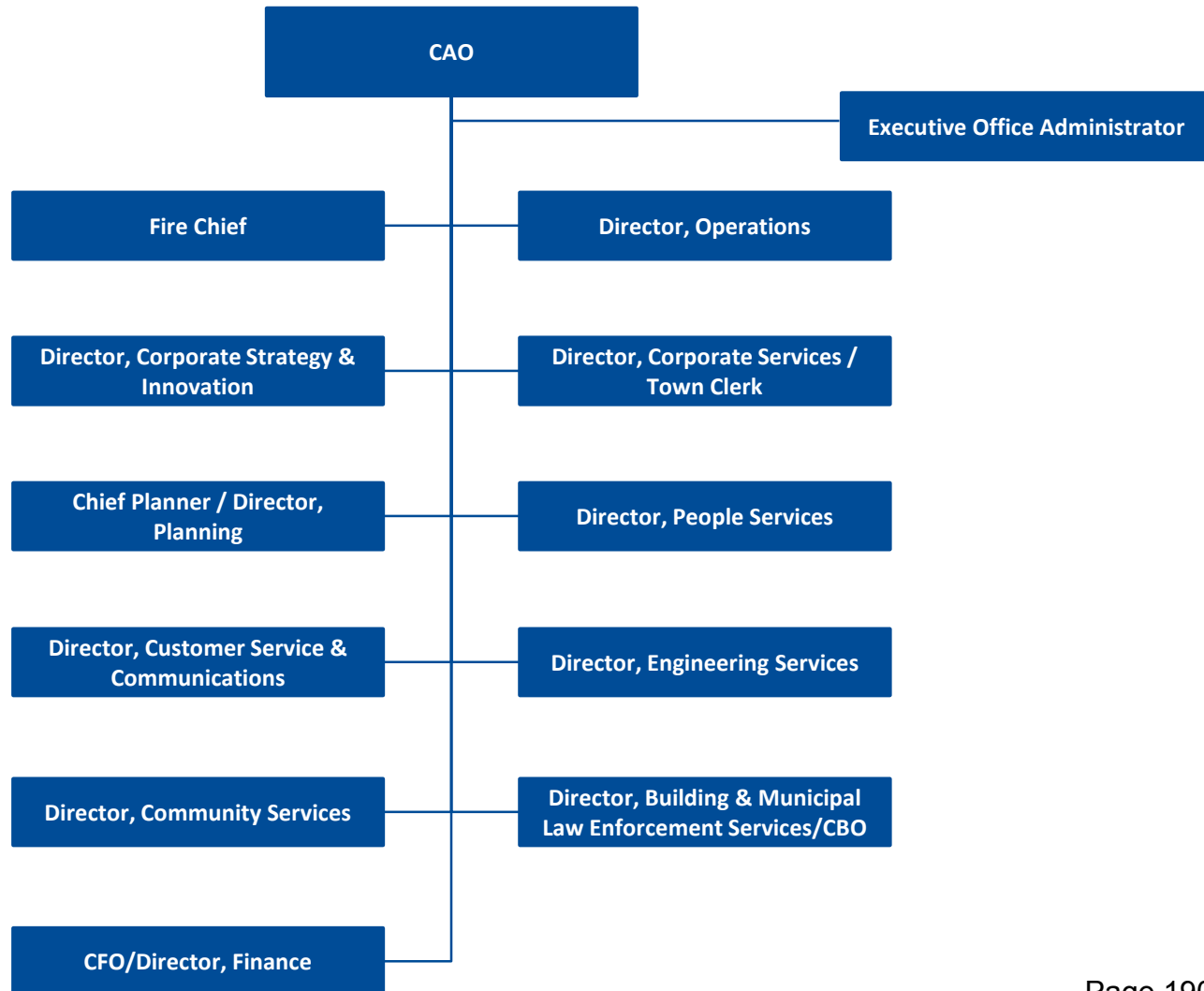


Woodstock Organizational Structure





Caledon Organizational Structure



Appendix:

Data and Documents Reviewed



List of Data and Documents Reviewed

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

Appendix:

Stakeholders Engaged



Stakeholders Engaged in Review

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

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



Stakeholders Engaged in Review

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



Stakeholders Engaged in Review

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

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



Stakeholders Engaged in Review

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



Stakeholders Engaged in Review

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



Stakeholders Engaged in Review

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



Stakeholders Engaged in Review

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



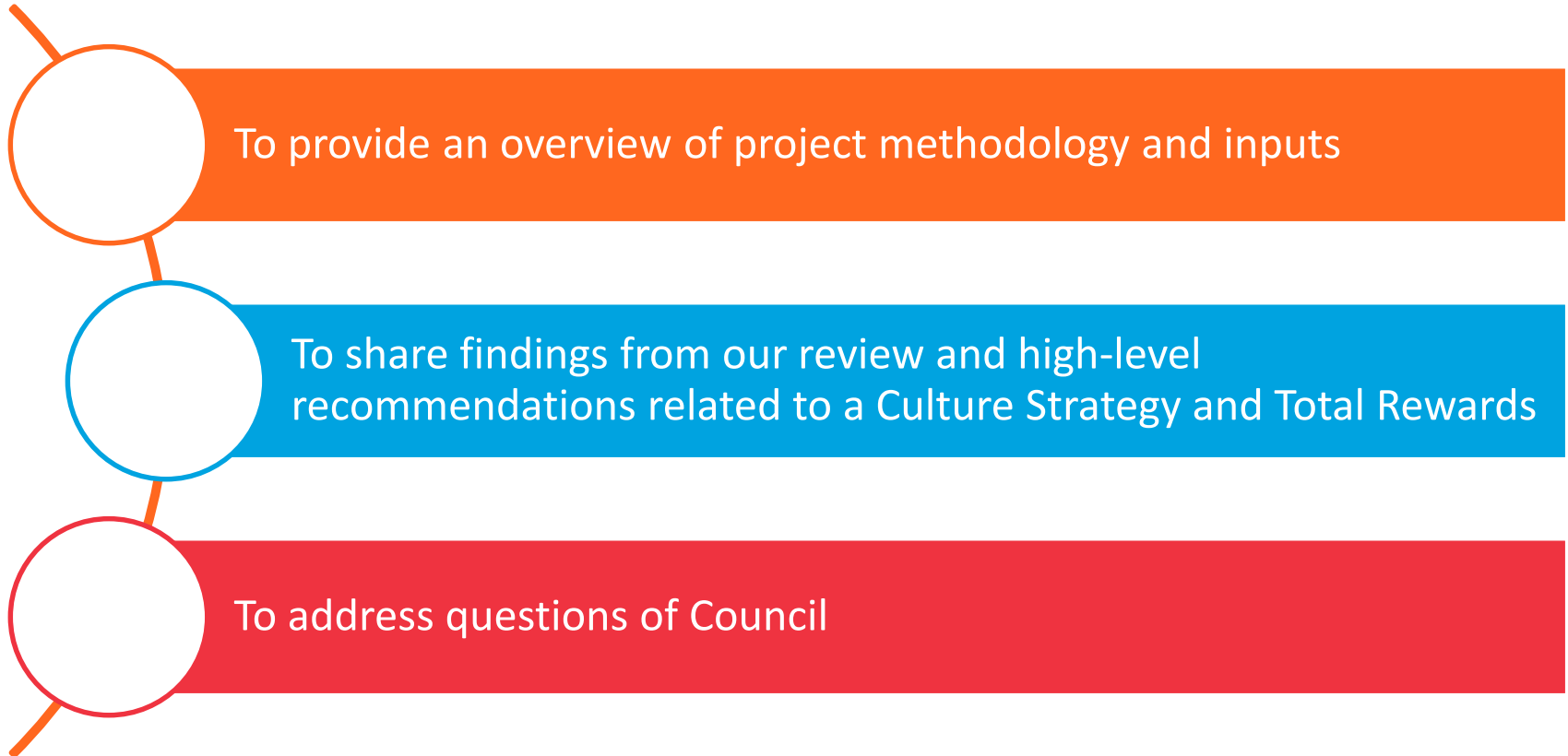
Employer of Choice: Municipality of Lakeshore

Council Summary Report



May 31, 2022

Today's Objectives





Employer of Choice: Municipality of Lakeshore

Project Background

Project Background

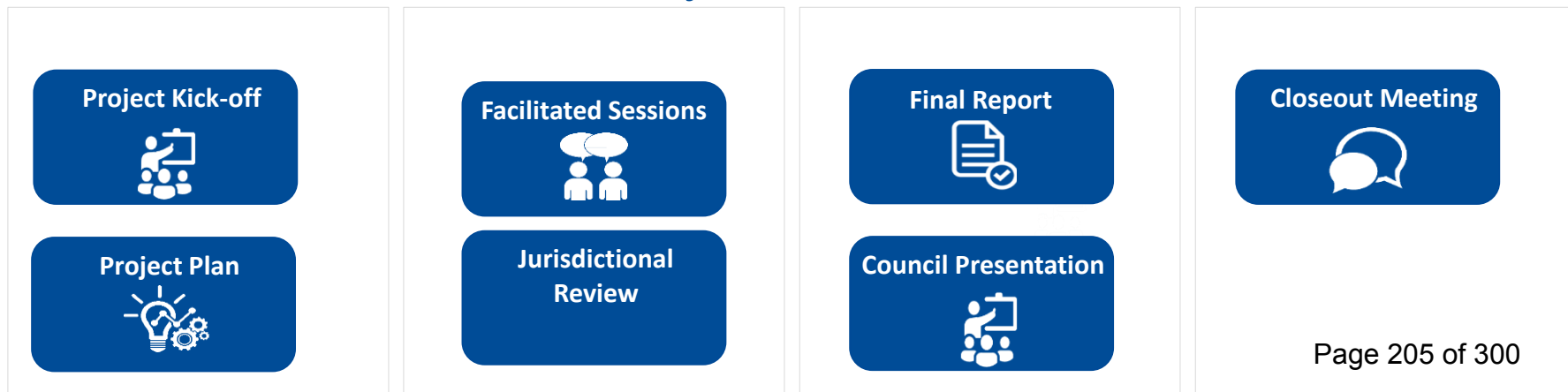
- Lakeshore Council and Senior Administration established its **strategic direction and priorities for the 2019-2022 period**, which are:
 1. Sustainable Development
 2. Roads and Infrastructure
 3. Shoreline Protection and Community Resiliency
 4. Financial Sustainability
 5. **Organizational Excellence – Becoming an Employer of Choice that encourages continuous improvement, innovation, and accountability from employees**
- One of the **core recommendations that came out of Lakeshore's organizational review was to undergo a culture shift and become an employer of choice**
- To become an **Employer of Choice**, the Municipality of Lakeshore engaged Optimus SBR to develop:
 - A **total rewards plan**, including non-wage components to attract and retain talent
 - A **culture strategy** for an Employer of Choice Master Plan that will shift workplace culture and ensure high employee satisfaction
- Lakeshore has shown dedication to enhancing its current culture and work environment for all its staff. COVID-19 has created tremendous shifts and barriers to the workplace environment and organizational culture for all municipalities.
- During this engagement, Lakeshore has been working behind the scenes to lay the foundation for several key initiatives that will improve its culture. The culture strategy and total rewards plan will help to build upon these foundations.

Project Activities

Mission: To support the Municipality of Lakeshore in their journey to become an “Employer of Choice” through a culture review and a total rewards review that would form the Municipality’s Employer of Choice Master Plan and set a course for the path forward.



Key Milestones



Information Inputs

Optimus SBR conducted interviews, reviewed data and documents, and conducted a jurisdictional scan to collect inputs that informed the culture review and a total rewards review. Optimus SBR also created Conversation Toolkits and worked with the WIT to facilitate conversations amongst their staff.



Discovery Interviews – interviewed leaders from Lakeshore to collect inputs that informed the culture and total rewards review.



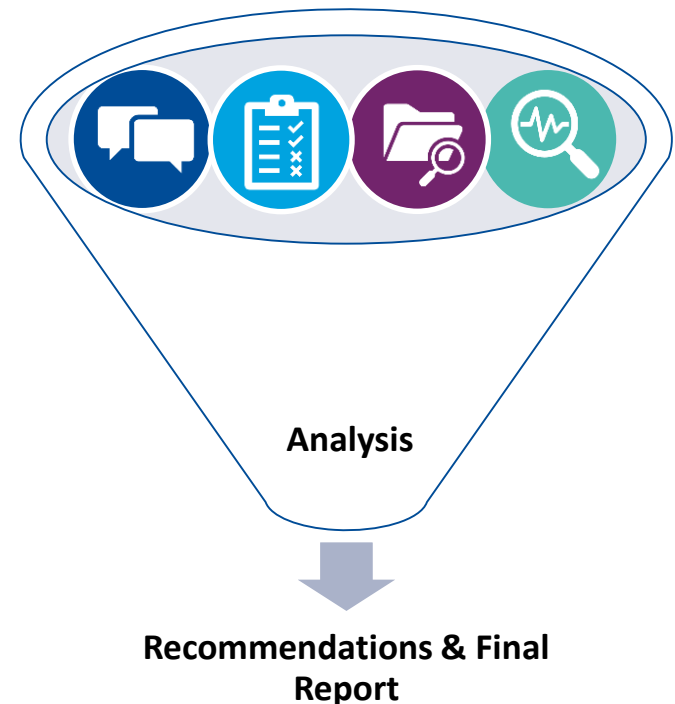
Data and Document Review – reviewed existing data and documents to provide additional data, insights and key background information.



Conversation Toolkits – developed a conversation toolkit to support WIT members to facilitate their own conversations with their respective divisions to gather inputs on what is working well, what should be stopped, and what can be done differently.



Jurisdictional Scan – scanned other municipalities to understand how they became employers of choice and to identify leading practices in this area.



Workplace Improvement Team

To build on the work already completed by the organization, a Workplace Improvement Team (WIT) was created to allow Lakeshore staff to define the organization's future culture and the activities required to get there.

WIT Role: Workplace Improvement Team members were tasked with supporting a vision for a new culture, creating a plan to achieve it, and driving the implementation of the new culture.

WIT Responsibilities:

- Take a leadership role in developing culture change and workplace improvement initiatives (with support beyond the team from other staff)
- Work with senior management to provide recommendations on actions that could improve Lakeshore's workplace and culture
- Be a champion for changing the culture and improving the workplace



WIT Key Project Actions:

- Facilitated conversations amongst their respective teams to understand what should be continued or changed with respect to culture at Lakeshore
- Provided input to shape Lakeshore's culture strategy including vision, values and pillars
- Supported the development and prioritization of strategic initiatives that would drive Lakeshore's culture strategy forward

Review Framework

The WIT and Optimus teams explored four key focus areas. Each focus area looked at different aspects of the workplace:





Employer of Choice: Municipality of Lakeshore

Current State Culture Assessment

Overview of Current State Culture Findings

Context for the Current State findings can be found below:

- Today you will see a **high-level summary**; more detail exists behind each finding
- The current state findings are based on a **point in time review**. It is understood and should be considered that Lakeshore is ever-evolving given environmental changes in the municipal sector, the evolving work environment more broadly, as well as the implementation of multiple ongoing initiatives
- Optimus was asked to provide an unbiased view on areas of opportunity to help improve culture at Lakeshore; **our review is focused on opportunities**
- Lakeshore does have areas of opportunity, however there are **many strengths to build from**

Staff Perceptions: SWOT

Below are the perceived key strengths, weaknesses, opportunities, and threats identified by Lakeshore staff in the Conversation Toolkits:



Strengths

- Comparable market salaries and vacation/benefit packages for union positions
- Employee appreciation days
- Mental health and wellness workshops
- Tools and supplies (e.g., double monitors)
- Social events (pre-COVID)
- Culture improvement opportunities



Weaknesses

- Pay discrepancy between full-time and part-time employees who perform the same job
- Consistency of non-financial incentives or recognition across departments
- Limited opportunities to provide feedback evaluation of leadership and staff
- Compensation for non-union positions are not competitive in the market (e.g., 55th percentile)
- Professional development courses are not open to all staff, in some divisions



Opportunities:

- Improve communication throughout the organization
- Celebrate and recognize people based on accomplishments not just long-time service
- Create a leadership development program
- Provide more opportunities to learn about other divisions' projects and the organization as a whole



Threats:

- Perception of division between management and staff (e.g., "in the know")
- Not updating staff on key issues and problems
- Limited acknowledgement of COVID's impact on staff
- No formal internal communication standards
- Placing blame and judgement during problem solving

Key Takeaways of Other Municipalities

Optimus SBR conducted a review of three comparator organizations that were identified as employer of choice organizations to better understand their approaches to culture transformation and total reward packages. Below is a summary of the key common themes across all three jurisdictions:

- 1 Company culture is extremely important and top of mind for all leaders but there is a strong understanding that it is a shared responsibility and driven by everyone in the organization and led by the Council and CAO.
- 2 Focus has been placed on fostering an open-door policy where staff feel safe taking risks and asking questions.
- 3 Strong emphasis is placed on employee-created and -driven initiatives to enhance engagement.
- 4 Significant focus is placed on developing and growing talent through several different opportunities.
- 5 Staff are recognized and rewarded based on behaviors and actions that align with culture values.



→ Employer of Choice:
Municipality of Lakeshore

Strategic Framework for Culture



Strategic Framework for Culture

Below is the drafted culture strategic framework developed by WIT and CLT, to complement Council's corporate strategy:



Vision and Values

- **Vision:** Our people and community come first in everything we do.
- Lakeshore's culture is grounded by five core **values**:

Respect	We are committed to being honest, transparent, fair and to approach all situations with integrity.
Accountability	We are committed to taking initiatives and exceeding expectations, and to act in a trustworthy manner that adheres to our words.
Teamwork	We are committed to working together to be more effective, efficient, and to enable our colleagues with different strengths, interests and backgrounds to grow, succeed and be themselves in the workplace.
Positivity	We are committed to working together in positive spirits to achieve high quality outcomes.
Creativity	We are committed to thinking differently and strive to apply innovative thinking to solve problems and identify opportunities.

Cultural Pillars

There are four cultural pillars that align with Lakeshore's vision of ensuring their people and community come first in everything they do. The pillars prioritize the areas of focus and action for the upcoming years:

Recruiting, retaining, and rewarding talented and high-performing employees

Being accountable to each other and ensuring the correct resources are in place to support our work



Connecting and communicating with employees in a meaningful and fair way

Developing and training staff to promote growth and success

Strategic Initiatives

To achieve our cultural pillars, we will focus on the following strategic initiatives, jointly with the WIT (as appropriate):



Recruitment & Rewards

1. Continue to transform recruitment to ensure that the best person is hired for the position
2. Develop policies and processes that promote diversity and equity in hiring practices and workplace culture
3. Develop a peer-led recognition program that recognizes staff that go above and beyond
4. Implement a total rewards plan



Connection & Communication

1. Increase employee engagement opportunities with all staff
2. Create opportunities to share learnings and ask questions across the organization and teams
3. Develop internal communication standards/guidelines



Growth & Development

1. Create a leadership development program that is accessible to all staff
2. Create a training and education hub for employees to access
3. Implement management evaluations and feedback



Accountability

1. Create frameworks for problem solving
2. Implement standards for physical workspaces
3. Identify opportunities to leverage tools and technology to support collaboration

Municipality of Lakeshore – Report to Council

Strategic & Legal Affairs

Workforce Development



To: Mayor & Members of Council
From: Lisa Granger, Division Leader – Workforce Development
Date: September 17, 2021
Subject: Appendix C - Recruitment Challenges.docx

Recommendation

This report is for information only.

Background

Lakeshore is experiencing challenges in recruiting and hiring qualified talent. The Municipality has experienced denial of offers of employment made to qualified applicants, lack of qualified and experienced applicants for postings, information and recommendations received through the results of the 2021 organizational review.

In 2021, Council set a goal for Administration to develop Lakeshore as an Employer of Choice in Ontario. A culture review is now underway to support this goal. Part of this review will involve evaluating the current workplace environment as well as employment trends that will support the Employer of Choice initiative endorsed by Council. The results of the review will be presented to Council in a report to Council upon completion of the review.

Comments

Results of Organizational Review

The recent organizational review identified areas where the service delivery requirements were under-resourced with a specific focus on the service delivery in Information Technology (IT) and Human Resources (Workforce Development, WD). The review revealed that there is a broad perception across the Municipality that workloads are high. The results of the 2021 organizational review has informed the planning to address the resourcing gaps of the Municipality. As such, Administration is using the results of the 2021 organizational review as a type of master plan for the future organizational design of the Municipality.

Current Attraction Challenges

The current pandemic has had a significant influence on the traditional workplace as well as on attracting employees. In addition to the challenges caused by the pandemic, the Municipality has been experiencing attraction challenges of talent in the past few years for several reasons. Common themes from information gathered at the time of denials of employment offers are summarized below:

- Low compensation levels and benefits;
- Counter offers from current employers;
- Work burden vs work/life balance;
- Increasing trend of potential employees requesting flexible working arrangements (for example, remote work, flex time).

The widely recognized impact of the baby boomer generation leaving the workforce is creating a volume of retirements occurring industry-wide in the municipal sector that is applying significant pressure on the labour market increasing the need to be competitive in the market.

Additionally, the Municipality is increasingly experiencing challenges (also being experienced throughout the Region) in attracting qualified professionals:

- Reduced labour pool (i.e., not enough planners in the labour pool to satisfy the demand in the Province); and,
- lack of availability of specific qualified and experienced required.

The Municipality has observed several situations where the Municipality needed to post a job opportunity twice or use a recruiter to seek out candidates. These challenges have impacted the Municipality's ability to recruit qualified professionals for vacant positions.

Compensation of Non-Union Employees

For the past several years, the Municipality has been experiencing issues regarding attracting qualified and experienced professionals. The themes of reasons received include:

- 1) Candidates refuse offers because the wage rates on the wage grid are too low. Recently, we had at least 2 offers declined because, as they indicated, they would be taking an \$8,000 - \$10,000 per year loss to transfer to the Municipality of Lakeshore.
- 2) Vacation entitlements are not as high as with other municipalities.
- 3) Their current employer offered them a promotion in order to retain the employee.
- 4) Personal reasons unrelated to the Municipality.
- 5) Changed their decision about moving to the region.

- 6) Requesting option to work remotely for a couple days per week post pandemic.

On September 12, 2017, Council directed Administration to:

- 1) implement the 55th percentile as a benchmark for the non-union salary grid
- 2) complete a comprehensive salary review including pay equity every 4 years as a standard practice (for the non-union positions since collective bargaining addresses this need for unionized positions); and
- 3) align annual economic increases for the non-union salary grid with the annual Consumer Price Index (CPI).

The 55th percentile only applies to non-union positions. In comparison, historically, Union staff have been compensated at the 65th to 80th percentile as a result of the bargaining process and Council is compensated at the 60th percentile.

The Municipality of Lakeshore cannot compete with other municipalities with the wage demands of the candidates while the Municipality is committed to being at the 55th percentile in terms of wages. One of the recommendations arising from the recent organizational review included re-evaluating the 55th percentile target in order to compete with regional neighbours and other comparator municipalities and the desired objective of becoming an employer of choice.

In addition to the compensation percentile target not being competitive, the annual economic increase for Lakeshore non-union positions has not been competitive over the past few years. Annual economic increases in the region are determined differently across the region. Some municipalities align non-union increases with that which was negotiated in respective collective agreements in order to address compression issues between non-union positions and union positions. Some municipalities align non-union increases with the OMERS CPI adjustment.¹ OMERS determines this rate through a number of factors including the rolling average of the CPI rate over the last several years. Other regional municipalities use the average increase throughout the region as its target. There is no one approach utilized throughout the region.

In Lakeshore, the current CPI rate at the time of budget preparation is used for non-union increases. While using this rate aligns with current inflation, it does not address the compression issues between non-union positions and union positions. It also does not support a competitive position with the rest of the region. The annual economic increase in 2021 to the non-union group was .7% in accordance with the CPI from 2020. However, the average annual economic increase in the region ranged from 1.75 to 2%.

To address competitive gaps and comply with the *Pay Equity Act*, the Municipality of Lakeshore has a salary review for non- union group every 4 years. The last salary review in Lakeshore was completed in 2016/17. Currently, Administration is working with a Consultant to complete a salary review in 2021 which should provide

¹ This is the CPI adjustment applied to the OMERS pension plan.

recommendations regarding a percentile that will allow the Municipality to be more competitive as well as recommend any salary adjustments required through the pay equity analysis and market wage data analysis portions of the review. The outcome of the salary review will be presented to Council in October. The preliminary outcome of the salary review shows that the wage level for the leadership positions in Lakeshore are below the 50th percentile.

Workload burden challenges vs work/life balance

Overtime: In addition to the overtime worked by unionized staff, it is not uncommon for non-union staff to work through weekends and average working 65 to 70 hours each week to address gaps in service delivery and increased work burdens. Non-union staff are not paid overtime. Non-union staff receive 35 hours of paid time off in lieu of overtime to represent all overtime worked over the year. It is estimated that the average amount of overtime worked by non-union staff exceeds 200 hours of overtime each year. For example, it is estimated that many non-union staff work a minimum of 80 – 100 hours of overtime per year just attending Council meetings alone. This does not include Committee meetings or public meetings requiring after hours attendance. This does not include overtime in completing work to meet deadlines. Therefore, non-union staff are not adequately compensated for the additional effort required to keep the Municipality operating. Administration anticipates reviewing this matter further in the upcoming culture review.

Service/Staffing Gaps: The continued high rate of growth of Lakeshore automatically creates an increase in service delivery demands. In addition, over the past several years, Council has directed increases to service delivery and service delivery levels. As a result, there are a number of Divisions currently experiencing increased levels of sustained levels of stress and/or providing service levels lower than Council expectations. The 2021 organizational review identified Lakeshore to be under-resourced to sustain the service delivery expectations. To support this, Chart A: Regional Comparison of Staffing Levels below shows the staffing comparisons with other local municipalities.

Chart A: Regional Comparison of Staffing Levels

2021	Municipal Populations	Full Time	Part Time	Seasonal/ Students	Volunteer Firefighter	Total approx FTE (not including fire and police)
Lakeshore	37,000	120	232	51	96	166
Leamington	27,595	120	114	30	0	176
LaSalle	30,180	145	46	17	96	168
Amherstburg	21,936	88	51	0	65	112
Town of Essex	20,427	68	88	0	60	98
Tecumseh	23,229	152				152
Kingsville	21,552	56	18	7	60	66

While Lakeshore appears to have the average amount of staffing, in comparing the size of Lakeshore geographically and population as well as the continued rate of growth, the growth in the level of staffing in Lakeshore, in this context, has not been proportionate to growth in order to sustainably deliver the service level demanded of a municipality of this size and rate of growth.

Recommendations from the 2021 organizational review included creating new positions and or adding to existing position complements in order to address workload demands due to growth of the community and increased demand on municipal services. Administration has reviewed all of the recommendations and will be proposing a phased in approach over the next several years through future reports to Council.

Administration expects that the coming years will show that additional investment in resourcing will satisfy the demands of service delivery expected by Council and the public. To address these gaps, Council has approved some positions already. At the Council meeting on August 12, 2021, Council approved the following positions to start October 1, 2021:

- 1) Division Leader – By-Law
- 2) Team Leader – Public Service
- 3) Solicitor/Risk Management
- 4) Team Leader – Flood Protection & Mitigation
- 5) Engineering Tech – Storm & Sanitary

This will take time to materialize. The next set of critical positions required to address the above noted challenges that will be requested for approval from Council include:

- 1) Workforce Advisor
- 2) Corporate Leader – Community Health and Safety
- 3) Financial Analyst
- 4) Water Management Coordinator
- 5) By-law Administrative Assistant

The above list is not the complete list but rather the next set of critical positions to be hired as identified in the organizational review and prioritized by Administration. These positions will be requested in future budgets as pressures allow and/or reports to Council. There will be other positions in addition to the above noted list requested over the next several years through future budgets and/or reports to Council recommended as a result of the 2021 organizational review.

Workload did not permit for preparation of a report regarding the challenges in retention. A report to Council regarding employee retention challenges will be presented at the first meeting in October.

Flexible Workplace Arrangements

The pandemic has changed the way many people think of the workplace in terms of the traditional practices of working location and hours of work for office related positions. Advances in technology can now support working from a variety of locations and at non-traditional hours of work. The view of the post pandemic workplace is changing from the traditional concept of the workplace which includes traditional practices of workplace arrangements. Trends that Professionals in Human Resources are following suggest that the post pandemic workplace will experience an increase of the number of employees requesting more flexibility in workplace arrangements and employees are leaving employers who are not allowing such flexibility. The most common flexible options being requested include:

- 1) a hybrid work location model that includes working in the office for a portion of the work week and working remotely for the other portion of the work week; and,
- 2) working the same total hours of work each week but not always between 8:30 am and 4:30 pm. It is common to have a core set of working hours then be flexible with the rest of the hours to make up the total hours worked in the week.

Administration anticipates that the upcoming culture review will incorporate recommendations to address these new trends.

Others Consulted

Regional Municipalities

2021 Organizational Review.

Financial Impacts

This report is being provided as information. Staffing requests will be brought forward in the 2022 Draft Budget as pressures allow.

Report Approval Details

Document Title:	Recruitment Challenges.docx
Attachments:	
Final Approval Date:	Sep 23, 2021

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

Kristen Newman

Jessica Gaspard

Truper McBride

Connecting Council Strategic Objectives to Organizational Capacity

Strategic Objective One: Building and Stewarding Municipal Infrastructure

Initiative	Deliverability Status
Asset Management Plan Update	<p>Council has identified an update to the Asset Management Plan as a strategic priority. At the June 27th 2023 Regular Meeting, Council approved an Asset Management Strategy for the Municipality and that Administration develop an action plan and funding model to inform future budgets. The Asset Management Strategy has laid out a multi-year approach to enhancing asset management processes.</p> <p>Lakeshore presently does not have a coordinated Asset Management process and is currently managed across two departments, Finance and Operations. The Asset Management Strategy identified a number of gaps and constraints ranging from moderately low confidence in asset datasets, using a short-term planning horizon, improved risk models, and levels of service being limited to regulatory reporting only, meaning many assets are not being included in the asset inventory.</p> <p>Making progress on asset management will require further year over year investment into reserves in order to be fully lifecycling assets. The Asset Management Plan adopted by Council recommends a 3% year over year increase to the levy in order to raise the required funding.</p>
Infrastructure Delivery Plan for Water/Wastewater and Stormwater	<p>Administration has been advancing both Phase 2 of the Stormwater Master Plan and the Water Wastewater Master Plan. Both Plans provide a go forward path for the deployment of infrastructure. Upon completion of Phase 2 of the Stormwater Master Plan, Administration will be able to develop a levy to fund future stormwater infrastructure. Currently there is no funding for stormwater infrastructure in reserve.</p> <p>The Water / Wastewater Master Plan is set to be completed in 2024. Where possible Administration will advance infrastructure works concurrently with the work to complete the Plan once projects are identified through the process.</p>

	Funding models have not yet been developed to fund the needed infrastructure and will require time and effort from Finance and Operations to develop.
Renew plans to convert gravel roads and establish sustainable funding models to support lifecycling	<p>Administration will continue to develop five year plans to guide the Gravel Roads Conversion Program. Increased year over year funding will be required to be built into annual Budgets to cover the costs for conversion and increased costs to lifecycle converted roads.</p> <p>As more gravel roads are converted, further maintenance and roads operators will be needed to keep up with the growing km's of roadway.</p>

Strategic Objective Two: Developing Our Future Communities

Initiative	Deliverability Status
Develop a 25 year Community Plan for all communities	<p>A Community Improvement Plan (CIP) process was identified to be tool for Council to create investment plans for Lakeshore communities. There is currently a CIP for Belle River that will be reviewed through the Belle River Growth Study that Council has recently supported. There is a CIP under development for Lighthouse Cove through the secondary planning process however due to competing priorities, the completion of this Plan has been paused.</p> <p>Administration is developing a Plan to establish an overarching CIP for Lakeshore's communities outside of the urban area and will bring to Council for consideration once finalized.</p> <p>This work is well suited to be managed through an RFP process.</p>
Complete Wallace Woods Secondary Plan	The Wallace Woods Secondary Plan (WWSP) has been under development for more than ten years. The process has suffered from fragmented landownership, lack of resources internally and externally at other agencies to allow for timely coordination, and competing priorities during any given year.

	<p>WWSP is also requiring an infrastructure solution that is not yet identified through the Water and Wastewater Master Plan.</p> <p>The WWSP is currently being led and funded by a fragmented landowner group who do not all speak with the same voice. As a result of the increasingly urgent need to complete the WWSP to allow for more housing and economic growth, it may be necessary for the Municipality to assume ownership of the WWSP process while charging landowners back through the development process to cover costs of Plan development.</p> <p>Lakeshore does not have any dedicated long range planning resources.</p>
Design and Build One Park per Term	<p>Stoney Point Community Park has been identified as the next park to be designed and delivered. Administration will be revising the five year park plan to follow the new strategic direction from Council and funding models will be established and recommended to Council.</p> <p>Parks remains a chronically underfunded service area. While this is a less aggressive park development program than in the previous term of Council, it will still require increased funding to the Parks Reserve to deliver.</p> <p>As new parks get added, additional parks operator positions will be required. The complexity of park operations and active programming will begin to be increasingly challenging with Parks and Recreation being managed across two different departments.</p>

Strategic Objective Three: Modernizing and Enhancing Municipal Functions

Initiative	Deliverability Status
Compile, organize, and index files, records, and data across the Corporation to further evolve evidence-based decision making and increase staff	The Municipality does not operate with any modern records management processes. Records are kept inconsistently across the organization with duplication and lack of rigor which creates significant operational inefficiencies and slow downs when needing to access information.

<p>efficiencies through accessing information</p>	<p>Investments in DTCS have allowed for the development of a corporate reporting platform with artificial intelligence assistance to increase efficiencies and quality of analysis.</p> <p>A Records Management Review and Update project will be scheduled to commence in 2024 with funding requirements brought to the Draft 2024 Budget discussions. This is anticipated to be a two year project and requires attention of resources across the organization to complete. The benefits and time savings in undertaking this work are significant.</p> <p>The Municipality would benefit from a Records Management Coordinator role to remain current with records management practices.</p>
<p>Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves</p>	<p>Once successfully recruited, the Associate Lawyer position will support the establishment of a risk management framework for the Municipality to support and guide decision making processes.</p> <p>DTCS is reviewing the work order management system along with Operations to improve the accuracy and management of the system. A records management update along with investment into GIS will support achieving this strategic objective.</p> <p>Finance is endeavoring to establish a multi-year budget process that will be introduced to Council through the Draft 2024 Budget discussions. Multi-year budgeting will allow Council and Administration the ability to better understand decisions made in the present with financial impacts in the future.</p>
<p>Continue investment in modernized services, including the integration of current best practices and automation, by engaging in service transformation and process mapping.</p>	<p>Considerable work continues to be underway to modernize service delivery in Lakeshore. Investment into DTCS has allowed for ongoing automation of processes and the introduction of technology supports to complete work more efficiently.</p> <p>A Service Delivery Review is about to commence for Planning, Building and Engineering to modernize</p>

	<p>development facing services and align to new legislative pressures from Bill 23 and 109.</p> <p>A process mapping exercise will be underway for bylaw and policy development in the fall of 2023 to support Council's direction to modernize and accelerate the delivery of new enforcement and regulatory bylaws.</p>
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Strategic Objective Four: Becoming an Economic Leader in Essex County

Initiative	Deliverability Status
Plan, partner and design a regional industrial park	<p>With high demand for serviced industrial employment land, there is an opportunity to lead and facilitate a regional discussion on the establishment of a regional employment centre along the 401.</p> <p>Significant cost barriers exist to get servicing infrastructure down to the 401. The Water / Wastewater Master Plan will provide an understanding of what size and length of infrastructure will be required.</p> <p>As the assignment of employment lands in Essex County is a function of the upper tier, Lakeshore will benefit from working with our neighbouring municipalities realize a regional industrial park.</p> <p>Facilitation of regional processes and dialogue will be required to help advance this initiative while being closely tied in to the Water Wastewater Master Plan work and review of employment lands within the County's Official Plan review process.</p>
Plan and design the Greenhouse Business Park	<p>In early 2023, Council approved an amendment to the Official Plan (OPA) to establish mandatory setbacks for greenhouses. The County has not yet approved this OPA and remains under review.</p> <p>Being proactive in it's desire to meaningfully regulate greenhouses in Lakeshore, Council awarded the</p>

	<p>development of a Greenhouse Business Park Plan work to an external consultant to complete.</p> <p>This project is expected to be completed in 2024.</p>
Create a corporate branding and communication initiative	<p>The creation of a corporate branding and communication initiative is well aligned to Council's Communication and Engagement Master Plan that was completed in 2022. With recent investment into Communications, there are resources in place to complete this work.</p> <p>Communications is currently three levels down in the organization structure. With a growing strategic role for Lakeshore Communications, there is value in considering relocating the Communications function at a higher level in the organization.</p>

Strategic Objective Five: Modernize Citizen-Centred Service

Initiative	Deliverability Status
Conceiving and implementing a plan for resident-service standards	<p>Administration is developing citizen and stakeholder service standards to establish a defined turn around period of all responses from the Municipality. This will be supported with a followup process should dates or tasks not be completed as initially communicated.</p> <p>Significant work will be required to support all areas of the organization being able to meet these new service standards as municipal records, volumes of calls for service from Council and the public, and competing priorities frequently bump work tasks with resources being deployed to matters representing the 'crisis of the week'.</p> <p>Additional resources are required to support Administration in being able to professionally and accurately respond to all communications. The Public Service Unit is well positioned to lead this process with support from DTCS.</p>

	Administration will be bringing forward a report in the fall on setting these service levels through policy.
Bylaw Modernization	<p>Council has requested through the CAO workplan that one bylaw per month be brought forward for update or consideration. A report is provided to Council at the Aug 15th 2023 Regular Meeting that describes the Accelerated Bylaw Development Program.</p> <p>Bylaw Services current calls for service are 30% higher in 2023 than 2022 and 50% higher since 2021. Bylaw Officers have closed 100 cases in June, an additional 110 cases in July and 43 cases closed in the first 7 days of August. There is currently a further 100 cases open under investigation. There is an average monthly backup of 100 cases in the spring through fall months.</p> <p>As a result of a growing case load, levels of service in Bylaw Services has been reducing. The most cost effective path forward to address reducing service levels is to add a Bylaw Administrative Assistant role to maximize time Bylaw Officers can enforce in the community.</p>
Setting policy and standard operating procedures for resident communication and followups	This strategic direction is supported by the development of resident-service standards as described above. A policy and bylaw development service delivery review is underway to create a more efficient and effective path for the organization to create standards.

Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor & Members of Council

From: Jill Fiorito, Drainage Superintendent

Date: July 24, 2023

Subject: Tender Award – Patrick Murphy Drain, a New Municipal Drain

Recommendation

Award the tender for the Patrick Murphy Drain (a new municipal drain) to Quinlan Inc. in the amount of \$125,359.67 (including applicable HST), as presented in the August 15, 2023 Council meeting.

Background

A request for a new municipal drain was submitted through a petition (Section 4) of the *Drainage Act* by the owner (Mr. Tom Fuerth) of Parcel 510.000.00600, to prepare an Engineer's Report to provide a municipal drainage system to permit the development of their property.

The proposed works generally provides for the enclosure of an existing roadside ditch together with the replacement of an existing enclosure that outlets across County Road 27 and into the Belle River to facilitate the development of residential lot severances. The residential lot severances are intended to be completed in phases with three (3) residential building lots currently approved by the Planning Division and the owner is in the process of severing an additional four (4) residential lots and would like to plan for an additional seven (7) residential lots along the frontage of South Middle Road and inside the designated Hamlet area identified in the Official Plan in the near future.

Through Condition 9 of the Consent Application B/4/2022 under the *Planning Act*, the Developer must satisfy the Municipal requirements for drainage. Currently, the proposed residential building lots do not have a direct and/or do not have a sufficient outlet to a Municipal Drain or Natural Watercourse. As a result, the Owner petitioned for a new Municipal Drain.

Further to the above condition, the Municipality has established that the new municipal drain shall be a covered drainage system.

Comments

A drainage report was completed by N.J. Peralta Engineering Limited dated June 1, 2023, and the above project was publicly advertised on the Bids and Tenders on June 30, 2023.

Tenders closed on Friday July 14, 2023 at 12.00 PM. A total of seven (7) tender submissions were received for the project.

Tenderer	Tender Amount (excluding HST)	Tender Amount (including applicable HST)
Quinlan Inc.	\$123,191.50	\$125,359.67
Mark G. Contracting	\$135,035.39	\$137,412.01
Shepley Excavating & Road Maintenance Ltd.	\$167,828.20	\$170,781.98
Murray Mills Excavating & Trucking (Sarnia) Ltd.	\$177,794.50	\$180,923.68
J.C.S Construction Inc.	\$273,916.00	\$278,736.92
Nevan Construction Inc.	\$296,960.00	\$302,186.50
Jones Group Ltd.	\$494,424.00	\$503,125.86

N.J. Peralta Limited reviewed the seven (7) tender submissions and found them to be complete in all respects.

Administration is satisfied that the low tenderer has the required equipment and labour expertise to undertake this project and recommends that Council award the above noted tender to Quinlan Inc.

The lowest tender received was submitted by Quinlan Inc. in the amount of \$123,191.50 (excluding applicable HST). The Engineer's Estimate was \$119,450.00 (excluding applicable HST). The lowest submitted tender is approximately \$3,741.50 (103%) over the Engineer's Estimate. With the tender price within the 133% threshold of the Engineer's Estimate, this project would not be subject to the provisions of Section 59(1) of the *Drainage Act* and can proceed.

Others Consulted

N.J. Peralta Engineering Limited and Essex Regional Conservation Authority (ERCA) were consulted through the tender process.

Financial Impacts

The financial summary and funding source is as follows:

Patrick Murphy Drain	Total Cost (excluding HST)	Total Cost (including applicable HST)
Construction Tendered Cost – Phase 1	\$123,191.50	\$125,359.67
Engineering and Incidentals	\$99,914.00	\$101,672.49
Total Cost of Construction	\$223,105.50	\$227,032.15

Funding Source	Total (excluding HST)	Total (including applicable HST)
Estimated Landowner Assessment (as per Drainage Report)	\$223,105.50	\$227,032.15
Total Funding	\$223,105.50	\$227,032.15

Report Approval Details

Document Title:	Tender Award - Patrick Murphy Drain .docx
Attachments:	
Final Approval Date:	Aug 8, 2023

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

Prepared by Jill Fiorito

Submitted by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Chief Administrative Officer

Digital Transformation and Cloud Services



To: Mayor & Members of Council

From: Michael Martin, Division Leader – Digital Transformation & Cloud Services

Date: July 27, 2023

Subject: Lakeshore – Public WiFi

Recommendation

Direct the Clerk to prepare, and the Mayor to execute, a Letter of Support to Gosfield North Communications supporting the deployment of Free Public WiFi at eight (8) Lakeshore public locations, as presented at the August 15, 2023 Council meeting.

Background

As part of a federal telecommunication grant awarded to Connecting Windsor Essex, Gosfield North Communications received approval to deploy the required infrastructure to provide public WiFi service, free of charge, to eight (8) public locations within the Municipality of Lakeshore. This includes installing conduit, fiber and all required hardware at each respective location at no cost to the Municipality.

The parks in this scope of work include:

- Optimist Park
 - 775 Tecumseh Rd, Belle River, N0R 1A0
- Town Hall
 - 419 Notre Dame St., Belle River, N0R 1A0
 - Covering downtown corridor
- Ladouceur/Lions Park
 - 245 Ouellette St., Belle River, N0R 1A0
- Duck Creek Park
 - 130 Duck Creek Blvd, Belle River, N0R 1A0
- Lakeview Park
 - 492 Lakeview Drive, Belle River, N0R 1A0
 - Covering trail area
 - 535 Lakeview Drive, Belle River, N0R 1A0
 - 600 Lake Drive, Belle River, N0R 1A0
- Millen Park
 - 1925 South Middle Road. Woodslee, N0R 1V0

- Comber Community Centre
 - 6211 McCallister St., Comber, N0P 1J0

Comments

This free public service will be operated by Gosfield including ongoing support and maintenance. Signage will be included to promote the service as well as service contact information.

As part of the quarterly check-in process associated with the supporting FedDev grant, Gosfield requires the Municipality to provide a Letter of Support for the work and services to be provided. This Letter of Support does not supersede any required permits which will be separately obtained by Gosfield via normal municipal processes. The Letter of Support does not preclude other telecommunications companies from making similar requests for support in the future.

Financial Impacts

There are no financial impacts to the Municipality of Lakeshore, this project is FedDev grant funded. Furthermore, it will be provided to residents and park users free of charge.

Report Approval Details

Document Title:	Lakeshore – Public WiFi.docx
Attachments:	
Final Approval Date:	Aug 9, 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

Community Services



To: Mayor & Members of Council

From: Frank Jeney, Acting Corporate Leader – Community Services

Date: July 6, 2023

Subject: Gosfield North – Belle River Marina WIFI Agreement

Recommendation

Approve entering into an agreement with Gosfield North Communications Co-Operative Limited to allow for the existing WIFI access for Marina Slips to remain at the Belle River Marina building, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 62-2023 during the Consideration of By-laws.

Background

Gosfield North Communications Co-Operative Limited has been providing wireless internet access to the Belle River Marina boat slips renters since 2016 or before.

Comments

The Agreement terms are a five (5) year term with the potential to extend three (3) times, each time for five (5) years each, however in lieu of the \$2 payment. Gosfield North will provide Belle River Marina boat slip renters the opportunity to purchase WIFI internet access for their personal use and devices.

Prior to the agreement moving forward, Lakeshore's Digital Transformation and Cloud Services was contacted for comment and had no concerns with the location of the equipment within the Belle River Marina building.

Administration recommends moving forward with the new agreement.

Financial Impacts

\$2.00 payment to the Municipality of Lakeshore

Attachments

Belle River Marina – Gosfield North coverage map

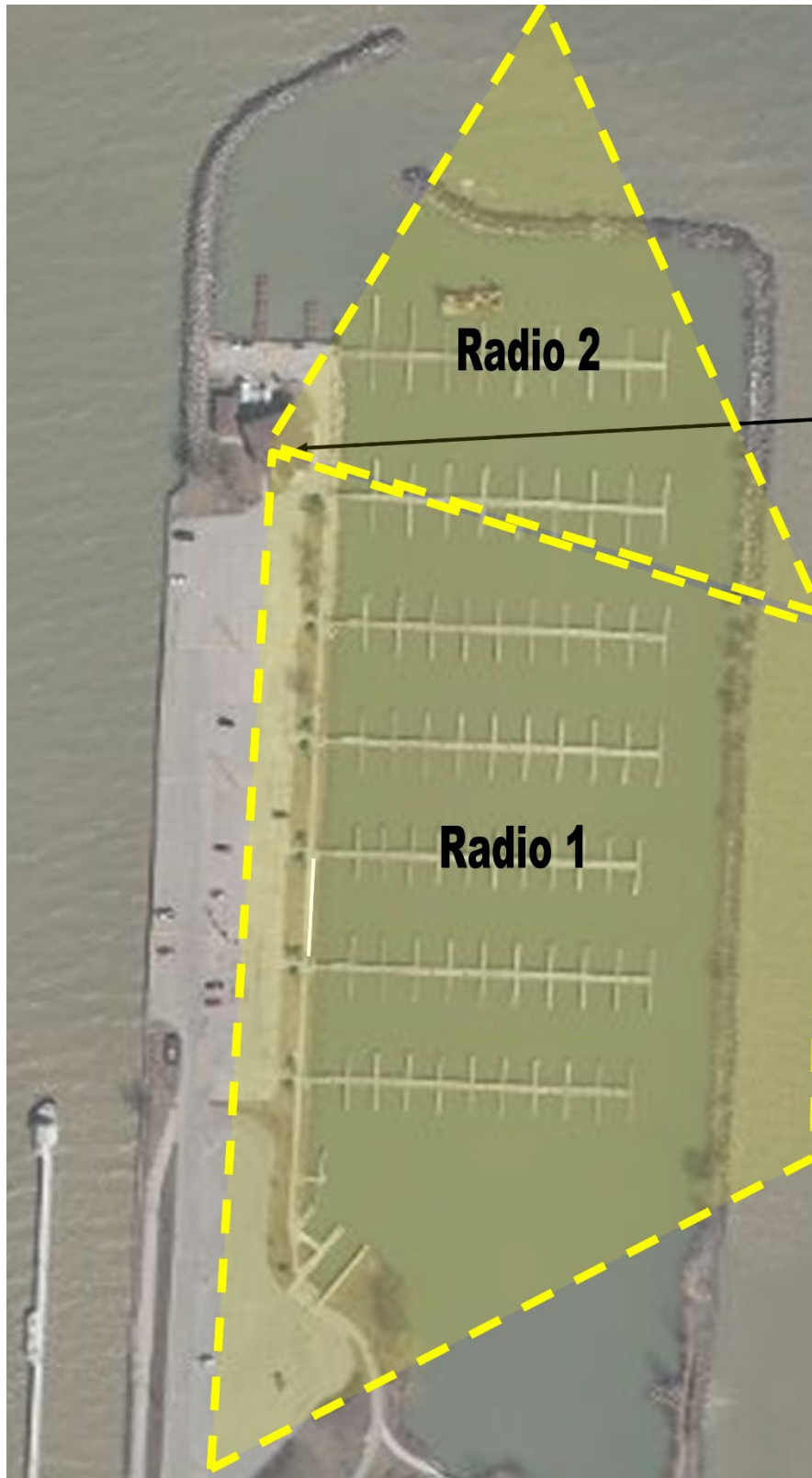
Report Approval Details

Document Title:	Gosfield North – Belle River Marina WIFI Agreement.docx
Attachments:	- Belle River Marina – Gosfield North coverage map.jpeg
Final Approval Date:	Aug 8, 2023

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

Prepared by Frank Jeney

Approved by Justin Rousseau and Truper McBride



Radio 2

Hardware Location

Radio 2—Roof mounted to mast Unifi UAP AC Mesh Pro

Radio 1—Roof mounted to mast Unifi Wifi Base Station XG

Radio 1

Service Area

Municipality of Lakeshore – Report to Council

Community Services



To: Mayor & Members of Council

From: Frank Jeney, Acting Corporate Leader – Community Services

Date: June 2, 2023

Subject: LiveBarn Agreement – Livestreaming Hockey Games at Ice Rinks at the Atlas Tube Recreation Centre

Recommendation

Approve an agreement between LiveBarn Inc. and the Municipality of Lakeshore for livestreaming services at the Atlas Tube Recreation Centre for a 4-year term, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 67-2023 during the Consideration of By-laws.

Background

The Lakeshore Community Services Division has been researching Livestreaming options for the Atlas Tube Recreation Centre, as Livestreaming has become more popular for Arenas across the province of Ontario.

Livestreaming service provides the opportunity for Coaches, Athletes, Scouts, Parents and Guardians to view Live broadcast games or to view video archives. The Lakeshore Community Services Division has further had requests from Belle River Minor Hockey and Lakeshore Lighting about Livestreaming Services at the Atlas Tube Recreation Centre ice rinks.

Options for suppliers that provide this service were researched and reviewed. The Livestreaming services are operated by a camera that is setup without an operator and runs on motion of the puck. The models operate on a subscription-based system. Based on the research undertaken by Administration, Livebarn Inc. Services is recommended. Compared to other service providers, LiveBarn requires no financial contribution from the Municipality of Lakeshore, or Lakeshore user-groups.

Comments

Livebarn Inc. is recommended as the service provider, based on the following considerations.

- LiveBarn provides venues with fully automated, HD Live Streaming and a video storage solution.
- Use is based on selling subscriptions which is available to a wide variety of users including Coaches, Parents, Guardians, Family, and others, to view remotely.
- Viewers can watch fully automated HD Live & On Demand broadcast from anywhere, at any time, on any device.
- Viewers can choose how to view games and choose tracking that automatically follows the flow of the game or control camera with panoramic view, zoom or 180 controls.
- With one subscription, viewers can view games and practices from other venues. This network of LiveBarn-installed venues is anticipated to keep expanding.
- Players and Coaches can share highlights and saved games with scouts, and share highlights via social media and email via monthly subscription.
- Viewers can save video for personal archive or analyze plays to improve team/player performance.
- Scouts can watch multiple teams and players from various Livebarn venues at their convenience.

Under the agreement, the Atlas Tube Recreation Centre staff will set the schedule for which games are livestreamed. The Recreation Scheduler, Team Leader – Recreation, Team Leader – ATRC Facilities and Fields, and the Division Leader – Community Services will meet regularly to manage the Livebarn schedule. Staff will have full control over the system, to set the times when the cameras automatically "wake up" and "go to sleep". Further, the Atlas Tube Recreation Centre staff have control over access to online feeds by creating Blackout or password-protected Privacy Sessions.

The Lakeshore DTCS Division will oversee the technical side of the program and internet and perform required system updates as required.

Conditions of the Agreement

1. LiveBarn will, at its own expense, install and maintain all hardware and software required for the operation and maintenance of the Automated Online Broadcast Service to all three rinks.
2. Revenue generated from the Automated Online Broadcast Service will be the property of LiveBarn. However, LiveBarn will supply Lakeshore (the "Venue Owner") with a unique code to enable it to market and solicit new memberships for LiveBarn, for which LiveBarn will pay Lakeshore thirty percent (30%) of the revenues generated from the memberships (until such memberships are discontinued).
3. The term of the Agreement continues until the four (4) year anniversary of the Install Date, and it will automatically renew for successive terms of two (2) years, unless either party notifies the other in writing of its intent to discontinue the Agreement at least ninety (90) days before the expiration of the then current term.

4. Either party shall have the right to terminate the Agreement for any reason upon giving 90 days written notice to the other party.

Livebarn is aware of the Junior C League Agreement, and will not stream Lakeshore Canadiens Junior C games. This will be streamed by another livestreaming service. A report to Council will come once those terms are considered.

The Municipality of Lakeshore also has the capability to block out certain events with Livebarn. If an event or organizer wants to use a Camera with an operator, the Livebarn cameras can be blocked out in these instances.

Financial Impacts

Lakeshore will have a unique sign-up link that will track local subscriptions. Lakeshore will receive a revenue share for those signed up through the Lakeshore link. It is not yet known the annual dollar amount for this partnership. Revenue will be placed into the ATRC budget as miscellaneous revenue for budget and financial reporting purposes.

LiveBarn Inc. will cover the cost of the internet and hardware maintenance to run the system.

Report Approval Details

Document Title:	LiveBarn Agreement – Livestreaming Hockey Games at Ice Rinks at the Atlas Tube Recreation Centre.docx
Attachments:	
Final Approval Date:	Aug 8, 2023

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

Prepared by Frank Jeney

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Community Services



To: Mayor & Members of Council

From: Frank Jeney, Acting Corporate Leader – Community Services

Date: July 31, 2023

Subject: RFP for Concessions at Atlas Tube Recreation Centre

Recommendation

Approve entering into a 1-year contract with M & M Concessions for the provision of concessions operations within the Atlas Tube Recreation Centre, as presented at the August 15, 2023 Council meeting; and

Direct the Clerk to read By-law 68-2023 during the Consideration of By-laws.

Background

At the regular Council meeting of May 2, 2023, Administration brought an information report to Council detailing the Concessions Operations at the Atlas Tube Recreation Centre.

At the regular Council meeting of May 2, 2023, Council passed the following motion.

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

Comments

On July 7 2023, the Concessions Operations at the Atlas Tube Recreation Centre RFP was publicly advertised on Bids & Tenders.

There was one (1) vendor that provided a compliant bid prior to the closing date of Friday July 28, 2023

Vendor	Monthly Tender Amount (Excluding HST)	Total Tender Amount (Excluding HST)
M & M Concessions	\$400	\$2,800

Administration recommends awarding the tender for the Concession Operations at the Atlas Tube Recreation Centre to M & M Concessions

Financial Impacts

The ATRC and Recreation Budgets will be affected by this contract as outlined below:

	Current Budget 2023	Revised Budget 2024	Difference
Canteen Sales	\$120,000	Nil	(120,000)
Canteen Rental	Nil	\$2,800	2,800
Total Revenue	\$120,000	\$2,800	(117,200)
Wages & Benefits	\$79,335	Nil	79,335
Concession Food	\$55,000	Nil	55,000
Supplies	\$6,500	Nil	6,500
Total Expenses	\$140,835	Nil	140,835
Net Income	\$(20,835)	\$2,800	\$23,635

Concession Annual Revenue \$120,000 will be adjusted to \$2800

Concession Annual Expenses will be adjusted by a total of \$140,835. Concession staff (-\$79,335), concession food purchases (-\$55,000), and concession items, cups, plates, etc (-\$6,500).

Report Approval Details

Document Title:	RFP for Concessions at Atlas Tube Recreation Centre.docx
Attachments:	
Final Approval Date:	Aug 8, 2023

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

Prepared by Frank Jeney

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Services



To: Mayor & Members of Council
From: Frank Jeney, Division Leader – Community Services
Date: June 12, 2023
Subject: Belle River Marina and Lakeview Park Traffic Calming and Protection

Recommendation

Direct Administration to increase Lakeview Park parking lot and marina area traffic calming by completing Option #1 and Option #2, as measures to help protect the boat docks and boat slips at the Belle River Marina; all as presented at the August 15, 2023 Council meeting.

Background

At the Regular Council meeting of May 30, 2023, the following resolution was passed:

Resolution #153-05-2023

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

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

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

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

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

Comments

The Lakeshore Waterfront consists of three main amenities. The West Beach, the Lakeview Park, and the Belle River Marina. The park driveways, and parking spaces are open twelve months per year, for any visitors to use.

The driveway at the waterfront grants access to many parts of the waterfront, including parking spaces for Lakeview Park, access to the boat launch and trailer parking, as well as the public parking lot adjacent to the Belle River Marina boat slips, and Belle River Marina building and restaurant.

Driveway Traffic

The driveway and parking lots at the Lakeshore Waterfront are heavily used. Whether it be early mornings to enjoy fishing, mid-day as a calm space to enjoy breakfast or lunch with a great view, or into the evenings to watch the sunset. This space is being used by many visitors, and at times experiences unsafe automobile usage.

Traffic Calming Measures

Lakeshore has recently worked alongside the OPP to increase traffic calming measures within the Waterfront Park. Traffic calming measures include:

- 15 km/h signs reminding visitors to navigate the space at a slower speed.
- Radar reminders, that allow visitors a reminder to slow down.

Additional traffic calming measures could include:

- Speed humps throughout the driveway space as a deterrent for speeding.

Complaints to OPP

Administration contacted the OPP in the development of this report to quantify for Council the volume of complaints being generated at the marina during overnight hours as it relates to the resolution from Council on this matter. The OPP have reported receiving the following:

38 complaint calls in 2020

42 complaint calls in 2021

31 complaint calls in 2022

22 complaint calls in 2023 (to July)

The majority of these complaints were related to drug offences, municipal bylaw / other provincial statutes, suspicious person / vehicle, trouble with youth. Of these calls for service there were a total of 35 charges laid over the last three and half years with the majority being over the years of the pandemic. These numbers are inclusive of west beach and Lakeview Parks complaint calls, in addition to the marina.

Belle River Marina Parking Lot and Security

Lakeshore is currently in an ongoing security contract with Commissionaires Security, for the security of the Belle River Marina boat slips overnight, for the entire Marina season (roughly May 1st to October 15th annually). The security contract originally included one security guard on foot patrol to monitor the marina slips, guarding against access to anyone that is not authorized.

Increased Marina Security Efforts

On May 18, 2023, Lakeshore increased its security measures at the Belle River Marina, adding a Commissionaires Security Fleet Vehicle to the current contract, allowing the security guard to patrol the area in a patrol vehicle, and also being capable of blocking the Belle River Marina parking lot entrance after 10:00 PM, when Lakeshore Parks close for the evening.

Parking Lot and Marina Area Plan for Security

Option 1 – Speed Humps Installed along driveway at Lakeview Park. (Green on attachment)

Estimated \$3000 per speed hump installed.

Option 2 – Fencing connecting the Marina Boat slip entrance gates North to South (White on attachment)

Estimated \$110,000 installed.

The location of Option 2 is in the image below, running North to South, along the Belle River Marina boat docks. This fence would connect to the current Marina boat slip access gates, further deterring entrance to these docks.

Option 3 – Fence and gates East to West. (Yellow on attachment)

Estimated \$40,000 installed.

The location of Option 3 is in the attached, running East to West at the entrance to the Belle River Marina parking lot. Option 3 includes six foot tall decorative aluminum fencing, an aluminum slide gate at the roadway, and a walkway swinging gate at the Marina sidewalk to the West and East.

The Lakeshore Waterfront is a heavily used, passive space, with many visitors from park opening to park close daily. This space is also used 12 months per year. Currently, the area is only staffed from April 1st to November 1st annually.

Should Council wish to increase security measures at the Marina, Administration recommends adding 5 speed humps to the Lakeview Park driveway, and to add north-south fencing that would connect the Marina slip gates, as protective measures for private boat slips renters. This is preferred to the east west fencing proposed at the entrance to the marina in order to continue allow the public access to the marina pier while protecting the private boat assets docked in the marina slips.

Given limited funding in Lakeshore's facility reserve, Administration recommends that Council consider the priority

Financial Impacts

Option 1 – 5 Speed Humps – Estimated cost \$15,000

Option 2 – Fencing North to South to Connect Gates – Estimated cost - \$110,000

Option 3 – Fencing East to West - Estimated cost - \$40,000

The recommendation of Administration is to perform both Option 1 and Option 2 at a cost of \$125,000 to be funded from the facilities reserve.

Attachments

Marina and Lakeview Park Protective Measures

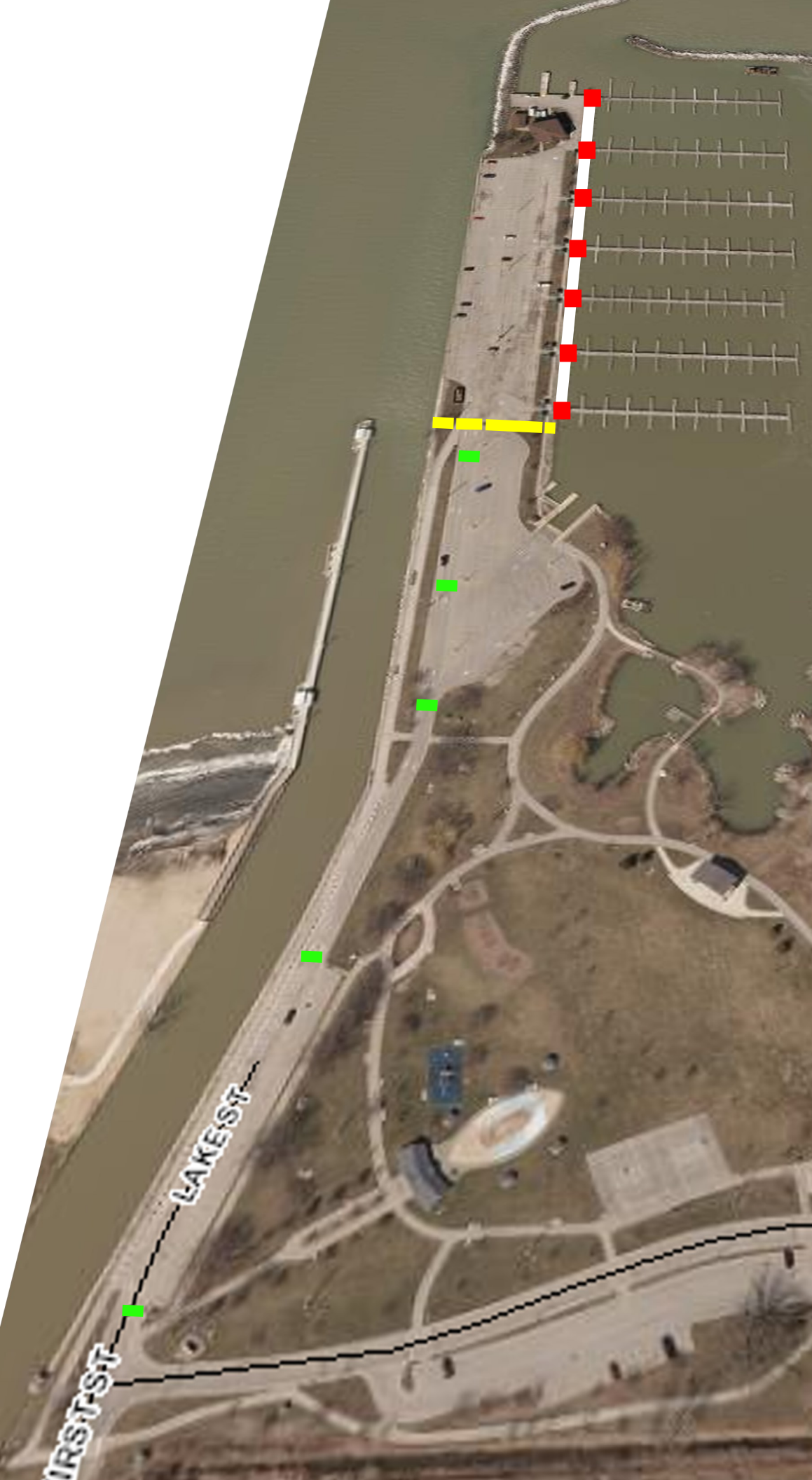
Report Approval Details

Document Title:	Belle River Marina and Lakeview Park Traffic Calming and Protection.docx
Attachments:	- Marina and Lakeview Park Protective Measures.jpeg
Final Approval Date:	Aug 9, 2023

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

Prepared by Frank Jeney

Approved by Justin Rousseau and Truper McBride



Option 2—White

North to South Fence that connects to current gates.

Option 3—Yellow

East to West Fence with two path gates and one driveway gate.

Option 1—Green

Five speed humps along driveway of the park.



Example of decorative aluminum fencing



Example of speed hump

Municipality of Lakeshore – Report to Council

Operations

Public Works



To: Mayor & Members of Council

From: Krystal Kalbol, P. Eng, Corporate Leader – Operations

Date: August 3, 2023

Subject: Supply and Install Generators at Lakeshore Facilities through Non-Competitive Selection

Recommendation

Approve the total amount of \$688,635.36 (including applicable HST) for supply and installation of seven (7) generators to PowerServe Inc through non-competitive selection;

Approve the over budget amount of \$62,091.68 to be funded from the Facilities Reserves;

Approve the return of funds in the amount of \$1,620,350.00 from the approved Wastewater Capital Budget (2023) to Wastewater Reserves;

Approve \$346,543.68 (including applicable HST) to be funded from the Water Reserves, as presented at the August 15, 2023 Council meeting.

Background

To ensure the seamless operation of Municipality's essential functions, the supply and installation of seven (7) generators is imperative at the below locations:

1. Public Works West Yard;
2. Public Works East Yard;
3. Fire Station #5;
4. Rourke Line Operation Center;
5. Stoney Point Water Treatment Plant (WTP);
6. Haycroft Pumping Station; and
7. Comber Pumping Station.

Over the past two years, Operations has issued Request for Tenders (RFTs) on three (3) occasions to solicit proposals for the supply and installation of generators. No bids were received in response to the RFTs, resulting in the inability to proceed with the installation of the generators as initially intended.

Further, Operations has noted the requirement for the inclusion of three (3) additional generators. These generators were expected to be put forward for funding in 2024, however based on the timelines, this is being brought forward through this process.

Considering the absence of bids received in previous instances for the same equipment, a Non-competitive approach for this procurement is recommended. A vendor has been identified who is prepared to supply the generators.

The non-competitive contract will include the Supply and installation of the seven (7) generators as listed above.

Comments

Lakeshore's Purchasing By-law (section 3.9) allows non-competitive selection for purchases that meet the outlined criteria below:

- i. where competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, technical secrets or controls or raw material;
- ii. where due to abnormal market conditions, the good, services, or construction required are in short supply;
- iii. where only one source of supply would be acceptable and cost effective;
- iv. where there is an absence of competition for technical or other reasons and the goods, services, or construction can only be supplied by a particular supplier and no alternatives exist;
- v. where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security or confidentiality matters.

It is understood that Administration is in compliance with the conditions in Lakeshore's Purchasing By-law identified in both items 2 and 4 listed above. The lack of bidders on past RFTs confirms there is an absence of competition for the goods and services and/or short supply required for receipt of bids to complete the project.

Selecting a non-competitive arrangement will mitigate the risks associated with another RFT process that may yield zero bids, thereby saving valuable time and resources.

Administration has identified that customers are facing challenges in locating readily available generators industry-wide, attributed to persistent production issues compounded by high demand.

Therefore, quotes were requested from PowerServe Inc at the request of Administration to move forward with the projects. Quotes along with estimated delivery times were received from PowerServe Inc in July 2023.

PowerServe Inc has also indicated that there is a high lead time for supplying Generators of this category throughout Ontario. The expectation of the material delivery for the project will take approximately 12-14 months and the timeline is not guaranteed. It is imperative that based on the timelines for material and equipment that the material be ordered as soon as possible.

Using a non-competitive selection process for this project meets the criteria outlined in Lakeshore's Purchasing By-law and allows the project to proceed immediately.

Financial Impacts

A summary of the financial impacts has been included below:

Generators for Facilities with Approved Budgets:

Facility	Total Project Cost (excluding HST)	Total Project Cost (including applicable HST)	Approved Budget (year)	Difference (over)/under
Public Works West	\$75,475.00	\$76,803.36	\$60,000.00 (2021 Budget)	(\$84,931.68)
Public Works East	\$66,950.00	\$68,128.32		
Fire Station #5	\$83,500.00	\$84,969.60	\$70,000.00 (2022 Budget)	(\$14,969.60)
Operations Center	\$110,250.00	\$112,190.40	\$150,000.00 (2022 Budget)	\$37,809.60
Total	\$336,175.00	\$342,091.68	\$280,000.00	(\$62,091.68)

Generators for Facilities without Approved Budgets:

Facility	Total Project Cost (excluding HST)	Total Project Cost (including applicable HST)	Approved Budget (year)	Difference (over)/under
Stoney Point WTP	\$157,500.00	\$160,272.00	Proposed for 2024	
Haycroft Pumping Station	\$90,300.00	\$91,889.28		
Comber Pumping Station	\$92,750.00	\$94,382.40		
Total	\$340,550.00	\$346,543.68	\$0	(\$346,543.68)

The difference in the Generators for Facilities with Approved Budgets of \$62,091.68 will be funded from the facilities reserve.

Further, it should be noted, for the 2023 Budget, Council approved a Wastewater budget of \$3.6 million for OCWA Capital, which was subsequently revisited and reduced by the Operations Department to \$2.0 million earlier this year. This resulted in cost savings of \$1.6 million within Lakeshore's 2023 budget.

Because the introduction of generators at these water management facilities was not included in the 2023 budget, it is recommended that the \$1.6 million be reallocated from the approved Wastewater Capital Budget to the Wastewater Reserves and that \$346,543.68 be funded from the Water reserves.

Report Approval Details

Document Title:	Supply and Install Generators at Lakeshore Facilities .docx
Attachments:	
Final Approval Date:	Aug 9, 2023

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

Prepared by Krystal Kalbol

Approved by Justin Rousseau and Truper McBride

Municipality of Lakeshore – Report to Council

Chief Administrative Officer



To: Mayor & Members of Council
From: Truper McBride, Chief Administrative Officer
Date: August 15, 2023
Subject: Bylaw Modernization Program

Recommendation

Support the accelerated Bylaw Modernization Program as presented by the Chief Administrative Officer at the August 15, 2023 Council meeting.

Background

At the July 18, 2023 Regular Meeting, Council adopted its Strategic Objectives for the 2022 – 2026 term of office.

1. Building and Stewarding Municipal Infrastructure
2. Developing Our Future Communities
3. Modernizing and Enhancing Municipal Function
4. Become an Economic Leader in Essex County
5. Modernizing Resident-Centered Service

Administration is developing an implementation plan for the Strategic Objectives and anticipates having that before Council in advance of the Draft 2024 Budget.

Additionally, as part of the CAO work plan, Council has requested that a Bylaw development work plan be implemented to address the bylaw backlog and bring forward no less than 1 bylaw or bylaw amendment per month. It is a result of this direction from Council that Administration is providing this report.

This direction is consistent with Council's Strategic Goal to 'Modernize Citizen-Centered Service' and the stated strategy to modernize bylaws.

This report is responding to this direction and presenting a schedule of bylaws that Administration is capable of delivering for the remainder of 2023. The Bylaw Modernization Program for 2024 will be informed through the Budget process.

Comments

Appendix A – Prioritized List of Bylaw and Policy for Development provides the current schedule for bylaw development adopted by the previous Council. Some bylaws on the list require a larger administrative effort than others to review and update, this is shown in Appendix A in the column titled 'Scope/Nature of Project'. This list of Bylaws for Development was received by Council as part of the Strategic Plan Update in March 2021.

Since adoption of this list in mid 2021, the following bylaws have been adopted, modernized, or amended and subsequently removed from the list:

- Fill Bylaw
- Name Change Bylaw
- Greenhouse Interim Control Bylaw
- Float Homes Zoning Bylaw Amendment
- Official Plan Five Year Review Update
- Greenhouse Amendment OPA
- Vehicle for Hire Bylaw
- Yard Maintenance Bylaw
- Animal Care and Control Bylaw
- Mask Bylaw
- Food Trucks

Council through resolution may choose to add or delete any bylaw to Appendix A. It is important to note that not all bylaws are equal in terms of effort required to review, draft and consult. As a result, any changes to this work plan may impact resourcing.

The following represents the list of bylaws intended to be brought to Council by the end of 2023.

- July – OPA Short term rental accommodations (Council adopted a new direction and a public hearing will be scheduled in the fall)
- September – Procedure By-law and Short-term Rental Accommodation OPA/ZBLA
- October – Noise By-law
- November – Campground Licensing
- December – Procurement By-law

Review of Bylaw Development Process

In the fall, Administration will be undertaking a process mapping exercise to review internal procedures for the development of bylaws and policies to seek efficiencies and

clearer documentation for staff on the development, drafting, and consultation requirements.

Risks associated with Accelerated Bylaw Modernization Program

1. Public Engagement and Consultation

Delivering one bylaw a month to Council for consideration will result in reduced public consultation and engagement due to both the speed that bylaws will be drafted and associated resourcing constraints. If the public does not feel properly consulted, it may result in increased delegation requests at Council meetings where a draft bylaw is being considered.

Certain statutory bylaws such as Official Plan Amendments and Zoning Bylaw Amendments require public meetings. Public meetings are intended for Council to receive information and views of the proposed bylaw from the public which can routinely be in opposition and/or voicing concern.

Administration recommends consultation for all new regulatory bylaws in order to receive fulsome feedback for Council's consideration. Running simultaneous public engagement processes can cause confusion for the public, and may risk engagement fatigue. Accordingly, Administration does not recommend proceeding with more than two (2) regulatory bylaws in any given year.

2. Potential for development of a backlog

It is normal practice for Council to provide comments and direction regarding a draft bylaw before adoption and refer back to Administration for further work. Due to the aggressive schedule being proposed, there is the potential to create an unmanageable workload should bylaws begin to not get approved by Council each month and referred back to Administration for further work. Should this occur, Administration will advise Council on the required changes to the Bylaw Modernization Program schedule.

3. Enforcement challenges

Lakeshore is a diverse municipality with a variety of land uses. From the country residential, and small communities and farms in the agricultural areas to the rapidly growing suburban area along the north shore and Patillo industrial area, it is often a challenge to ensure that a bylaw provision that may resolve an issue in one part of Lakeshore may have an opposite and unintended consequence for property in another part of Lakeshore. An accelerated bylaw development program may increase the risk of the adoption of a bylaw with this impact to varying degrees, as Administration will have less time to consider the broad impacts as it relates to enforcement.

Financial Impacts

There are no financial impacts associated with this report as there is sufficient funding in the 2023 Budget to complete the bylaw workplan as laid out above. Depending on any changes Council may wish to make to Appendix A, Administration will consider any resourcing enhancements.

The base budget includes public engagement resources for two large-scale regulatory reviews per year, which can consume hundreds of hours of staff time across the staff team working on them. Should Council wish to increase the number of reviews per year, Administration can bring this change request to the 2024 Budget deliberations. This may include resources for public engagement, legal review, or consulting, depending on the type of regulatory bylaw to review.

Attachments

Appendix A – Prioritized List of Bylaw and Policy for Development

Report Approval Details

Document Title:	Bylaw Modernization Plan.docx
Attachments:	- Prioritized list of Bylaw and Policy for Development.docx
Final Approval Date:	Aug 10, 2023

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

Prepared by Truper McBride

By-law Development & Review

By-laws are listed in the order in which Administration plan to review. Should Council wish for reviews to proceed in a different order, a Council resolution will be required.

Should Council wish to further prioritize Policy and Bylaw Development additional staffing resources will be required. Staffing resources required are dependent on the Bylaw or Policy that Council wishes to expedite.

It should be noted that external legal is only one of the additional resources Administration would require to expedite policy and bylaw development.

If Council wishes to copy a bylaw or policy from another municipality without public engagement or internal review to ensure the bylaw or policy is implementable, then that specific direction is required as Administration is unable to recommend such a process.

Scope / Work Effort

4-Extra Large (broad comprehensive review or large new)

3-Large (comprehensive or new narrow topic)

2-Medium (update to existing)

1-Small (routine)*

0-Routine*

There are between 80 and 100 by-laws prepared each year that are small and routine which demand 15 minutes to 1 hour preparation each year.

By-law	Scope/Work Effort	Resources Required	Timeline/Comments
Purchasing By-law	4- Comprehensive Review	Drafter, policy, consulting, Finance	Draft anticipated Q2 2023
Procedure By-law	4- Comprehensive Review	Drafter, policy, Council Members, communications	Draft anticipated Q2 2023 Initial interviews conducted and compiling information
Interpretation By-law	3 - New	Drafter	2023
User Fee By-law	4 – Comprehensive review	Drafter, Finance, All Departments, communications	Q2 2023
Delegation By-law	3 – Consolidation of existing and additional delegations of functions being performed	Drafter, policy, internal communications	To consolidate existing authorities and regularize processes. Data collection process underway Presentation to Council in Q3 2023

Short Term Accommodation By-law	4 – Comprehensive new	Economic Development, Planning, Engineering, drafter, policy	Direction re: primary residences only, requires update in Zoning By-law
Indemnification By-law	2 – review	Drafter, policy, insurer, external legal	To regularize indemnification of Council and staff members in a by-law
Smoking By-law	2 – review/amend	Enforcement, drafter, policy, communications	To review and add additional items (ie. vaping)
Property Standards By-law	2 – Comprehensive review	Enforcement, drafter, communications, planning	Review
Road Fouling	4 – Comprehensive new	Operations, policy, enforcement, drafter, communications	Introduce new by-law
Zoning By-law	4 - Comprehensive	Enforcement, drafter, Planning, consultant, communications	Review Start Q3 2023 – external consultant to perform review
Sewer Use By-law	4 – Comprehensive review	Water/Wastewater, enforcement, drafter, policy, communications	Increase enforcement provisions and update
Traffic By-law	4 – Comprehensive review	Operations, policy, enforcement, drafter, communications	Comprehensive large-scale review Amendment for Half Load Designations on Class B Roads adopted April 2022 External consultant to make recommendations regarding updates in 2023
Road Occupancy/road use	4 - Comprehensive	Operations, policy, enforcement, drafter, communications	To issue permits in relation to use of municipal roads, require traffic plans
Noise By-law	3-Narrow review	Enforcement, drafter, policy, communications	Public consultation in Q3 2023
Public Spaces By-law	4 – Comprehensive	Planning, Recreation, policy, drafter, communications	Review of existing Parks By-law

Parking By-law (introduction of Administrative Monetary Penalty System)	4 – Comprehensive review	Operations, enforcement, policy, drafter, communications	Enhance options for parking enforcement; introduce an administrative monetary penalties enforcement mechanism
Campground Licensing By-law	4- Comprehensive Review	Enforcement, policy, drafter, communications	Raised at June 8, 2021 Council meeting. Public engagement in Q2 2023
Use of Golf Carts on Municipal Roads in Lighthouse Cove	4- Comprehensive Review	Enforcement, policy, drafter, communications	Raised at November 9, 2021 Council meeting. Report provided April 12, 2022. Cannot move forward without jurisdiction being granted under Highway Traffic Act. Consultation with Ministry of Transportation undertaken in Q1 2023

List of Forthcoming Council Policies

1. Festival and Events Policy review underway
2. Telecommunications Tower Policy review in 2023
3. Municipal Drain Abandonment Policy tied to stormwater rates review 2024
4. Public Art Policy in review
5. 40 km/h speed limits on roads in all new residential areas (raised at April 6, 2021 Council meeting)—report forthcoming regarding impact and part of traffic by-law review
6. Monitoring Employees in the Workplace Policy (statutory requirement expected to be presented in Q2 2023)
7. Financing of Drainage Construction and Local Improvements Policy (amendment to existing policy, in review)
8. Civic Engagement & Notice Policy (Q3 2023)
9. Civic Petition Policy
10. Disposition of Land Policy (review with revised policy expected in 2023)

Municipality of Lakeshore – Report to Council

Legal and Legislative Services

Legislative Services



To: Mayor & Members of Council

From: Brianna Coughlin, Division Leader – Legislative Services

Date: July 25, 2023

Subject: User Fees By-law Update – Damage to Municipal Property

Recommendation

Direct the Clerk to read By-law 66-2023 during the Consideration of By-laws, as presented at the August 15, 2023 Council meeting.

Background

The Municipality of Lakeshore is seeking to enter into an agreement with the Ministry of Transportation through the Authorized Requester Information Services (ARIS) program which would allow the Municipality to receive police reports for incidents where there has been damage to municipal property. This allows the Municipality to work with the municipal insurer, as well as the person that caused damage and/or their insurer, to recover fees to repair/replace the damaged asset.

Previously, the Municipality received police reports from the Ontario Provincial Police. This is no longer accessible to the Municipality for this purpose, therefore Administration requires access through an approved ARIS process.

Comments

The Ministry of Transportation has requested that the Municipality clarify the User Fees By-law in regard to the Damage to Property Fee to reflect the full cost-recovery process. The proposed changes are shown in the table below.

Current Fee		Proposed Fee	
Damage to Town Property	Minimum \$50 or 2% of Property Damage Cost	Damage to Municipal Property	Cost Recovery (reasonable cost recovery efforts made)
		Damage to Municipal Property Administrative Fee	Minimum \$50 or 2% of Property Damage Cost

Administration recommends approval of By-law 66-2023 during the Consideration of By-laws.

Others Consulted

Ministry of Transportation

Financial Impacts

There is no financial impact to the proposed update to the User Fee By-law.

Report Approval Details

Document Title:	User Fee By-law Update - Damage to Municipal Property.docx
Attachments:	
Final Approval Date:	Jul 27, 2023

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

Prepared by Brianna Coughlin

Approved by Justin Rousseau and Truper McBride

Notice of Motion submitted by Councillor McNamara regarding Concept Plan for New Town Hall

Direct Administration to bring a report to Council with updates on the steps required to complete a concept plan for a new town hall, including recommendations for location and required land assembly.

**Notice of Motion submitted by Councillor McNamara regarding Town Hall
Advisory Committee**

Direct Administration to create a town hall advisory committee, with representation from Council and Administration, to further the planning for town hall.

Municipality of Lakeshore

By-law 62-2023

Being a By-law to Authorize an Agreement with Gosfield North Communications Co-operative Limited

Whereas section 11(2)7 of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes a municipality to pass by-laws respecting services and things that the municipality is authorized to provide;

And whereas section 23.1 of the *Municipal Act, 2001* authorizes Council to delegate its power and duties;

And whereas it is deemed necessary to enter into an agreement with Gosfield North Communications Co-operative Limited for WIFI access at the Belle River Marina, as recommended by the Acting Corporate Leader – Community Services at the August 15, 2023 Council meeting;

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

1. The Mayor and the Clerk are delegated the authority to execute an agreement with Gosfield North Communications Co-operative Limited, with the form and content of the agreement approved by the Acting General Counsel and the Corporate Leader – Community Services.
2. The delegated authority described in Section 1 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
3. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
4. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
5. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**
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Municipality of Lakeshore

By-law 63-2023

Being a By-law to Delegate Authority

Whereas Section 2 of the *Municipal Act, 2001*, S.O. 2001, c.25 indicates that the purpose of a municipality is to be a responsible and accountable government with respect to matters within its jurisdiction and each municipality is given powers and duties under the *Municipal Act, 2001*, and many other Acts for the purpose of providing good government with respect to those matters;

And whereas paragraph 11(2)7 of the *Municipal Act, 2001*, S.O. 2001, c.25 authorizes a municipality to pass by-laws respecting services and things that the municipality is authorized to provide;

And whereas section 23.1 of the *Municipal Act, 2001*, S.O. 2001, c.25 authorizes Council to delegate its power and duties;

And whereas it is deemed expedient to delegate authority from Council to the officers and employees of the municipality for the purpose of providing responsible, accountable, good and efficient government, as recommended by the Division Leader – Legislative Services at the July 18, 2023 Council meeting;

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

1. Authority is delegated to specified officers and employees to act, subject to limits and restrictions, as described in Schedule “A-1” through to and including Schedule “A-12”, which forms part of this By-law.
2. Any delegated authority is granted only to the officer or employee holding the corresponding officer or employee position listed under the “Delegate” column in Schedule “A” and includes any officer or employee holding that position on a permanent, temporary or acting basis. In addition, the delegation is also granted to the corresponding officer or employee’s direct supervisor, and each direct supervisor above that position in the corporate structure, up to and including the Chief Administrative Officer.
3. Where any delegation of authority to any officer or employee or their supervisor is not permissible at law, such as in the instance where a professional qualification or licence is required to exercise the authority, then the delegation is deemed not granted to that officer or employee or their supervisor but does not affect the delegation of any other officer or employee or their supervisor.

4. No further delegation of the authorities contained in this By-law is permitted without Council approval, either with respect to the authority and limits of the delegation or the persons to whom the delegation is sought.
5. Where a delegated authority involves the expenditure of funds and/or commitment of resources, the delegated authority must be exercised within the Council approved budget for that matter.
6. Where a delegated authority has a fixed dollar amount, the value is deemed to be exclusive of taxes.
7. Officers and employees with delegated authority under this By-law shall exercise their authority responsibly and shall be accountable and responsible for their actions and decisions.
8. If an officer or employee has a conflict of interest, as per the Employee Code of Conduct, related to a delegated authority, the officer or employee must not exercise their delegated authority and must report the conflict of interest to their supervisor.
9. This By-law does not diminish, restrict or reduce any authority delegated to any officer or employee by any other By-law, statute, regulation, or as otherwise provided at law.
10. In the event of any inconsistency between this By-law and any other By-law of the Municipality, the provision that more effectively delegates authority prevails to the extent of the inconsistency.
11. By-laws 22-1998, 2-1999, 41-2019, 51-2019, 53-2019, 93-2019, 113-2019, 46-2020, 50-2020, 26-2021, 15-2022, 5-2023 and Policy FN-361 (Signing Authority Policy) are repealed.
12. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
13. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

**Schedule “A-1”
to By-law 63-2023**

All Divisions

Description	Limitations	Delegate
Purchase of goods or services and execution of contracts or agreements relating to the purchase of goods or services	<p>Authority to purchase/sign agreements as follows:</p> <p style="text-align: center;">value up to \$6,500</p> <p style="text-align: center;">value up to \$26,200</p> <p style="text-align: center;">value up to \$45,800</p> <p style="text-align: center;">value up to \$98,200</p> <p style="text-align: center;">value over \$98,200 requires Council resolution</p>	<p>Employees authorized by Corporate Leader</p> <p>Corporate Leader</p> <p>Corporate Leader and Purchasing Coordinator</p> <p>Chief Administrative Officer</p> <p>Mayor and Clerk</p>
Execution of Agreements which relate to renewals or amending agreements where the original agreement was approved by Council	Subject to review by Legal Services	Clerk and Corporate Leader of relevant department
Execution of Non-disclosure Agreements	<p>Subject to review by Legal Services</p> <p>In the case of technology agreements, in consultation with the Division Leader – Digital Transformation and Cloud Services</p>	Corporate Leader of relevant department

Schedule “A-2” to By-law 63-2023

Chief Administrative Officer

Description	Limitations	Delegate
Hiring, termination and promotion of employees, including salary increases and offers of employment (Refer to CAO Authority By-law 62-2019)	<p>Division Leader – Workforce Development to be consulted in all cases of hiring, termination and promotion of employees</p> <p>Members of Corporate Leadership Team</p> <p>Division Leaders and Team Leaders</p> <p>All other employees</p>	<p>Chief Administrative Officer</p> <p>Corporate Leader of relevant department</p> <p>Division Leader</p>
Signing of Memorandum/Minutes of Settlement in labour relations contracts	Settlement value must be within approved budget set by Council or otherwise require Council's ratification	Municipality's bargaining team members
Labour grievances and Arbitrations subject to any other process or authority agreed upon in a binding Collective Agreement	<p>Authority to manage/settle where no financial implications</p> <p>Authority to manage/settle where there are financial implications:</p> <p style="padding-left: 40px;">value up to \$25,000</p> <p style="padding-left: 40px;">value up to \$100,000</p> <p style="padding-left: 40px;">value up to \$250,000</p> <p style="padding-left: 40px;">value over \$250,000</p>	<p>Division Leader – Workforce Development</p> <p>Division Leader – Workforce Development</p> <p>Corporate Leader of relevant department</p> <p>Chief Administrative Officer</p> <p>Council</p>

Description	Limitations	Delegate
Employment Severances	<p>Authority to manage/settle where no financial implications</p> <p>Authority to manage/settle where there are financial implications:</p> <p>value up to \$25,000</p> <p>value up to \$100,000</p> <p>value up to \$250,000</p> <p>value over \$250,000</p>	<p>Division Leader – Workforce Development</p> <p>Division Leader – Workforce Development</p> <p>Corporate Leader of relevant department</p> <p>Chief Administrative Officer</p> <p>Council</p>
Complaints by Employees to the Human Rights Commission or Tribunal	<p>Must consult with Legal Services</p> <p>Authority to manage/settle where no financial implications</p> <p>Authority to manage/settle where there are financial implications:</p> <p>value up to \$100,000</p> <p>value up to \$250,000</p> <p>value over \$250,000</p>	<p>Division Leader – Workforce Development</p> <p>Division Leader – Workforce Development</p> <p>Mayor and Chief Administrative Officer</p> <p>Council</p>

**Schedule “A-3”
to By-law 63-2023**

Community Planning

Description	Limitations	Delegate
Subdivision Agreements and Amendments and related instruments (i.e. Transfer of property/easements to satisfy conditions of agreement)	Review by Division Leader – Community Planning Review by Legal Services	Mayor and Clerk
Site Plan Agreements and Amendments	Review by Division Leader – Community Planning Review by Legal Services	Mayor and Clerk
Consent Severance Agreement	Review by Division Leader – Community Planning Review by Legal Services	Secretary of Committee of Adjustment and Treasurer
Consent Certificate	Review by Division Leader – Community Planning Review by Legal Services	Secretary of Committee of Adjustment and Treasurer
90-day Agreement – Minor Variance to have 2 dwellings on lot temporarily	Review by Division Leader – Community Planning Review by Legal Services Review by Building Services	Secretary of Committee of Adjustment and Treasurer
Execute Water, Sewer & Access Agreements as required by Committee of Adjustment	Review by Division Leader – Community Planning Review by Legal Services	Secretary of Committee of Adjustment and Treasurer
Return of Deposit for Planning Applications	In consultation with Division Leader – Accounting and Revenue Services	Team Leader – Development Approvals
Authorize or permit entry onto any municipal land or premises within the Growth & Sustainability portfolio for the purpose of field investigation,		Corporate Leader – Growth and Sustainability

study, survey or other collection of information, and execute instruments to enact such authorization or permission.		
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**Schedule “A-4”
to By-law 63-2023**

Community Services

Description	Limitations	Delegate
Approval of the use of municipal facilities, such as parks and libraries, covered under Festival & Special Events Policy	Review by Legal Services	Mayor and Clerk
Execution of Service Agreements with City of Windsor (ie Pathways to Potential)	Review by Legal Services	Mayor and Clerk
Approval of donations of physical property and/or services associated with physical property donations	Asset review by Corporate Leader – Chief Financial Officer Agreement review by Legal Services	Mayor and Clerk
Execution of long-term or exclusive agreements with sports teams for municipal recreational facilities	Review and recommendation by Division Leader – Community Services Review by Legal Services	Mayor and Clerk
Recreational/Pool/Program Closures		Division Leader – Community Services

**Schedule “A-5”
to By-law 63-2023**

Council

Description	Limitations	Delegate
Letters of Support for Universal Broadband/Internet or Telecommunications Service and Long-term Care Homes Cannabis/Telecom Policies	Subject to policy statement or direction by Council, if any	Mayor
Execute employment contracts for the role of Chief Administrative Officer	Subject to selection of applicant by Council Review by Division Leader – Workforce Development and Legal Services	Mayor and Deputy Mayor

**Schedule “A-6”
to By-law 63-2023**

Digital Transformation and Cloud Services

Description	Limitations	Delegate
Execute agreements for the exchange or release of electronic data or software (such as GIS software)	Subject to review by Legal Services	Division Leader – Digital Transformation and Cloud Services
Service Provider Agreements	Subject to review by Legal Services	Division Leader – Digital Transformation and Cloud Services
Product or Service Proof of Concept/Demo Agreements	Subject to review by Legal Services	Division Leader – Digital Transformation and Cloud Services

**Schedule “A-7”
to By-law 63-2023**

Economic and Intergovernmental Affairs

Description	Limitations	Delegate
Non-Disturbance Agreements, non-binding letters of intent or memorandums of understanding (economic development/ business attraction)	Subject to review by Legal Services	Division Leader – Economic and Intergovernmental Affairs
Community Improvement Plan Financial Incentive Program Agreement	Subject to review by Legal Services	Division Leader – Economic and Intergovernmental Affairs Clerk

**Schedule “A-8”
to By-law 63-2023**

Finance

Description	Limitations	Delegate
Approve corporate financial administrative policies and any policy amendments	Policies affecting service levels to be approved by Council	Corporate Leader – Chief Financial Officer
Apply and execute applications and agreements for provincial and federal grant programs and non-profit organizations	a. Where funding is: (i) not required; (ii) is available within existing budgets; or (iii) funding has otherwise been approved by Council; and b. The grant funding would be used for (i) a Municipal program authorized by Council; or where the grant program relates to a new Municipal program, the CL-Finance makes application in consultation with the CAO and advises Council prior to the application or related agreement which does not bind the Municipality	Corporate Leader – Chief Financial Officer
	a. Where funding is: (i) not required; (ii) is available within existing budgets; or (iii) funding has otherwise been approved by Council; and b. The grant funding would be used for	Corporate Leader – Chief Financial Officer

Description	Limitations	Delegate
	<p>(i) a Municipal program authorized by Council; or</p> <p>(ii) Where the grant program relates to a new Municipal program, the CL-Finance makes application in consultation with the CAO and advises Council prior to the application or related agreement which binds the Municipality</p> <p>Subject to review by Legal Services</p>	
Grant applications for student employment, where students are approved in budgets	Subject to review by Chief Financial Officer	Division Leader – Workforce Development
Grant applications not in budget		Mayor and Clerk, unless otherwise dictated by Granting authority
Delayed payment plan agreements for monies owed to the Municipality	<p>Value up to \$150,000</p> <p>Value over \$150,000</p>	<p>Corporate Leader – Chief Financial Officer</p> <p>Corporate Leader – Chief Financial Officer and Mayor</p>
Write off taxes in accordance with <i>Municipal Act, 2001</i> s.354		Corporate Leader – Chief Financial Officer
Cancel, reduce, refund or restore all or part of taxes levied on land in a year in which the Application is made, including holding the required hearing under the <i>Municipal Act, 2001</i>		Corporate Leader – Chief Financial Officer

Description	Limitations	Delegate
Increase the taxes levied on any land to the extent of any undercharge caused by a gross or manifest error, including holding the required hearing under the <i>Municipal Act, 2001</i>		Corporate Leader – Chief Financial Officer
Execute extension agreements, extending the period of time in which the cancellation price is to be paid after registration of the tax certificate		Corporate Leader – Chief Financial Officer
Reduce, waive or cancel late payment charges, penalties and interest on overdue tax accounts	Value less than \$2,500	Division Leader – Accounting and Revenue Services
Issuance of Tax Arrears Certificate and all applicable notices	Subject to review by Legal Services	Corporate Leader – Chief Financial Officer
Waive fees in extreme weather conditions		Corporate Leader – Chief Financial Officer
Ministry of Transportation Drain Cost Applications		Team Leader – Revenue Services
Sign cheques issued on behalf of the Municipality	Subject to budget and procurement policies	Mayor or Deputy Mayor and Corporate Leader – Chief Financial Officer

**Schedule “A-9”
to By-law 63-2023**

Fire Services

Description	Limitations	Delegate
Execution of Tiered Response Agreements, Radio Systems Agreements with EMS	Requires Council resolution/by-law	Mayor and Clerk
Approval of provision of Fire Personnel and Vehicles for parades or other non-emergency uses		Fire Chief

**Schedule “A-10”
to By-law 63-2023**

Legislative and Legal Services

Description	Limitations	Delegate
<p>Execute agreements of purchase and sale for the purchase or exchange of any interest in land, including easements, rights of first refusal, option agreements for:</p> <ul style="list-style-type: none"> a) Any approved capital project; b) Any requirement under a condition of approval imposed in connection with any application under the Planning Act; and <p>Provided that, in the case of any exchange of land in which the Municipality has an interest, it is completed in accordance with the Closing Sale and Disposition of Streets and Alleys Policy</p>	<p>Acquisitions of land or land interest are recommended by the applicable Corporate Leader and approved by Council.</p> <p>Agreements are reviewed by Legal Services</p> <p>When applicable, review and approval by the Technical Advisory Committee</p>	<p>Mayor and Clerk</p>
<p>Approve transfers, EREG acknowledgements and directions, certificates, undertakings, declarations and related documentation for real property transactions and as required to register easements, transfers, restrictions, by-laws, orders, liens and other documents and interest in land, on which the Municipality has an interest and register same on title</p>		<p>Corporate Leader – General Counsel</p>
<p>Approve and execute agreements to extend closing dates of real estate transactions</p>		<p>Corporate Leader – General Counsel</p>

Description	Limitations	Delegate
Approve and execute encroachment agreements onto Municipal land, including public highways		Corporate Leader – General Counsel
Execute permits and agreements with government agencies for entering upon a government agency's land for the purpose of constructing, working, travelling through, under or over the land, and building or constructing a municipal asset on the government agency's land, including preparing, maintaining, repairing, removing or otherwise working on the land for the placement of the asset or the asset itself	<p>For the furtherance of an approved Municipality project</p> <p>May provide for non-competitive purchasing by the Municipality in consultation with the Corporate Leader – Chief Financial Officer and Legal Services</p>	Clerk and relevant Corporate Leader
Execute licence/lease agreements, including the assignment and sub-licensing/leasing of Municipal land	Reviewed and recommended by the applicable Division Leader or Corporate Leader and approved by Council resolution.	Corporate Leader – General Counsel and Clerk
Execute authorizations, Acknowledgements and Directions, or other agreements required for discharge of easements, agreements, liens, cautions or other documents to which the Municipality is a party and is registered on title to property either owned by the Municipality or privately held	<p>Reviewed by the applicable Division Leader or Corporate Leader and provided no financial obligation required of the Municipality.</p> <p>Internal Memo circulated by all departments to approve release.</p>	Corporate Leader – General Counsel and Clerk
Execute authorizations, directions or agreements to register/remove ratings or similar by-laws	Review and approval by Team Leader - Revenue Services or other Division Leader of relevant department	Corporate Leader – General Counsel

Description	Limitations	Delegate
Execute instruments (and related documents) to permit, consent, agree or authorize correction of real property title issues where Municipality is not adversely affected.	Documents to be reviewed by Corporate Leader – General Counsel	Mayor and Clerk
Register Part Lot Control Exemption By-laws, pursuant to s. 50(7) of the <i>Planning Act</i> or extension(s) of same	Applications are subject to County approval and Council resolution required for initial registration. Council resolution only required for extensions.	Corporate Leader – General Counsel
Execute cost-sharing agreements between the Municipality and property owners	Approved by Council resolution. Reviewed by Corporate Leader – Growth and Sustainability and Corporate Leader – General Counsel	Mayor and Clerk
Certification of land title applications for developers which typically involve the Municipality as an adjoining owner (ie. Public highways)	Recommended and reviewed by Corporate Leader – General Counsel	Mayor and Clerk
Execute Development Charges Payment Agreements and related amendments/agreements for payment deferrals	Approved by Council resolution Review by Legal Services	Mayor and Clerk
Accept service of Statements of Claim or documents commencing proceedings including, but not limited to Notices of Appeal, Plaintiffs Claims	In accordance with R.R.O. 1990, Reg. 194: Rules of Civil Procedure and Municipal policy	Clerk, Deputy Clerk, Corporate Leader – General Counsel or Mayor
Manage insured claims, both self and third party insured, and settle on terms which are not the subject of litigation	Only up to \$100,000 inclusive of costs and interest	Corporate Leader – General Counsel

Description	Limitations	Delegate
Manage insured claims, both self and third party insured, and settle on terms which are not the subject of litigation	Council resolution required in excess of \$100,000 inclusive of costs and interest	Chief Administrative Officer and Corporate Leader – General Counsel
Commence/defend any action or legal proceeding on behalf of the Municipality at any Court, Commission, Tribunal, Board, Hearing or Arbitration, subject to the authority of insurance companies pursuant to insurance policies	Financial Settlement Authority: value up to \$75,000 value up to \$250,000 value over \$250,000	Corporate Leader – General Counsel Mayor and Chief Administrative Officer Council
Execute retainer agreements for external counsel or any expert, professional or other person to assist in actual or potential action or legal proceeding, or the acquisition or disposition of any municipal property or land	Council resolution	Corporate Leader – General Counsel
Bring claims, applications, motions and undertake execution procedures for the collection of all debts, accounts and judgements owed to the Municipality	Prepared by Corporate Leader – Chief Financial Officer	Corporate Leader – General Counsel
Execution of receipts, releases, indemnities, minutes of settlement and other documents required for the settlement or compromise of any claim, demand, action or other proceeding brought or made by or against the Municipality	Council resolution required for monetary values exceeding \$100,000	Corporate Leader – General Counsel

Description	Limitations	Delegate
Bring applications and post security for the removal of liens registered against municipal property		Corporate Leader – General Counsel
Execute agreements for the exchange or release of information which comply with the requirements of the <i>Municipal Freedom of Information and Protection Privacy Act</i>	Reviewed and recommended by Clerk	Corporate Leader – General Counsel
Release of privileged information to Municipality's financial auditor	Disclose only information sufficient to ensure performance of audit/subject to a written contract between auditor and Municipality requiring the release of such information and under written request from the auditor	Corporate Leader – General Counsel
Disclosure of closed meeting minutes and resolutions as required by the Municipality's auditor, closed meeting investigator and/or Integrity Commissioner	Requesting authority must be requesting documents pursuant to statutory authority Disclose only information necessary to satisfy the need (*Privileged information subject to Privileged Information Procedures)	Clerk
Execute Polling Station agreements (with Elections Canada/Elections Ontario) for use of municipal facilities	Review by Legal Services	Clerk
Execute agreements required for the procurement/lease of election equipment	Review by Legal Services	Clerk

Description	Limitations	Delegate
Approve the use of the name “Lakeshore” in an application by a corporation	Consent by the Municipality is a routine requirement for filing with the Ministry upon incorporation or name changes involving the use of the name “Lakeshore”	Corporate Leader – General Counsel
Authority to make minor corrections to By-laws. Limited to non-material matters such as numbering of by-laws, spelling, etc		Clerk
Community festival liquor licence applications (designations of municipally significant events or letters of non-objection)	Administration will be guided by the Application Procedure for Festivals and Special Events and subject to Committee approval	Clerk
Authorize a forensic audit of Municipal information technology resources, such as employee emails, files, etc.	Requires review and recommendation by Corporate Leader – General Counsel	Chief Administrative Officer
Inter-municipal agreements (such as Court Services)		Mayor and Clerk

**Schedule “A-11”
to By-law 63-2023**

Operations

Description	Limitations	Delegate
Authority to temporarily close streets for a maximum of 30 days		Corporate Leader - Operations
Approval of parades and parade routes	In consultation with Fire Services and Festival and Events Committee	Division Leader – Public Works
Execution of encroachment agreements (temporary/permanent) where the encroachment has existed for a minimum of 10 years and has no impact on current/future use of right-of-way	Review and recommendation by Corporate Leader - Operations Review by Legal Services	Mayor and Clerk
Acquisition of lands for street widenings or other street works	Requires Council resolution Review and recommendation by Corporate Leader - Operations Review by Legal Services	Mayor and Clerk
Authority to designate fire routes	In consultation with Fire Services	Corporate Leader - Operations
Execution of Agreements with railways regarding crossings	Requires Council resolution Review and recommendation by Corporate Leader – Operations Review by Legal Services	Mayor and Clerk

Description	Limitations	Delegate
Execution of Utility Franchise Agreements and Road User Agreements	Review and recommendation by Corporate Leader - Operations Review by Legal Services	Mayor and Clerk
Ministry applications and Consolidated Linear Infrastructure applications/approvals		Corporate Leader - Operations
Authorize or permit entry onto any municipal lands or premises within the Operations portfolio for the purpose of field investigation, study, survey or other collection of information, and execute instruments to enact such authorization or permission		Corporate Leader - Operations
Issue a statement or comment where requested by a third party as part of a requirement in the third party's application for environmental approval by a government entity		Corporate Leader - Operations
Working in the Ministry of Transportation right of way and VIA rail lands for drainage works (each project must have VIA approval and a flagman is requested)	Review by Legal Services if Tribunal matter	Drainage Superintendent
Applications to federal or provincial permits, conservation authority permits for municipal works		Corporate Leader - Operations
Driveway permits and entrance permits		Division Leader – Public Works
Execution of Memorial Tree and Bench Policy		Division Leader – Public Works

Schedule “A-12” to By-law 63-2023

Workforce Development

Description	Limitations	Delegate
Execution of Employment contracts	Subject to review by Legal Services	Division Leader – Workforce Development
Approval of Job Descriptions for all municipal positions	Review and approval by Corporate Leadership Team	Division Leader – Workforce Development
Approval of Corporate Employee Policies	Subject to review by Policy Review Committee	Division Leader – Workforce Development and Chief Administrative Officer
Co-op or Internship program applications from the education institution in order to place students in co-op or internship placements with the Municipality	Subject to approved budget	Division Leader – Workforce Development
Execution of Co-op Education and Internship Agreements	Subject to review by Legal Services	Division Leader – Workforce Development
Wage subsidy applications	Subject to budget approvals of head count Subject to the funding available through the Federal and Provincial wage subsidy programs	Workforce Advisor
Training subsidy applications for employees and new hires	Subject to budget approvals of head count	Workforce Advisor
HR Downloads Annual Review	Subject to budget approval	Division Leader – Workforce Development
VFIS Annual Renewal for VFFs insurance	Subject to budget approval and periodic tender to market to measure competitiveness of coverage and/ or provider rates	Division Leader – Workforce Development
Annual Renewal for Greenshield and Sunlife	Subject to budget approval, subject to changes through	Division Leader – Workforce Development

Description	Limitations	Delegate
and employee benefit and assistance programs	collective bargaining for unionized positions, subject to tendering in market through the Regional buying group	
WSIB forms	Form completed by Division Leader of relevant division	Workforce Advisor
Sunlife or Greenshield forms		Workforce Advisor
Employment Letters (proof of employment)		Workforce Advisor
Temporary Employment Agency Agreements	Subject to review by Legal Services	Division Leader – Workforce Development
Safety Group registration and documentation approvals	Subject to corporate support for initiative and Joint Health and Safety Committee participation	Workforce Advisor
Tuition reimbursement	Subject to employee consent and approval by Division Leader and Corporate Leader	Division Leader – Workforce Development
Ministry of Labour orders, compliance or fines	Subject to review by Legal Services	Division Leader – Workforce Development

Municipality of Lakeshore

By-law 65-2023

Being a By-law to Authorize a Community Support Agreement and a Road Use Agreement with Hydro One Networks Inc.

Whereas section 11(2)7 of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes a municipality to pass by-laws respecting services and things that the municipality is authorized to provide;

And whereas section 23.1 of the *Municipal Act, 2001* authorizes Council to delegate its power and duties;

And whereas it is deemed necessary to enter into a Community Benefit Agreement and a Road Use Agreement with Hydro One Networks Inc., as recommended by the Mayor and Deputy Mayor at the July 25, 2023 Council meeting;

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

1. The Mayor and the Clerk are delegated the authority to execute a Community Support Agreement and a Road Use Agreement with Hydro One Networks Inc., with the form and content of the agreements approved by the Acting General Counsel and the Corporate Leader - Operations.
2. The delegated authority described in Section 1 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
3. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
4. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
5. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

Mayor
Tracey Bailey

Clerk
Brianna Coughlin

Municipality of Lakeshore

By-law 66-2023

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

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

And whereas Council approved By-law 11-2023, known as the User Fees By-law, on January 30, 2023;

And whereas Council deems it necessary to amend the User Fees By-Law to clarify the fees to damage to municipal property, as recommended by the Division Leader – Legislative Services at the August 15, 2023 Council meeting;

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

1. By-law 11-2023 shall be amended as follows:
 - a. Schedule “F” of By-law 11-2023 is repealed and replaced by Schedule “A” to this by-law.
2. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Schedule A to By-law 66-2023

2023 User Fees - By-law 11-2023
Schedule F

(Applicable taxes will be added to all fees)

Strategic and Legal Affairs	
Legislative Services	
Animal Control and Dog Pound Fees	
Dog Pound Impound Fee Per Day	\$ 14.00
Dog At Large Second Offence	\$ 68.00
Dog At Large Third Offence	\$ 133.00
Dog Tags	\$ 22.00
Dog Tag Penalty if Purchased after March 31	\$ 10.00
Replacement of lost dog tag	\$ 6.40
Kennel Licence - In designated zoning areas only	\$ 70.00
Dangerous Dog Sign	\$ 30.00
Trap rental – per day, up to 7 continuous days, plus \$50 refundable deposit	\$ 10.00
Trap rental – per day beyond 7 continuous days	\$ 5.00
Appeals	
Appeal to a Hearing Committee (hearings of all by-laws and statutory hearings but for Committee of Adjustment)	\$ 100.00
Costs and Disbursements to attend third party appeals	Actual Costs
Burial Permits	
Burial Permits	\$ 15.00
Commissioning Oaths	
Commissioning of Oaths - per document	\$ 10.00
Election	
Copy of previous election results	\$ 5.00
Copy of Voters List	\$ 25.00
Copy of Ward map	\$ 5.00
Hunting Licences	
Resident – Small Game (subject to Ministry approval)	\$ 14.00
Non-Resident – Small Game (subject to Ministry approval)	\$ 20.00
Integrity Commissioner	
Formal Complaint to Integrity Commissioner	\$ 10.00
Liquor Licences	
LLBO Acknowledgement Letter	\$25.00
* See Schedule A for Building Services fee	
* See Schedule E for Fire Services fee	
Municipal Significance Designation	\$ 50.00
Lottery Licences	
Break open lottery tickets – per box	\$ 14.00
Bingo/Raffle Licences	3% of Proposed Prize
Marriage Licences and Fees	
Marriage Licence	\$ 147.00
Marriage Solemnization - Ceremony fee (basic)	\$ 298.00
Witness Fee	\$ 25.00
Photocopy Fees	
Photocopying – Per Standard Page	\$0.30
Property Fees	
Damage to Municipal Property	Cost Recovery (reasonable cost recovery efforts made)
Damage to Municipal Property Administrative Fee	Minimum \$50 or 2% of Property Damage Cost

2023 User Fees - By-law Number
Schedule F

(Applicable taxes will be added to all fees)

Strategic and Legal Affairs	
Legislative Services	

Land Transfer Inquiries (lands not yet declared surplus)	\$ 25.00
Street Closing Inquiry	\$ 12.00
Street Closing Application Fee (\$90 if inquiry fee was paid)	\$ 110.00
Street Closing Appraisal	At Cost
Street Closing Advertising	At Cost
Requests under the <i>Municipal Freedom of Information and Protection of Privacy Act</i>	
Miscellaneous Charges per Ontario Regulation 823	Per O. Reg 823
Vehicle for Hire Licences and Fees	
Vehicles for Hire	
Vehicles for Hire Driver	\$ 55.00
Vehicles for Hire Driver - renewal	\$ 44.00
Vehicle for Hire Owner (per vehicle)	\$ 110.00
Private Vehicles for Hire Driver	\$ 55.00
Private Vehicles for Hire Driver - renewal	\$ 44.00
Private Vehicle for Hire Owner - per vehicle	\$ 110.00
Private Transportation Company	\$ 328.00
Limousine Driver	\$ 55.00
Limousine Driver - Renewal	\$ 44.00
Limousine Owner - per vehicle	\$ 110.00
Broker	\$ 55.00
Replacement of Owner Plate	\$ 28.00
Replacement of Driver Plate	\$ 12.00
Transfer	\$ 39.00

Recovery of Legal Costs	
Recovery of legal fees for lawyer associated with tax sales, property disposition (per hour)	\$229.00
Recovery of legal fees for legal assistant (per hour)	\$143.00
Recovery of disbursements	At cost

Municipality of Lakeshore

By-law 67-2023

Being a By-law to Authorize an Agreement with LiveBarn Inc.

Whereas section 11(2)7 of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes a municipality to pass by-laws respecting services and things that the municipality is authorized to provide;

And whereas section 23.1 of the *Municipal Act, 2001* authorizes Council to delegate its power and duties;

And whereas it is deemed necessary to enter into an agreement with LiveBarn Inc. for livestreaming events at the Atlas Tube Recreation Centre arenas, as recommended by the Acting Corporate Leader – Community Services at the August 15, 2023 Council meeting;

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

1. The Mayor and the Clerk are delegated the authority to execute an agreement with LiveBarn Inc., with the form and content of the agreement approved by the Acting General Counsel and the Corporate Leader – Community Services.
2. The delegated authority described in Section 1 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
3. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
4. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
5. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Municipality of Lakeshore

By-law 68-2023

Being a By-law to Authorize an Agreement with M & M Concessions

Whereas section 11(2)7 of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes a municipality to pass by-laws respecting services and things that the municipality is authorized to provide;

And whereas section 23.1 of the *Municipal Act, 2001* authorizes Council to delegate its power and duties;

And whereas it is deemed necessary to enter into an agreement with M & M Concessions for the provision of concessions operations within the Atlas Tube Recreation Centre, as recommended by the Acting Corporate Leader – Community Services at the August 15, 2023 Council meeting;

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

1. The Mayor and the Clerk are delegated the authority to execute an agreement with M & M Concessions, with the form and content of the agreement approved by the Acting General Counsel and the Corporate Leader – Community Services.
2. The delegated authority described in Section 1 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
3. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
4. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
5. This By-law comes into force and effect upon passage.

Read and passed in open session on August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Municipality of Lakeshore

By-law 69-2023

**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 July 18 and July 25, 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 August 15, 2023.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**