

Municipality of Lakeshore

Regular Council Meeting Agenda



Tuesday, September 10, 2024, 4:30 PM
Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order

2. Closed 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.

Recommendation:

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

- a. Paragraph 239(2)(e) and (f) of the *Municipal Act, 2001* to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality and advice that is subject to solicitor-client privilege regarding an insurance claim.
- b. Paragraph 239(2)(e) and (f) of the *Municipal Act, 2001* to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality and advice that is subject to solicitor-client privilege regarding an insurance claim.
- c. 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 restructuring of Team Leader and Division Lead functions.

3. Singing of O Canada

4. Land Acknowledgement

5. Moment of Reflection

6. Disclosures of Pecuniary Interest

7. Recognitions

8. Announcements by Mayor

9. Public Meetings under the Planning Act

1. Additional Residential Units Zoning By-law

6

Recommendation:

Approve Zoning By-law Amendment ZBA-80-2024 to amend Zoning By-law 2-2012, as amended, to include regulations for Additional Residential Units;

Direct the Clerk to read By-law 80-2024 during the Consideration of By-laws; and

Direct Administration to update Section 6.2.1 (t) and Section 4.3.1.4.1 of the Lakeshore Official Plan to align with the Additional Residential Units zoning amendments, through modifications to Official Plan Amendment No. 16, and advise the County of Essex, all as presented at the September 10, 2024 Council meeting.

10. Public Presentations

11. Delegations

1. Lakeshore Fire Department Community Risk Assessment

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Recommendation:

Approve the Lakeshore 2023 Community Risk Assessment as presented at the September 10, 2024 Council meeting; and,

Direct the Fire Chief to submit the Lakeshore 2023 Community Risk Assessment to the Office of the Fire Marshal in accordance with Ontario Regulation 378/18 of the *Fire Protection and Prevention Act, 1997*.

1. Rick Monkman - Emergency Management Group

272

12. Completion of Unfinished Business

13. Approval of Minutes

Recommendation:

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

1. August 13, 2024 Regular Council Meeting Minutes

285

14. Consent Agenda

Recommendation:

Receive the items as listed on the Consent Agenda.

1. **2022 Year- End Financial Ratio and Indicators** 293

15. Reports for Direction

1. **2022 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2022 Parkland Dedication Reserve Statement** 302

Recommendation:

The Audited Consolidated Financial Statements for the year ended December 31, 2022, be approved;

The Audit Findings Report of KPMG for the year ended December 31, 2022, be received;

Administration be authorized to post the 2022 Consolidated Financial Statements on the Municipality of Lakeshore website;

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2022, be received;

The Development Charges Reserve Funds Statement, for the year ended December 31, 2022, be received; and,

The Parkland Dedication Reserve Statement, for the year ended December 31, 2022, be received, all as presented at the September 10, 2024 Council meeting.

2. **Tender Award – New Bridge over the Leffler Drain for High Tech Drive** 372

Recommendation:

Award the tender for the new bridge over Leffler Drain (High Tech Drive) to Rudak Excavating Inc. in the amount of \$109,697.28 (including applicable HST), as presented at the September 10, 2024 Council meeting.

3. **Tender Award – Little Baseline Road Drain East Improvements (Leffler Drain outlet)** 375

Recommendation:

Award the tender for the improvements to Little Baseline Road Drain East (the Leffler Outlet) to Murray Mills Excavating & Trucking (Sarnia) Ltd. in the amount of \$111,545.24 (including applicable HST), as presented at the September 10, 2024 Council meeting.

4. **2022 Council Vacancy – Ward 2 Councillor** 378

Recommendation:

Declare the position of Ward 2 Councillor vacant, as required by the *Municipal Act, 2001*; and

Direct that the vacancy be filled through Option #_____, as detailed in the report presented at the September 10, 2024 Council meeting.

5. **2024 User Fee By-Law Schedule Amendments** 385

Recommendation:

Direct the Clerk to read By-law 79-2024, being a By-law to Amend By-Law 95-2023 (2024 User Fee By-law), during the Consideration of By-laws, as presented at the September 10, 2024 Council meeting.

6. **Additional By-law Compliance Officers** 387

Recommendation:

Approve Option #3, as presented at the September 10, 2024 Council meeting.

16. **Notices of Motion**

17. **Reports from County Council Representatives**

18. **Report from Closed Session**

19. **Consideration of By-laws**

Recommendation:

By-laws 65-2024 and 66-2024 be read a third time and adopted; and

By-laws 79-2024, 80-2024 and 83-2024 be read and passed in open session on September 10, 2024.

1. By-law 65-2024, Being a By-law for the New Road Bridge Over the Leffler Drain (High Tech Drive) 393
 2. By-law 66-2024, Being a By-law for the Little Baseline Road Drain East (Leffler Outlet) 396
 3. By-law 79-2024, Being a By-law to Amend By-law 95-2023 (User Fee By-law) 399
 4. By-law 80-2024, Being a By-law to Amend the Zoning By-law to Regulate Additional Residential Units 432
 5. By-law 83-2024, Being a By-law to Confirm the Proceedings of the August 13, 2024 Council Meeting 437
20. Non-Agenda Business
21. Addendum
22. Adjournment

Recommendation:

Adjourn the meeting at ____ PM.

Municipality of Lakeshore – Report to Council

Growth and Sustainability

Planning Services



To: Mayor and Members of Council
From: Ryan Donally, Chief Growth Officer
Date: August 21, 2024
Subject: Additional Residential Units Zoning By-law

Recommendation

Approve Zoning By-law Amendment ZBA-80-2024 to amend Zoning By-law 2-2012, as amended, to include regulations for Additional Residential Units; Direct the Clerk to read By-law 80-2024 during the Consideration of By-laws; and Direct Administration to update Section 6.2.1 (t) and Section 4.3.1.4.1 of the Lakeshore Official Plan to align with the Additional Residential Units zoning amendments, through modifications to Official Plan Amendment No. 16, and advise the County of Essex, all as presented at the September 10, 2024 Council meeting.

Strategic Objectives

3c) Modernizing and Enhancing Municipal Functions - Continue investment in modernized services, including the integration of current best practices and automation, by engaging in service transformation and process mapping

Background

At the June 18, 2024 Special Council Meeting, Council passed resolution #216-06-2024:

Direct Administration to prepare a zoning by-law to regulate Additional Residential Units; and

Direct Administration to update section 6.2.1. (Modification 37) and section 4.3.1.5.1g) of the Lakeshore Official Plan Amendment No. 16 to permit Additional Residential Units without a site-specific zoning by-law amendment and advise the County of Essex, as presented at the June 18, 2024 Council meeting.

The following report and attachments are resultant from the direction provided.

In November 2022, the Ontario legislature passed the “More Homes Built Faster Act”, Bill 23. As a result, the *Planning Act* was amended to permit, as-of-right, up to three residential units per property. This may include up to two additional units in a single detached, semi-detached, or townhouse dwelling, or one in the main dwelling and one in an ancillary building. These provincial requirements supersede local official plans and by-laws and apply to any parcel of “urban residential land”, which is defined to mean a residential lot in an area of settlement that is serviced by municipal water and sewage services. The changes also prohibit municipalities from applying minimum floor area sizes or requiring more than one parking space per additional residential unit (ARU). Additionally, Bill 23 amended the *Development Charges Act* to exempt ARUs from development charges, regardless of unit size.

The Official Plan review for the Municipality of Lakeshore was adopted as Official Plan Amendment No. 16 by the Council of the Municipality of Lakeshore in March 2021. This draft Plan, which is not yet in force, lists “second dwelling unit” as a permitted use in the Residential and Hamlet designations, in response to earlier provincial legislation (Bill 108).

As part of the Official Plan review and approval process, the County of Essex Planning Department, in consultation with Lakeshore Community Planning, proposed 70 modifications to OPA-16. Several of these modifications serve to bring the Official Plan into conformity with the new *Planning Act* provisions created through Bill 23. The updated Official Plan amendment (OPA) would permit an attached ARU [within a single detached dwelling] as-of-right. On February 6, 2024, Council endorsed the proposed modifications to OPA-16 as presented (Appendix B).

Subsequently, at the June 18, 2024 meeting, Council directed Administration to prepare a Zoning By-law amendment (ZBA) to regulate Additional Residential Units. Council indicated its support for the regulations proposed by Administration. Council also directed Administration to notify the County of Essex of further changes to Official Plan Amendment No. 16 to permit detached ARUs in the Agricultural designation. In addition to this change, Administration is recommending updating section 4.3.1.4.1 to permit ARUs on private septic systems without a site-specific ZBA. The proposed modifications can be found in Appendix A.

On August 20 an updated Provincial Planning Statement was released by the province which will come into effect on October 20, 2024 to replace the existing Provincial Policy Statement. Among other changes, the new PPS requires that two ARUs be permitted on a parcel of land in prime agricultural areas. These policies and Planning Act excerpts can be found in Appendix C for reference.

Comments

Zoning By-law

The Lakeshore Zoning By-law (By-law 2-2012) currently defines “secondary dwelling unit” as a second unit constructed within an existing single detached dwelling. To align with the Planning Act and provincial policy, and with Amendment no. 16 to the

Lakeshore Official Plan, as modified, it is recommended that the term “second dwelling unit” be replaced with “additional residential unit”, and that the definition be expanded to include semi-detached dwellings, townhouse dwellings, and accessory buildings.

The proposed amendment will permit ARUs in the following zones:

- Residential – Low Density (R1)
- Residential – Medium Density (R2)
- Residential Waterfront – Watercourse (RW1)
- Residential Waterfront – Lake St. Clair (RW2)
- Hamlet Residential (HR)
- Central Area (CA)
- Mixed Use (MU)
- Agriculture (A)
- Urban Reserve (UR)

A maximum of two ARUs per lot will be permitted, for a total of three dwelling units per lot. This may include two attached ARUs, or one attached and one detached. The proposed regulations specify that a detached ARU cannot be combined with a garden suite or mobile home on the same lot, unless the garden suite or mobile home is used as farm worker housing. Furthermore, because the intent of permitting ARUs is to expand the permanent housing stock for full-time residents, they will not be permitted in association with seasonal dwellings, which are not built to accommodate winter occupancy.

By-law 80-2024 includes general provisions for all additional residential units, to be regulated in a new Subsection 6.7. The provisions state that ARUs must be serviced by a municipal water supply but can be serviced by either municipal or private sewage systems. Private septic systems will be subject to the Municipality’s approval through the building permit process and will only be permitted where full municipal services do not exist. The by-law also specifies that where ARUs are serviced by municipal sanitary services, the sanitary supply must have sufficient capacity to accommodate the increased demand. It also states that ARUs must use the same connection to municipal services as the main dwelling.

Each ARU must have its own exterior entrance, but this entrance may not be on a street-facing elevation or façade. The gross floor area (GFA) of all ARUs will be limited to 50% of the GFA of the primary dwelling unit (or an entire basement apartment). These restrictions will ensure that the overall appearance of the building as a single detached, semi-detached or townhouse dwelling is maintained.

Administration is recommending that the maximum GFA for accessory buildings with ARUs be increased to 120 m² (approximately 1,292 ft²) in residential and mixed-use zones, or 140 m² (1,507 ft²) in Agriculture zones. The Zoning By-law currently permits accessory buildings to have a maximum GFA of 55 m² (approximately 592 ft²) in residential zones, with no limit in other zones.

Properties with ARUs will continue to be subject to the maximum total lot coverage for the applicable zone, as well as the maximum lot coverage for accessory buildings of

15% in all zones. This will ensure that the size of an ARU is proportionate to the size of its lot, and that the neighbourhood character of low-density areas is maintained.

By-law 80-2024 will permit accessory buildings to exceed the maximum height of 5.0 m when they contain an ARU, up to 6.5 metres in residential and mixed-use zones or 7.5 metres in Agriculture zones. This is recommended to allow the construction of ARUs in the second storey of detached garages. Notwithstanding this increased height, detached ARUs will be prohibited from exceeding the height of the main dwelling in order to maintain their appearance as an accessory use.

Detached ARUs will be subject to the same setback requirements as other accessory buildings, with two exceptions: 1) when an accessory building has a second-storey ARU and abuts a rear laneway, the rear yard setback will be reduced to 0.6 m; and 2) when an ARU has a second-storey window facing a property line, the setback will be increased to 3 m to preserve neighbours' privacy.

The minimum parking requirements in subsection 6.41.1 of the Zoning By-law are proposed to be changed to conform with the *Planning Act*, which now prohibits municipalities from requiring more than one parking space per ARU.

Finally, it is recommended that references to “secondary dwelling units” and “converted dwellings” be deleted from the Zoning By-law. A “converted dwelling” is defined to mean a single detached house that has been converted to contain ARUs. These uses will be redefined as “additional residential units” and will consequently be subject to the regulations discussed above, such as the maximum GFA.

Provincial Policy Statement (2020) and Provincial Planning Statement (2024)

Administration's recommendations are aligned with both the 2020 Provincial Policy Statement and the recently adopted Provincial Planning Statement, which will replace the former on October 20.

Section 1.4.3 of the 2020 PPS states that planning authorities “shall provide for an appropriate range and mix of housing options and densities” by permitting and facilitating “all types of residential intensification, including additional residential units”. The 2020 PPS also states in section 1.4.3 that planning authorities must direct residential development towards locations where appropriate levels of infrastructure are or will be available. By-law 80-2024 supports this by directing infill development to water service areas.

Both the 2020 (section 1.1.4) and 2024 PPS (section 2.5.1) indicate that “healthy, integrated and viable rural areas” should be supported by accommodating an appropriate range and mix of housing in rural settlement areas. Furthermore, the 2024 PPS includes policies requiring planning authorities to facilitate all types of residential intensification, including new housing options in previously developed areas (section 2.2.1). By-law 80-2024 promotes residential intensification in built-up areas by enabling a broader range of housing types, while encouraging compact built form and efficient use of existing infrastructure.

The recently adopted Provincial Policy Statement (2024) establishes new policies regarding land use in prime agricultural areas that conflict with Council's previous direction. At the June 18, 2024 Special Council Meeting, Council indicated its support for the proposed regulations to permit a maximum of one ARU per lot in agriculture zones, whereas two ARUs per lot would be permitted in other zones. However, section 4.3.2.5 of the new PPS states: "Where a residential dwelling is permitted on a lot in a prime agricultural area, up to two additional residential units shall be permitted in accordance with provincial guidance".

Furthermore, Administration's report to Council dated May 21 2024 indicated that an ARU would not be permitted in combination with a secondary farm dwelling. However, the new PPS clarifies that, "the two additional residential units that are permitted on a lot in a prime agricultural area in accordance with policy 4.3.2.5 are in addition to farm worker housing permitted as an agricultural use." Administration has thus revised By-law 80-2024 to conform with the new Provincial Planning Statement by allowing two ARUs per lot in all zones where they are a permitted use and allowing detached ARUs in combination with farm worker housing.

County of Essex Official Plan

The proposed regulations are in conformity with the 2024 Draft Official Plan for the County of Essex, which is currently in a public consultation phase. Section 4.B.3.9 states, "The County supports Additional Residential Units within all single detached, semi-detached, and townhouse dwellings, as well as detached ancillary structures located in residential areas in Settlement Areas, subject to appropriate sewer and water services." Additionally, the Draft County Official Plan lists additional residential units as a permitted use in the Agricultural designation.

The County of Essex Draft Official Plan includes policies requiring municipalities to integrate gentle density and diverse housing options in settlement areas through the redevelopment of existing neighbourhoods. The adoption of By-law 80-2024 will enable the creation of "missing middle" housing, thus contributing to the density targets for Lakeshore which are set in the County of Essex Official Plan. The current County of Essex Official Plan, which was adopted in 2014, permits only one ARU per dwelling, which contravenes the *Planning Act* and the 2024 Provincial Planning Statement.

Lakeshore Official Plan

The current Lakeshore Official Plan does not permit ARUs; as such, it contravenes the *Planning Act*. However, the updated Draft Official Plan (Official Plan Amendment no. 16) contains provisions related to ARUs to align with provincial direction. Subsection 4.3.1.5.1 of OPA-16 states, "The Municipality will facilitate the provision of affordable housing by accommodating additional residential units in accordance with the provisions outlined in the Municipality's Zoning By-Law, while ensuring that additional residential units appropriately suit the character of the surrounding neighbourhood and are constructed in accordance with any applicable urban design policies and/or guidelines."

By-law 80-2024 will create semantic consistency between the Zoning By-law and Draft Official Plan, as Modification #70 to OPA-16 replaced all references to “second dwelling unit” with “additional residential unit”.

OPA-16 explicitly permits ARUs in the Residential, Hamlet, Urban Fringe and Agricultural designations (Modification #37). In the Residential Waterfront and Mixed Use designations, ARUs are not listed as a permitted use; however, they would be permitted through policies that state, “Uses accessory to any of the permitted uses in the [Waterfront Residential/Mixed Use] Designation will be permitted”.

Subsection 4.3.1.4.1 g) of OPA-16 states “Full municipal sanitary sewage and water services shall be provided, to the satisfaction of the approval authority having jurisdiction, and in accordance with the policies of Section 7.3. Additional residential units proposed with private water and sewer services may be considered on a case-by-case basis through a site-specific rezoning.” Direction was given by Council to allow for both attached and detached ARUs in areas where full servicing does not exist. Therefore, it is recommended that this policy be replaced by the following: “The additional residential unit shall be serviced by adequate municipal water supply, and full municipal sanitary sewer services. Private on-site sewage services are permitted where no municipal services exist and are installed in accordance with the Ontario Building Code.

Subsection 6.2.1 t) of OPA-16 (Modification 37) states that stand-alone (detached) ARUs will only be permitted in the Agricultural designation through a site-specific ZBA. As discussed and supported at the June 18, 2024 Regular Council Meeting, subsection 6.2.1 is amended to permit stand-alone ARUs as-of-right.

Public Engagement

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and associated regulations. As of the writing of this report, no comments have been received from any resident or public body.

As per subsections 17(24.1), and 34(19.1) of the *Planning Act*, there are no appeal rights with respect to policies in an Official Plan or amendments to a Zoning Bylaw that are adopted for the purpose of permitting ARUs in accordance with the Act.

Financial Impacts

The provincial direction to allow three units as-of-right and resultant increase in new households in existing dwellings and accessory structures sets the stage to provide rental housing options for residents in various life stages (e.g. young adults, seniors, single parent families). However, it does have the potential to increase the use of municipal infrastructure services including water, sanitary treatment capacity, sanitary conveyance, and general infrastructure. Furthermore, traditional municipal services such as parks, recreation, and general municipal service operations will be affected by the increased population levels. The exact uptake of the increase in households and

populations through ARUs is difficult to predict. However, Administration will track the building permit activity to monitor the impact over time.

Additional revenue for the municipality will be generated through building permit fees, water and sewage rates, and the increase of property tax because of higher assessed values of multi-unit dwellings. Development charges, which typically are the primary source for repayment of development-related infrastructure, cannot be collected due to the legislative changes.

Attachments

Appendix A – Draft Decision and Modifications to Lakeshore Adopted Official Plan Amendment – September 2024 Final Proposed Modifications

Appendix B – Draft Decision and Modifications to Lakeshore Adopted Official Plan Amendment – January 2024 Final Proposed Modifications

Appendix C – Planning Act and Provincial Planning Statement, 2024

DECISION

With respect to the Official Plan Amendment No. 16 for the Municipality of Lakeshore

Subsection 17(34) and 21 of the Planning Act

Section	Current Text	Proposed Modification
<p>6.2.1 Permitted Uses (Agricultural Designation)</p> <p>Modification #37</p>	<p>s) an additional residential unit (ARU) shall be permitted within a primary single unit dwelling subject to the following criteria:</p> <ul style="list-style-type: none"> i. the gross floor area of the ARU is equal to or less than the floor area of the primary single unit dwelling on the lot; ii. the dwelling fronts on and has access to/from a municipal road; iii. there are adequate services including municipal water; and adequate off-street parking is provided; <p>t) a stand-alone ARU, as an ancillary use to a primary single unit dwelling, shall be permitted subject to a Zoning By-law amendment and appropriate zoning regulations being in place. The following criteria will be considered as the basis for all Zoning By-law amendments to permit a stand-alone ARU:</p> <ul style="list-style-type: none"> i. the ARU is subordinate to the primary dwelling on the lot; ii. there is no other stand-alone ARU or garden suite on the property; however, an additional ARU may be permitted within the primary single unit dwelling; iii. the ARU should use the same access as the primary single unit dwelling and be located within the cluster of existing buildings; iv. the ARU will not be eligible for severance in the future; v. there are adequate services including municipal water; and 	<p>Delete (t) and replace with the following:</p> <p>t) a stand-alone ARU shall be permitted as an ancillary use to a primary single unit dwelling, provided that:</p> <ul style="list-style-type: none"> i. the ARU is subordinate to the primary dwelling on the lot; ii. there is no other stand-alone ARU, garden suite, or mobile home on the lot, unless said ARU, garden suite, or mobile home is used as a secondary farm dwelling; however, an additional ARU may be permitted within the primary dwelling; iii. the ARU should use the same access as the primary dwelling and be located within the cluster of existing buildings; iv. <u>iv.</u> the ARU will not be eligible for severance in the future; iv. <u>v.</u> <u>the ARU does not hinder surrounding agricultural operations or result in land taken out of agricultural production;</u> v. <u>vi.</u> there are adequate services including municipal water; and vi. <u>vii.</u> other requirements such as parking, tree preservation, landscaping and the provision of amenity areas are adequately addressed.

	<ul style="list-style-type: none"> vi. other requirements such as parking, tree preservation, landscaping and the provision of amenity areas are adequately addressed; u) garden suites shall be permitted as a temporary use in accordance with the policies of Section 4.3.1.5.2 of this Plan and subject to the following criteria: <ul style="list-style-type: none"> i. a maximum of one garden suite per lot is permitted; ii. sufficient parking is provided; iii. the property owner must reside in the primary single unit dwelling on the lot; iv. there is no stand-alone ARU on the property; however, an additional ARU may be permitted within the primary single unit dwelling; v. the property owner has entered into an agreement with the municipality with respect to such matters as installation, maintenance, removal and occupancy of the garden suite and has posted suitable financial security with respect to the agreement in accordance with the <i>Planning Act</i>; vi. a certificate of occupancy will be required prior to occupancy; vii. there are no servicing constraints and, where the property is served by private on-site sewage services, approval of a garden suite is subject to approval of the Municipality's Building Department; and viii. the garden suite shall be of a temporary nature and shall not entail any major construction or investment on the part of the owner so that the owner will not experience undue hardship in removing the 	
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	garden suite or converting it to a permitted use.	
<p>4.3.1.4.1 Additional Residential Units</p> <p>Updates made in 2024 (Modification #19) (Modification #20) (Modification #21)</p>	<p>An additional residential unit is a separate and complete accessory dwelling unit that is accessory to the principal dwelling on a property. An additional residential unit may be contained within a single detached dwelling, semi-detached dwelling, and townhouse dwelling, or within an attached or detached accessory building or structure, associated with a single detached dwelling, semi-detached dwelling or townhouse dwelling. The Municipality will facilitate the provision of affordable housing by accommodating additional residential units in accordance with the provisions outlined in the Municipality’s Zoning By-Law, while ensuring that additional residential units appropriately suit the character of the surrounding neighbourhood and are constructed in accordance with any applicable urban design policies and/or guidelines. The criteria for reviewing additional residential units in the Agricultural designation is in Section 6.2.1 of this Plan. Where permitted by the policies of Section 6.0 of this Plan, the following policies will apply to the development of additional residential units:</p> <p>The following will be the policy of the Municipality:</p> <p>a) An additional residential unit may be contained within a single detached dwelling, semi-detached dwelling, and townhouse dwelling, or within an attached or detached accessory building or structure, associated with a single detached dwelling, semi-detached dwelling, or townhouse dwelling.</p>	<p>a) All <u>new</u> additional residential units shall be required to obtain a Building Permit.</p> <p>f) The additional residential unit will comply with the natural hazard and natural heritage policies of Section 5.0, and an additional residential unit will not be permitted on an existing lot within natural hazards lands, including floodprone areas.</p> <p>g) The additional residential unit shall be serviced by adequate municipal water supply, and full municipal sanitary sewer services in settlement areas or private on-site sewage services where no municipal services exist and in accordance with the Ontario Building Code.</p>

	<p>b) The Municipality will encourage the development of additional residential units within existing residential areas and within new developments within plans of subdivision.</p> <p>c) A maximum of two ARUs will be permitted on a lot. ARUs may be located as follows:</p> <ul style="list-style-type: none"> i) Two ARUs within the principal dwelling; or, ii) One ARU within the principal dwelling and one ARU within an accessory structure. <p>An ARU will be permitted on the same lot as a garden suite or mobile home, only if the ARU is within the principal dwelling unit.</p> <p>d) All second dwelling units shall be required to obtain a Building Permit.</p> <p>e) The lot shall be appropriate for the proposed additional residential unit and shall be compatible and suite the character of the surrounding neighbourhood, and exterior changes to the existing dwelling or structure will be minimal. To ensure that the proposed unit(s) are compatible, all proposals shall be subject to Site Plan Control.</p> <p>f) The additional residential unit will comply with the natural hazard and natural heritage policies of Section 5.0, and an additional residential unit will not be permitted on an existing lot within natural hazards lands, including floodprone areas.</p> <p>g) Full municipal sanitary sewage and water services shall be provided, to the satisfaction of the approval authority having jurisdiction, and in accordance with the policies of Section</p>	
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	<p>7.3. Additional residential units proposed with private water and sewer services may be considered on a case-by-case basis through a site-specific rezoning.</p> <p>h) The additional residential unit shall be located on lands with municipal road frontage.</p> <p>i) The additional residential unit will be in keeping with the zone provisions for the zone in which the principal dwelling is located.</p> <p>j) The Municipality's Residential Intensification Strategy and Guidelines for additional residential units will be addressed to the satisfaction of the Municipality in the review of applications for an additional residential unit.</p> <p>k) The Zoning By-law will establish provisions for the accommodation of additional residential units to address such matters as:</p> <ul style="list-style-type: none"> i) compliance with all applicable health and safety standards, including but not necessarily limited to those set out in the Ontario Building Code, Ontario Fire Code, and Ontario Electrical Code; ii) parking requirements for second dwelling units, including the number of additional required parking spaces, maximum size, location and number of driveways; iii) requirements regarding the exterior appearance of the primary dwelling and/or additional residential unit; iv) the minimum yard setbacks, lot size, and/or landscaping requirements; v) the minimum and maximum size and number of bedrooms; 	
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	<ul style="list-style-type: none"> vi) the appropriate servicing requirements; vii) the location and number of entrances and accesses to the additional residential unit; viii) the minimum required outdoor amenity areas; ix) the maximum lot coverage of an additional residential unit; and x) other matters as determined appropriate by the Municipality. <ul style="list-style-type: none"> l) The Municipality may implement a registration or licensing program to regulate additional residential units. m) The Municipality may consider the feasibility of providing grants or loans for the development of new additional residential units which are rented at or below 80% Average Market Rent, as determined by the annual Canada Mortgage and Housing Corporation, for a minimum of 5 years. 	
Section 6.4.1 Permitted Uses (Waterfront Residential Designation)		<p>Addition:</p> <p>e) An additional residential unit may be permitted in accordance with the policies of Section 4.3.1.5.1.</p>
Section 6.9.1 Permitted Uses (Mixed Use Designation)		<p>Addition:</p> <p>k) An additional residential unit may be permitted in accordance with the policies of Section 4.3.1.5.1.</p>
6.10.1 Permitted Uses (Central Area Designation)		<p>Addition:</p> <p>i) An additional residential unit may be permitted in accordance with the policies of Section 4.3.1.5.1.</p>
6.15.1 Permitted Uses (Urban)		<p>Addition:</p>

Reserve Designation)		d) An additional residential unit may be permitted in accordance with the policies of Section 4.3.1.5.1.
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DECISION

With respect to the Official Plan Amendment No. 16 for the Municipality of Lakeshore Subsection 17(34) and 21 of the Planning Act

I hereby modify and approve as modified the Official Plan Amendment No. 16 for the Municipality of Lakeshore, as adopted by By-Law 24-2021, subject to the following modifications:

Modification #1

Section 1.1, Basis of the Official Plan subsection f) is deleted in its entirety and replaced with the following:

f) This Plan is based on Population, Household and Employment forecasting, known as the Foundation Report for the County of Essex, 2011 and a Growth Analysis Study Update for the Municipality of Lakeshore, November 2015, which provides the basis for development and growth management policies by forecasting residential and employment growth and identifying the required land needs over the planning period.

Modification #2

Section 2.3.3, Has Character and a Sense of Place (Community), b) replace the word “First Nations” with “local Indigenous communities”.

Modification #3

Section 2.3.5, Is Well Served and Well Equipped (Servicing and Facilities) first paragraph, the second last sentence is deleted in its entirety and replaced with the following:

The County and local growth forecast will assess the need for any additional settlement areas to accommodate future growth.

Modification #4

Section 2.3.5, Is Well Served and Well Equipped (Servicing and Facilities) b) delete “equitable and”.

Modification #5

Section 2.3.5, Is Well Served and Well Equipped (Servicing and Facilities) f) add the word “completely” to the end of the sentence.

Modification #6

Section 2.3.6, Is Naturally Inviting and Environmentally Aware (Environment) e) is deleted in its entirety and replaced with the following:

e) Direct development away from natural hazards, such as flood and erosion hazards, through the implementation of the recommendations of the Shoreline Management Plan for the Lake St. Clair shoreline and associated floodprone area. Shorelines should be encouraged to be maintained in a predominantly natural state with tree cover and ground vegetation retained, as development occurs, where permitting allows.

Modification #7

Section 2.3.6, Is Naturally Inviting and Environmentally Aware (Environment) h) is deleted in its entirety and replaced with the following:

h) Promote the creation, expansion and enhancement of the natural heritage system in support of the County Official Plan including the restoration areas as identified in the Essex Region Natural Heritage System Strategy (ERNHSS);

Modification #8

Section 2.3.6, Is Naturally Inviting and Environmentally Aware (Environment) i) add the words “and communities” after the words “energy efficient buildings”.

Modification #9

Section 2.3.6, Is Naturally Inviting and Environmentally Aware (Environment) n) is deleted in its entirety and replaced with the following:

n) Consider the impacts of climate change that may increase the risks associated with natural hazards. Work towards minimizing the municipality’s vulnerability, and build resiliency by promoting the development of sustainable and resilient communities through the preparation of a Climate Action Plan for Lakeshore. Work in conjunction with the County of Essex and other partners on energy conservation measures and carbon reduction targets.

Modification #10

Section 3.3a), Comprehensive Review b) vii) is deleted in its entirety and replaced with the following:

b) vii) the land is physically suitable for development, considering any constraints, such as Natural Hazard Lands, Natural Heritage Features, and Human-made Hazards.

Modification #11

Section 3.3.1, Urban Areas, the last sentence of the first paragraph is deleted and replaced with the following:

Growth in the community of Lighthouse Cove will be very limited due to issues associated with natural hazards, and will be guided by the policies in the Lighthouse Cove Secondary Plan.

Modification #12

Section 3.3.1, Urban Areas, the first sentence of the second paragraph is deleted and replaced with the following:

Primary Settlement Urban Areas will be the predominate focus of a full range and mix of residential, commercial, community-related employment, office, institutional, entertainment, cultural, recreational and open space uses.

Modification #13

Section 3.3.2, Employment Areas, e), delete “outside of a Settlement Area, provided that the lands to be transferred from the Employment Area will be removed from the Settlement Area, included within the Agricultural Area and designated an appropriate Land Use Designation” and add “in accordance with the LCR requirements and criteria of Section 3.3a) of this Plan.”

Additionally, delete “In doing so and in the addition to the LCR requirements of Section 3.3a) of this Plan, the Municipality will be satisfied that the following additional matters are addressed for the lands to be transferred to the Employment Area:

- i) the lands are located directly adjacent to a Primary Settlement Area and adjacent to a Special Planning Area as identified on Schedule “A”;
- ii) the lands will be located adjacent to an existing Employment Area, where feasible, and represent a logical extension of the Employment Area;
- iii) the lands will be designated Employment Designation in accordance with the policies of Section 6.11;
- iv) the proposed transfer has regard for compatibility among existing and proposed land uses, through such matters as appropriate separation distances, buffering, and site and building design and orientation, among others matters.”

Modification #14

Section 3.3.2.1, Employment Lands Strategy, the first sentence in the second paragraph is deleted and replaced with the following:

Based on the 2011 Foundation Report for the County of Essex Official Plan, there is a sufficient supply of Employment Lands designated, however due to servicing constraints the Municipality may consider an adjustment to the location of Employment Lands through a Local Comprehensive Review in accordance with Section 3.3a).

Modification #15

Section 3.3.8, Mixed Use Nodes, c) the first sentence is deleted and replaced with the following:

The Municipality will consider the creation of new Mixed Use Nodes, subject to the following considerations:

Modification #16

Section 3.3.10, County Road 42 Regional Corridor, a) is deleted in its entirety and replaced with the following:

Subject to the requirements outlined in the County Road 42 Environmental Assessment and the approval of the County of Essex, direct access to the corridor is discouraged or will be limited in favour of shared/consolidated access points.

Modification #17

Section 4.2.4, Energy Conservation & Generation, Air Quality and Climate Change Adaptation, the last sentence in the second paragraph is deleted in its entirety and replaced with the following:

The County and the local municipalities have finalized a Regional Energy Plan which provides targets and recommendations relating to energy conservation measures across all sectors in Essex County.

Modification #18

Section 4.3.1.1 Supply of Lands for Housing, d) is deleted in its entirety and replaced with the following:

The Municipality will ensure that a full range of housing types and densities are provided to meet the anticipated demand and demographic change. Based on the land use policies of this plan, all forms of housing required to meet the social, health and well-being of current and future residents, including those with special needs will be encouraged in the appropriate locations while avoiding areas of natural hazards.

Modification #19

Section 4.3.1.5.1 Second Dwelling Units, the following is inserted before the last sentence of the first paragraph:

The criteria for reviewing additional residential units in the Agricultural designation is in Section 6.2.1 of this Plan.

Modification #20

Section 4.3.1.5.1 Second Dwelling Units, c) is deleted in its entirety and replaced with the following:

- c) A maximum of two ARUs will be permitted on a lot. ARUs may be located as follows:
 - i) Two ARUs within the principal dwelling; or,
 - ii) One ARU within the principal dwelling and one ARU within an accessory structure.

An ARU will be permitted on the same lot as a garden suite or mobile home, only if the ARU is within the principal dwelling unit.

Modification #21

Section 4.3.1.5.1 Second Dwelling Units, e) the second sentence is deleted in its entirety.

Modification #22

Section 4.3.1.5.2 Garden Suites, a) delete “A garden suite will only be permitted in association with a single-detached residential dwelling on a lot. Where another special housing form, including a second dwelling unit or mobile home exists on the lot, as determined by the Municipality, a *garden suite* unit will not be permitted” and replace with the following:

A *garden suite* will be permitted on the same lot as an additional residential unit (ARU) only if the ARU is contained within the primary dwelling unit.

Modification #23

Section 4.3.2 Campgrounds and Tent/Trailer Parks c) delete point ii) in its entirety and replace with the following:

Appropriate emergency access is available, particularly in compliance with the natural hazard and natural heritage policies of Section 5.0;

Modification #24

Section 4.3.4.1.5 Trails/Greenway a) the first sentence is deleted in its entirety and replaced with the following:

The Municipality will support the implementation of the County Wide Active Transportation Study (CWATS) through on-going partnerships.

Modification #25

Section 4.3.4.1.5 Trails/Greenway c) is deleted in its entirety and replaced with the following:

The Municipality will support an active transportation system and the implementation of the CWATS, the Municipality’s Parks Master Plan and the Trails Master Plan which provides a critical connectivity function, linking the Community of Parks to other key amenities, heritage sites, conservation areas and attractions in the Municipality of Lakeshore.

Modification #26

Section 5.2, Natural Environment, the second paragraph is deleted in its entirety and replaced with the following:

Natural heritage features and areas are those lands identified as Provincially Significant Wetlands (PSWs), Significant Habitat of Endangered Species and Threatened Species, Significant Woodlands, Significant Valleylands, fish habitat, locally significant wetlands, Significant Wildlife Habitat, and Area of Natural and Scientific Interest.

Modification #27

Section 5.2, Natural Environment, the bullet points are deleted in their entirety and replaced with the following:

- i) Lands designated Natural Conservation on Schedule B2 and C, which includes Provincially Significant Wetlands, significant habitat of endangered species and threatened species, and significant natural heritage features, which have been designated for protection within the County of Essex Official Plan.
- ii) Lands identified as Natural Environment Overlay on Schedule B2, which include Significant Woodlands, Significant Valleylands, Areas of Natural Scientific Interest (ANSIs), and other areas identified within the County of Essex Official Plan; and
- iii) Lands identified as Restoration Opportunities Overlay on Schedule B2, which include potential primary and secondary restoration lands for consideration as identified by the County of Essex Official Plan.

Modification #28

Table 5.1, Natural Environment Types, is deleted in its entirety and replaced with the following table:

Natural Environment Types				
Natural Heritage Feature	Responsible Authority for Determining Significance	Criteria and Methods used to Determine Significance	Schedule	Policies and conditions under which development or site alteration may be permitted
Significant wetlands and significant coastal wetlands	Certified Wetland Evaluator completes the wetland evaluation with submission to the County and Municipality	Delineating wetlands or reviewing and approving the works of others in accordance with the Ontario Wetland Evaluation System (OWES).	Natural Conservation designation on Schedule C series and B2	Development and site alteration shall not be permitted.
Lands designated for natural heritage protection	County of Essex, Municipality	Site-specific request for protection designation by owner.	Natural Conservation designation on Schedule C series and B2	Development and site alteration shall not be permitted.
Other High Priority Existing Natural Features	County of Essex through Municipality	Significant terrestrial natural heritage features as determined by the County of Essex Official Plan.	Natural Conservation designation on Schedule C series and B2	Development and site alteration shall not be permitted.
Significant habitat of endangered species and	Ministry of Environment, Conservation and Parks (MECP)	Review and approval process in accordance with the Endangered Species	Not specifically mapped on Schedules.	Development and site alteration shall not be permitted within significant habitat of

threatened species		Act (ESA).		endangered species and threatened species except in accordance with provincial and federal requirements.
Aquatic and Fish habitat	Fisheries and Oceans Canada (DFO)	Identified through pre-consultation with DFO	Not specifically mapped on Schedules.	Development and site alteration shall not be permitted except in accordance with provincial and federal requirements.
Significant Woodlands	County of Essex, Municipality	All woodlands 2 hectares in size or larger using the size criteria recommended in the Natural Heritage Reference Manual (MNRF, 2010) and as per the County of Essex OP. Smaller woodlands may be considered significant if they exhibit composition, age or quality that is uncommon in the municipality or the region.	Natural Environment Overlay on Schedule B2	Development and site alteration shall not be permitted unless it has been demonstrated through an Environment Impact Assessment (EIA) that there will be no negative impacts on the natural features or on their ecological functions.
Significant areas of natural and scientific interest	Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNRF)	In accordance with the areas of natural and scientific interest confirmation process. Policies apply to both Earth and Life science areas of natural and scientific interest.	Natural Environment Overlay on Schedule B2.	Development and site alteration shall not be permitted unless it has been demonstrated through an EIA that there will be no negative impacts on the natural features or on their ecological functions.
Significant wildlife habitat	County of Essex, Municipality	Using criteria recommended in the Natural Heritage Reference Manual (MNRF, 2010), the Significant Wildlife Habitat Technical Guide and the EcoRegion Criteria Schedules and using Ecological Land Classification.	Not Specifically mapped on Schedules.	Development and site alteration shall not be permitted unless it has been demonstrated through an EIA that there will be no negative impacts on the natural features or on their ecological functions.
Significant Valleylands	County of Essex, Municipality	Significant valleyland features are identified utilizing guidelines	Mapped by ERCA and included as	Development and site alteration shall not be permitted unless it has

		provided in the Natural Heritage Reference Manual (MNR, 2010)	Natural Environment Overlay on Schedule B2.	been demonstrated through an EIA that there will be no negative impacts on the natural features or on their ecological functions.
Lands adjacent to all natural heritage features	County of Essex, Municipality	A 120 metre adjacent lands width is identified and referenced for all natural heritage features with the exception of Earth Science Area of Natural and Scientific Interest (ANSI) which have a recommended 50 metre adjacent lands width.	Not specifically mapped on the Schedules. Adjacent lands shall be applied to all natural heritage features.	Development and site alteration shall not be permitted on adjacent lands to the natural heritage feature and areas unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated through an EIA that there will be no negative impacts on the natural features or on their ecological functions.
Unevaluated wetlands	Certified Wetland Evaluator and implemented by the County of Essex and Municipality	Unevaluated wetlands can be identified through processes such as EIAs or candidate natural heritage studies. Once an unevaluated wetland is identified, the next step is to complete a wetland evaluation. The wetland evaluation will result in a determination of whether or not it is provincially significant. The methodology used to determine significance of wetlands is the OWES. Wetlands can be identified by OWES certified evaluators. The County of Essex and Municipality are responsible for accepting all wetland evaluations.	Not specifically mapped on Schedules.	Development and site alteration will not be permitted until the significance of the feature has been determined using OWES. For wetlands determined to be Provincially Significant Wetlands the policies of this Plan relating to significant wetlands and significant coastal wetlands will apply.

Modification #29

Restoration Opportunities	County of Essex, Municipality	Restoration Opportunities as determined in accordance with the County of Essex Official Plan.	Restoration Opportunities on Schedule B2.	Provide for a focused approach towards the implementation of the natural heritage system. Supported options may include focused land securement, stewardship activities, and volunteer restoration.
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Section 5.2.1.1, Aquatic and Fish Habitat, a) through f) are deleted in their entirety and replaced with the following:

- a) Development and site alteration shall not be permitted in waters supporting aquatic species at risk (fishes and mussels), and their residences and critical habitats as identified by the Department of Fisheries and Oceans (DFO).
- b) Where it has been determined by DFO that the development or change in land use will affect natural fish habitat, the authorization from DFO to proceed with the development or change in land use may include requirements to be implemented by the proponent to the satisfaction of the DFO such as:
 - i) Appropriate mitigative measures to protect the affected fish habitat;
 - ii) Compensation for loss of fish habitat through near-site replacement of habitat, off-site replacement of fish habitat or an on-site increase of fish habitat capacity;
 - iii) Appropriate buffering and how such buffering will be protected in the future; and
 - iv) And any other matters as determined by the DFO.
- c) Where it is determined by the DFO that any development will cause negative impacts to fish habitat, such development may not be permitted.

Modification #30

Section 5.2.2 Natural Heritage System, b) the words “The municipality will work to” is added to the beginning of the sentence.

Modification #31

Section 5.3.1, Mineral & Petroleum Resources, replace references to “salt” with “mineral”.

Modification #32

Section 5.3.3 Wayside Pits & Quarries, Portable Asphalt Plants & Portable Concrete Plants, c), be deleted in its entirety and replaced with the following:

- c) Concession or temporary construction and marshalling yards used for public authority projects will be permitted without requiring an amendment to this Plan or Zoning By-law

subject to demonstrating compatibility with adjacent land uses, but will not be permitted adjacent to or within Natural Heritage Features.

Modification #33

Section 5.4.1.1 Limit of the Regulated Area (LORA) b) the first sentence is deleted and replaced with the following:

An amendment to this Plan will not be required to identify or revise the extent of the floodway.

Modification #34

Section 5.4.1.3 Lake St. Clair Shoreline Floodprone Area, at the end of the first paragraph add the following:

The Municipality of Lakeshore has embarked on a project to develop a Shoreline Management Plan for the Lake St. Clair shoreline, map flooding, erosion, and dynamic beach hazards and develop management policy recommendations to increase resilience. The Plan has been endorsed by Council and will be implemented through an Official Plan Amendment.

Modification #35

Section 6.2.1, Permitted Uses, a), d), and e) are deleted in its entirety and replaced with the following:

- a) The primary use of the land shall be agricultural. The permitted uses include the growing of crops, including nursery and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated on-farm buildings and structures, including accommodation for full-time farm labour when the size and nature of the operation requires additional employment.
- d) the Zoning By-law shall permit one primary single unit dwelling per lot;
- e) an additional residence on a lot for the purposes of housing farm help may be allowed once the need for such housing has been adequately demonstrated in terms of the following: the farm helps' working activity is primarily, but not necessarily exclusively, devoted to the farm operation; and the farm operation requires the help to be accommodated close to the farm. The farm help residence should use the same access as the primary single unit dwelling where such dwelling exists, be located within the cluster of farm buildings and will not be eligible for severance in the future;

Modification #36

Section 6.2.1, Permitted Uses, j), iv), is deleted in its entirety and replaced with the following:

- f) agri-tourism uses

Modification #37

Section 6.2.1, Permitted Uses, s), t) and u) are added:

- s) an additional residential unit (ARU) shall be permitted within a primary single unit dwelling subject to the following criteria:
- i. the gross floor area of the ARU is equal to or less than the floor area of the primary single unit dwelling on the lot;
 - ii. the dwelling fronts on and has access to/from a municipal roads;
 - iii. there are adequate services including municipal water; and adequate off-street parking is provided;
- t) a stand-alone ARU, as an ancillary use to a primary single unit dwelling, shall be permitted subject to a Zoning By-law amendment and appropriate zoning regulations being in place. The following criteria will be considered as the basis for all Zoning By-law amendments to permit a stand-alone ARU:
- i. the ARU is subordinate to the primary dwelling on the lot;
 - ii. there is no other stand-alone ARU or garden suite on the property, however an additional ARU may be permitted within the primary single unit dwelling;
 - iii. the ARU should use the same access as the primary single unit dwelling and be located within the cluster of existing buildings;
 - iv. the ARU will not be eligible for severance in the future;
 - v. there are adequate services including municipal water; and
 - vi. other requirements such as parking, tree preservation, landscaping and the provision of amenity areas are adequately addressed;
- u) garden suites shall be permitted as a temporary use in accordance with the policies of Section 4.3.1.5.2 of this Plan and subject to the following criteria:
- i. a maximum of one garden suite per lot is permitted;
 - ii. sufficient parking is provided;
 - iii. the property owner must reside in the primary single unit dwelling on the lot;
 - iv. there is no stand-alone ARU on the property, however an additional ARU may be permitted within the primary single unit dwelling;
 - v. the property owner has entered into an agreement with the Municipality with respect to such matters as installation, maintenance, removal and occupancy of the garden suite and has posted suitable financial security with respect to the agreement in accordance with the *Planning Act*;
 - a. a certificate of occupancy will be required prior to occupancy;
 - b. there are no servicing constraints and, where the property is served by private on-site sewage services, approval of a garden suite is subject to approval of the Municipality's Building Department; and

- c. the garden suite shall be of a temporary nature and shall not entail any major construction or investment on the part of the owner so that the owner will not experience undue hardship in removing the garden suite or converting it to a permitted use.

Modification #38

Section 6.9.1, Permitted Uses, c) is deleted in its entirety and replaced with the following:

c) Existing single detached dwellings may be converted to multiple dwelling units or to commercial buildings.

Modification #39

Section 7.2, Transportation System, the following is added to the end of the third paragraph:

Furthermore, all proposed developments located adjacent to a County Road will be subject to the County of Essex review and approval.

Modification #40

Section 7.2.1, Movement of Goods and People, the first paragraph is deleted in its entirety and replaced with the following:

The Municipality provides for a range of systems and networks for the movement of goods and people, including roads, cycling and trails, water transportation and rail corridors. The Municipality has access to higher-order transportation systems including major Provincial Highways such as Highway 401 and Highway 77, County Roads, and rail corridors. Every effort will be made to ensure an efficient and safe transportation system to encourage and support economic development in the Municipality.

Modification #41

Section 7.2.1, Movement of Goods and People, e) is deleted in its entirety and replaced with the following:

Through the passing of by-laws, the Municipality may establish that local roads in residential neighbourhoods are not to be used as truck routes in order to protect residents from noise and corridor emission pollutants. Truck routes are to be along Provincial Highways, County Roads, arterial roads, and non-residential collector roads.

Modification #42

Section 7.2.2, Road System, j) i) and iii) are deleted in their entirety and replaced with the following:

- i) improve the transportation system to accommodate the proposed development to the satisfaction of the appropriate road authority, without the road authority incurring any costs;
- iii) dedicate rights-of-way to the appropriate road authority for the development of roads

Modification #43

Section 7.2.2, Road System, k) is deleted in its entirety and replaced with the following:

- k) Transportation impact studies will be undertaken in accordance with the Municipality's Transportation Impact Study Guidelines, and if the development impacts a County Road, the study is subject to the review and approval by the County of Essex.

Modification #44

Section 7.2.2, Road System, l) is deleted in its entirety and replaced with the following:

- l) New development will have regard to the Municipality's Corridor Management and Access Control Policy, and if the development impacts a County Road, it will have regard to the County of Essex's corridor guidelines and policies as well.

Modification #45

Section 7.2.2.1, Hierarchy & Classification of Roads, g) vii) is deleted in its entirety and replaced with the following:

- vii) Other requirements as established by the Municipality or appropriate road authority.

Modification #46

Section 8.2, Official Plan Monitoring & Review, i) replace the words "First Nations" with "local Indigenous".

Modification #47

Section 8.3.3, Zoning By-law, the following paragraph is added at the end of the section:

Applications for Zoning By-law Amendments shall be deemed to be premature if appropriate services and servicing capacity are not available.

Modification #48

Section 8.3.6.2, Consents, b) add the word "minor" before the words "boundary adjustment".

Modification #49

Section 8.4, Engagement & Participation, a) b) c) any reference to the words "First Nations" is replaced with "local Indigenous communities".

Modification #50

Section 8.5, Cross-Jurisdictional Coordination, c) is deleted in its entirety and replaced with the following:

The Municipality will coordinate on planning matters with local Indigenous communities.

Modification #51

Section 8.7, Interpretation, in the first paragraph, add the words “the County of Essex and” before “the Ministry of Municipal Affairs and Housing”.

Modification #52

Section 8.7, Interpretation, c) the last sentence is deleted and replaced with the following:

Where the general intent of the Plan is maintained, and subject to consultation with the appropriate authority, minor adjustments to boundaries will not necessitate an amendment to this Plan.

Modification #53

Section 8.7, Interpretation, after h) insert a new policy i) that states the following:

In the case of a perceived discrepancy between the County of Essex Official Plan and this Plan, the policies of the County of Essex Official Plan will prevail.

And re-number the remainder of the section accordingly.

Modification #54

Section 9.1, Special Planning Areas and Secondary Plans, Introduction, the following sentence is added to the end of the third paragraph ending with “Section 8.3.1 of this Plan”

In the preparation of any Special Planning Background Study, the Municipality will have regard to the recommendations from an Environmental Assessment (EA) of any relevant road authority.

Modification #55

Section 9.2, Emeryville Special Planning Area, b) is deleted in its entirety and replaced with the following:

A Transportation Study Update will be undertaken in support of the Secondary Plan. The Transportation Study Update will have regard to the findings and the recommendations provided by the Environmental Assessment, the County Road 22 Corridor Study, and any other applicable studies. The Transportation Study Update will consider the need and justification for any additional north-south and/or east-west Urban Residential Collector Roads to accommodate existing and planned development, particularly for lands located east of the Fourth Concession Drain and north of Oakwood Avenue.

Modification #56

Section 9.4c) County Road 22 Corridor Special Planning Area, Transportation, Parking and Access, ii) and iii) are deleted in their entirety and replaced with the following:

- ii) The County of Essex has established an access management policy for the section of County Road 22 between County Road 19 (Manning Road) and County Road 25 (Puce Road). New accesses, including those shown conceptually on Schedule “D2”, will require the approval of the County and the Municipality, and shall consider any related Environmental Assessments and must demonstrate an overall benefit to the function of the County Road 22 corridor.
- iii) Limited direct access to County Road 22 east of County Road 25 (Puce Road) will have regard to the County Road 22 Corridor Study and may be permitted through the application of shared/consolidated accesses, site interconnection, and the proper development of the local/internal road and driveway network.

Modification #57

Section 9.5, Wallace Woods Special Planning Area, subsection f) is deleted and replaced with:

The Secondary Plan for the Wallace Woods Special Planning Area will establish an appropriate phasing plan and policies to ensure the orderly, efficient and timely progression of development. The phasing policies will not preclude the orderly development of employment and mixed use buildings, which may include residential uses above grade, commercial, retail, office and employment uses. The Secondary Plan will contain land use schedules to change the designations on land from “Urban Reserve” to the desired future uses.

The phasing of development will proceed through the use of Outline Plans as set out in Section 8.3.2 of this Plan and be guided by the capital projects established through the Municipal Water and Wastewater Master Plan.

Modification #58

Section 9.5, Wallace Woods Special Planning Area, g) the following sentence is added:

The Transportation Study will have regard to the recommended improvements within related Environmental Assessments and any other applicable studies identified by the Municipality and County.

Modification #59

Section 9.8 a), Amy Croft Secondary Plan Area, Transportation, Access and Servicing, i) the last three sentences are deleted as Lanoue Street has been constructed already.

Modification #60

Any and all references to “second dwelling units” throughout the document are to be deleted and replaced with “additional residential units” or short form version thereof being “ARU”.

Modification #61

Schedule “B1-1” Intake Protection Zones and Event Based Areas is amended to remove the reference to the LTVCA Intake Protection Zone. The area identified as the LTVCA Intake Protection Zone is part of the Stoney Point Intake Protection Zones.

Modification #62

The Schedules are amended to update the Conservation Authority Jurisdiction Boundary.

Modification #63

Schedule “B2-1” Natural Heritage Features is deleted and all references to Schedule B2-1 and B2-2 throughout the document are to be deleted and replaced with Schedule B2.

Modification #64

Schedule B2-2 Natural Heritage System is renamed to “Schedule B2 Natural Heritage Features and System”. It is modified to show 4 categories: Natural Conservation Designation, Natural Environment Overlay, High Priority Restoration Opportunities Overlay, and Secondary Priority Opportunities Overlay.

Modification #65

Schedules “A” Community Structure and “C1” Land Use (Rural Area) are amended to replace the area designated Urban Fringe with the area designated Urban Fringe in the Lakeshore Official Plan dated November 22, 2010.

Modification #66

All “C” Land Use Schedules are amended to no longer show Lake St. Clair Floodprone Area/ Initial Floodprone Area, Limit of Regulated Area, and Woodlands.

Modification #67

Schedule “C1” Land Use (Rural Area) is amended to designate the area of Rowsom’s Tilbury West Conservation Area shown as Woodlands to Natural Conservation Designation.

Modification #68

All “C” Land Use Schedules are updated to show the Limit of Regulated Area for the Essex Region Conservation Authority as well as the Lower Thames Valley Conservation Authority.

Modification #69

Schedule "C10" Land Use (Comber) is amended to expand the Parks and Open Space Designation to reflect the expansion of Big "O" Conservation Area.

Modification #70

Schedule "D2" Road Classification (Maidstone and Belle River Urban Areas) is amended to turn Lanoue Street to a solid line as it is built already and no longer a Planned Road.

The balance of the Official Plan is **approved** as submitted.

Dated at Essex, Ontario this _____ day of _____, 2024

REBECCA BELANGER, MCIP, RPP
Manager, Planning Services
County of Essex

Planning Act, R.S.O. 1990, c. P.13, as amended

Section 16

Restrictions for residential units

- (3) No official plan may contain any policy that has the effect of prohibiting the use of,
- (a) two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if all buildings and structures ancillary to the detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit;
 - (b) three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or
 - (c) one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units. 2022, c. 21, Sched. 9, s. 4 (1).

Restriction, parking

- (3.1) No official plan may contain any policy that has the effect of requiring more than one parking space to be provided and maintained in connection with a residential unit referred to in subsection (3) other than the primary residential unit. 2022, c. 21, Sched. 9, s. 4 (1); 2023, c. 10, Sched. 6, s. 3.

Restriction, minimum unit size

- (3.2) No official plan may contain any policy that provides for a minimum floor area of a residential unit referred to in subsection (3). 2022, c. 21, Sched. 9, s. 4 (1).

Policies of no effect

- (3.3) A policy in an official plan is of no effect to the extent that it contravenes a restriction described in subsection (3), (3.1), or (3.2). 2022, c. 21, Sched. 9, s. 4 (1).

Section 17

No appeal re additional residential unit policies

- (24.1) Despite subsection (24), there is no appeal in respect of policies adopted to authorize the use of,
- (a) a second residential unit in a detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if all buildings and structures ancillary to the

detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit;

- (b) a third residential unit in a detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or
- (c) one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of land, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units. 2022, c. 21, Sched. 9, s. 5 (6); 2023, c. 10, Sched. 6, s. 4 (1).

Section 34

No appeal re additional residential unit by-laws

(19.1) Despite subsection (19), there is no appeal in respect of the parts of a by-law that are passed to permit the use of,

- (a) a second residential unit in a detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if all buildings and structures ancillary to the detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit;
- (b) a third residential unit in a detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or
- (c) one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of land, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units. 2022, c. 21, Sched. 9, s. 8 (2); 2023, c. 10, Sched. 6, s. 6 (3).

Section 35.1

Restrictions for residential units

- (1) The authority to pass a by-law under section 34 does not include the authority to pass a by-law that prohibits the use of,
 - (a) two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if all buildings and

structures ancillary to the detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit;

- (b) three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or
- (c) one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units. 2022, c. 21, Sched. 9, s. 9.

Restriction, parking

- (1.1) The authority to pass a by-law under section 34 does not include the authority to pass a by-law requiring more than one parking space to be provided and maintained in connection with a residential unit referred to in subsection (1) other than the primary residential unit. 2022, c. 21, Sched. 9, s. 9; 2023, c. 10, Sched. 6, s. 7.

Restriction, minimum area

- (1.2) The authority to pass a by-law under section 34 does not include the authority to pass a by-law that regulates the minimum floor area of a residential unit referred to in subsection (1) of this section. 2022, c. 21, Sched. 9, s. 9.

Provisions of no effect

- (1.3) A provision of a by-law passed under section 34 or an order made under subsection 34.1 (9) or clause 47 (1) (a) is of no effect to the extent that it contravenes a restriction described in subsection (1), (1.1) or (1.2) of this section. 2022, c. 21, Sched. 9, s. 9.

ONTARIO REGULATION 299/19 – ADDITIONAL RESIDENTIAL UNITS

- 2. The following requirements and standards are established with respect to additional residential units:
 - 1. Each additional residential unit shall have one parking space that is provided and maintained for the sole use of the occupant of the additional residential unit, subject to paragraph 2.
 - 2. Where a by-law passed under section 34 of the Act does not require a parking space to be provided and maintained for the sole use of the occupant of the primary residential unit, a parking space is not required to be provided and maintained for the sole use of the occupant of either additional residential unit.

3. A parking space that is provided and maintained for the sole use of the occupant of an additional residential unit may be a tandem parking space.
4. An additional residential unit may be occupied by any person regardless of whether,
 - i. the person who occupies the additional residential unit is related to the person who occupies the primary residential unit, and
 - ii. the person who occupies either the primary or additional residential unit is the owner of the lot.
5. Where the use of additional residential units is authorized, an additional residential unit is permitted regardless of the date of construction of the primary residential unit.

Provincial Planning Statement, 2024

Subsection 4.3.2

5. Where a residential dwelling is permitted on a lot in a prime agricultural area, up to two additional residential units shall be permitted in accordance with provincial guidance, provided that, where two additional residential units are proposed, at least one of these additional residential units is located within or attached to the principal dwelling, and any additional residential units:
 - a) comply with the minimum distance separation formulae;
 - b) are compatible with, and would not hinder, surrounding agricultural operations;
 - c) have appropriate sewage and water services;
 - d) address any public health and safety concerns;
 - e) are of limited scale and are located within, attached, or in close proximity to the principal dwelling or farm building cluster; and
 - f) minimize land taken out of agricultural production.

Lots with additional residential units may only be severed in accordance with policy 4.3.3.1.c).

6. For greater certainty, the two additional residential units that are permitted on a lot in a prime agricultural area in accordance with policy 4.3.2.5 are in addition to farm worker housing permitted as an agricultural use.

Municipality of Lakeshore – Report to Council

Community Health and Safety

Fire Services



To: Mayor and Members of Council
From: Jason Suchiu – Fire Chief
Date: August 6, 2024
Subject: Lakeshore Fire Department Community Risk Assessment

Recommendation

Approve the Lakeshore 2023 Community Risk Assessment as presented at the September 10, 2024 Council meeting; and,

Direct the Fire Chief to submit the Lakeshore 2023 Community Risk Assessment to the Office of the Fire Marshal in accordance with Ontario Regulation 378/18 of the *Fire Protection and Prevention Act, 1997*.

Strategic Objectives

3b) Modernizing and Enhancing Municipal Functions - Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves

Background

In July 2019, amendments were made to the *Fire Protection and Prevention Act 1997* (FPPA) identifying that each municipality complete and review a Community Risk Assessment (CRA). This change was introduced as Ontario Regulation (O.Reg. 378/18).

This regulation requires municipalities to develop their CRA and use it to “inform decisions about the provision of fire protection services”. The findings of the Lakeshore CRA will directly link to the Municipality of Lakeshore Fire Master Plan, with connections to fire prevention, training and emergency response.

Comments

The Regulation requires that the CRA capture the analysis of the nine mandatory profiles. These include:

1. **Geographic profile:** review of physical features of the community including the nature and placement of features such as highways, waterways, bridges and urban-rural interfaces.
2. **Building stock profile:** this includes understanding the types of buildings in the community, the uses and their ages. It also reviews the number of buildings of each use and any building related risks known to the fire department.
3. **Critical infrastructure profile:** this identified the availability and stability of infrastructure that meet vital human needs, sustain the economy and protect public safety (i.e. electrical distribution, water distribution systems as well as communications).
4. **Demographic profile:** is the composition of the community's population relevant to population size, age, gender, socioeconomic makeup and cultural background.
5. **Hazard profile:** these are hazards in the community including natural hazards, technological hazards and hazards caused by humans.
6. **Public safety response profiles:** types of incidents responded to by others in the community and the response capabilities they are able to provide.
7. **Community services profile:** refers to types of services provided by other entities and the capabilities they are able to provide.
8. **Economic profile:** are the sectors of the community that are critical to its financial sustainability.
9. **Past loss and event history profile:** is the past emergency responses including the review of the following:
 - a. Number and types of emergency responses, injuries, deaths and dollar losses
 - b. Comparison of the community's loss statistics with provincial loss statistics.

The Lakeshore Fire Master Plan is a companion document to the Lakeshore CRA and it will help inform and aid Council in decisions associated with addressing the priorities for the protection of all Lakeshore communities over the years to come. The completed Fire Master Plan will come to Council in a separate report and will address the findings from the Lakeshore Community Risk Assessment.

Others Consulted

Emergency Management Group.

Financial Impacts

None at this time.

Attachments

Community Risk Assessment

Report Approval Details

Document Title:	Lakeshore Fire Department Community Risk Assessment.docx
Attachments:	- Community Risk Assessment.pdf
Final Approval Date:	Aug 21, 2024

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

Prepared by Jason Suchiu

Submitted by Frank Jeney

Approved by the Corporate Leadership Team



Lakeshore Fire Department Community Risk Assessment 2023



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Acronyms

CAD	Computer Aided Dispatch
CRA	Community Risk Assessment
CEMC	Community Emergency Management Coordinator
CRRP	Community Risk Reduction Plan
EMG	Emergency Management Group Inc.
EMO	Emergency Management Ontario
ERP	Emergency Response Plan
FPO	Fire Prevention Officer
FPPA	Fire Prevention and Protection Act
HAZMAT	Hazardous materials
IFSAC	International Fire Service Accreditation Congress
IMS	Incident Management System
LFD	Lakeshore Fire Department
LPG	Liquified Petroleum Gas
LWC	Lightweight construction
MECG	Municipal Emergency Control Group
MVC	Motor Vehicle Collision
NFPA	National Fire Protection Association
OBC	Ontario Building Code
OFC	Ontario Fire Code
OFM	Office of the Fire Marshal
PFLSE	Public Fire Life Safety Educator
PPE	Personal protective equipment

PTSI	Post-Traumatic Stress Injury
SCBA	Self-contained breathing apparatus
SOG	Standard Operating Guideline
SOP	Standard Operating Policy
TSSA	Technical Standards and Safety Authority
WETT	Wood Energy Technical Transfer
WFRS	Windsor Fire & Rescue Service

Introduction

This Community Risk Assessment (CRA) for the Municipality of Lakeshore (the Municipality) and the Lakeshore Fire Department (LFD) has been completed by the Emergency Management Group Inc. (EMG). This assessment follows the Office of the Fire Marshal's (OFM) *Regulation 378/18*, which came into effect on July 1st, 2019.¹ Completing a CRA allows the Municipality and its fire service to make sound decisions on the fire protection it will provide its residents. The OFM regulation requires municipalities to complete a new CRA every five years.

The reader will be able to obtain an overview of the municipality's in the Section 1 on Risk and Treatment Options. This section will provide the reader with a general overview of the community's identified risk along with suggested treatment options to mitigate those risks. Immediately after the section on Risk and Treatment Options is Section 2 that contains the Appendices in which all of the OFM recommended worksheets can be found.

Community Overview

The Municipality of Lakeshore became incorporated in 1999 and is the most populated member municipality of the County of Essex, situated on the southern shore of Lake St. Clair between the municipalities of Tecumseh and Chatham-Kent. The municipality was the former municipalities of the Town of Belle River and the townships of Maidstone, Rochester, Tilbury North, and Tilbury West. Its land mass of 529.0 km² has a population density of 76.4 km².²

The Municipality is experiencing significant growth toward urbanization while maintaining its primarily rural setting. Currently, 76% of the population lives in the northwest corner of the municipality. The majority of the industry is located along the Patillo Road corridor. Along with the people and industry, it is worth noting that approximately 40 kilometres of 401 highway runs through the community. This highway sees thousands of vehicles daily running through the municipality. This creates a risk to the community due to motor vehicle collisions involving hazardous materials spills and vehicle fires. Along with the Highway 401, two rail lines (VIA and freight) run through the community.

¹ O. Reg. 378/18: COMMUNITY RISK ASSESSMENTS, Accessed December 13, 2022, <https://www.ontario.ca/laws/regulation/180378>

² Profile table, Census Profile, 2021 Census of Population - Lakeshore, Town (T) [Census subdivision], Ontario (statcan.gc.ca), Accessed May 25, 2023, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Lakeshore&DGUIDlist=2021A00053537064&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

From a water risk perspective, Lake St. Clair's shoreline can create water rescue challenges in the summer and ice/water rescues in the winter.

Significant energy infrastructure runs through the municipality, including a gas transmission main, multiple high-voltage electrical corridors, a large Hydro One switch station, and 150 windmills, with planned electrical storage battery facilities forecasted in the municipality,

Office of the Fire Marshal's Protection Planning Concept

To develop an effective community fire and life safety program, the OFM identifies a fire protection planning strategy known as the “**Three Lines of Defence.**” (Refer to TABLE #1). Applying this strategy highlights the importance of recognizing that there are options for developing an effective community safety plan through education, code enforcement, and emergency response. Although emergency response will always be required, this is a reactive endeavour. A fire service must proactively optimize public fire and life safety programs within the community.

TABLE #1 – overview of the Three Lines of Defence

Line of Defence	Description
Public Education and Prevention	Educating community residents on ways to fulfill their fire and life safety responsibilities is a proven method of reducing the incidence of fire and other risks. Only by educating residents can fires and other risks to life safety be prevented and reduce injury and the impact of fires.
Fire Safety Standards and Enforcement	Completing inspections and enforcing the Ontario Fire Code (OFC) will ensure that buildings have the required fire protection systems and safety features. This necessity may require property owners or tenants to complete fire safety plans and maintain functioning smoke alarms and sprinkler systems, which will aid in minimizing the effects of a fire. Inspections may not only address fire hazards but may also reduce other indirect risks, such as trip or fall hazards due to the cluttered condition of a facility.

Line of Defence	Description
Emergency Response	Fire departments need to have well-trained and equipped firefighters directed by capable officers in suppressing the spread of fires once they occur and assisting in protecting residents' lives and safety.

Note: Some comments may appear generalized and may not be considered relevant or specific to the organization.

Along with the three lines of defence, the community and its fire service also have partnerships with other agencies, such as police and ambulance, and some non-government agencies, like St John Ambulance, to create a safer community.

Mandatory Profiles

The CRA process guides fire services in determining the service levels concerning public fire and life safety education, Fire Code inspections and enforcement, and emergency response. Based on nine mandatory sections, the CRA examines the following:

- **Geographic Profile** - A general overview of the community's geography includes the topography, waterways and wetlands, and the road system, and identifies any related challenges.
- **Building Stock Profile** - This profile includes an assessment of the building stock within the community and the risks posed by each occupancy's classification.
- **Critical Infrastructure Profile** - This profile examines risks that may or could exist in the critical infrastructure found within a municipality and includes municipal services and outside resources such as oil and gas, allied emergency services, etc.
- **Demographic Profile** - This profile identifies age groups, economic groups, visible minorities, Indigenous populations, and any risks.
- **Hazard Profile** - This profile identifies the critical hazards based on the community's Hazard Identification and Risk Assessment (HIRA) data.
- **Public Safety Response Profile** - Examines the response capabilities of other safety organizations, such as other fire departments, police, and EMS, while identifying any

issues and concerns. Also reviewed were other allied non-emergency agencies, i.e., power, natural gas, and telecommunications.

- **Community Services Profile** - Services presently offered by non-government organizations.
- **Economic Profile** - Economic sectors affecting the community that are critical to its financial stability. Identifies challenges relating to a community if an event occurs, such as the loss of power, telecommunications, water, and weather.
- **Past Loss and Event History Profile** - A review of past loss statistics can help identify present and possible future challenges.

The reader should interpret each profile as relevant to fire protection service delivery.

In addition to these mandatory sections, the Fire Marshal Directive 2022-001³ identifies the need for municipalities to determine the number and locations of applicable structures incorporating lightweight construction (LWC) as found in O. Reg 217/22.⁴ This requirement does not include houses per the Ontario Building Code (OBC) amendments. LWC is in the following construction materials: wooden “I” beams, fastening systems, lightweight steel frame construction, other engineered construction components, and roof trusses. This type of construction can lose its integrity and fail quickly once flame impingement occurs, which is a high risk to the occupants and firefighter safety.

Fire departments should maintain the documentation required by O. Reg. 378/18 annually. This documentation should include the following:

- All changes to any of the mandatory profiles.
- Any changes to assigned risk levels or fire protection services that occur because of the review.
- Any other information the fire department deems appropriate to the review or changes to fire protection services.

During the annual review, any changes in risk identified in the document will need to be updated accordingly.

³ Office of the Fire Marshal’s communiqués 2022, Accessed December 13, 2022, <https://www.ontario.ca/page/office-fire-marshals-communicues-2022#section-6>

⁴ O. Reg. 217/22: BUILDING CODE (ontario.ca), Accessed April 26, 2023, <https://www.ontario.ca/laws/regulation/r22217>

Note(s): Due to the confidential nature of the information contained within this CRA, access to this report should be discrete. This CRA includes information from the municipality's Critical Infrastructure and HIRA documents.

Risk and Treatment Options

This section outlines risks to life safety and the suggested means of reducing or mitigating the risks. Using the preferred treatment options noted in this document, the Fire Chief can put forward strategies to address the risks, including public education and Fire Code enforcement, within the level of fire service provision approved by the council. Ultimately, these decisions for community risk management will form the basis of the Municipality of Lakeshore’s Community Risk Reduction Plan (CRRP).

1.1 Risk Overview

There is always the possibility of an event that could adversely affect the community, including health, property, organization, environment, and community. The best possible mitigation of any fire or life safety risk is to deal with the threat before it occurs.

Definition of Risk

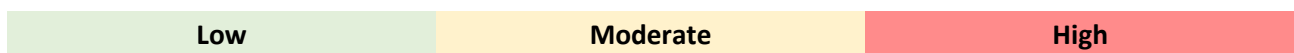
NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*, defines what low, moderate and high risks are:

Low Risk: A risk that is unlikely to occur or have a significant impact on life, property, operations, the environment, and/or economic and social factors. A low risk does not require immediate action or attention but should be monitored periodically.

Moderate Risk: A risk within the acceptable risk range but not considered low risk.

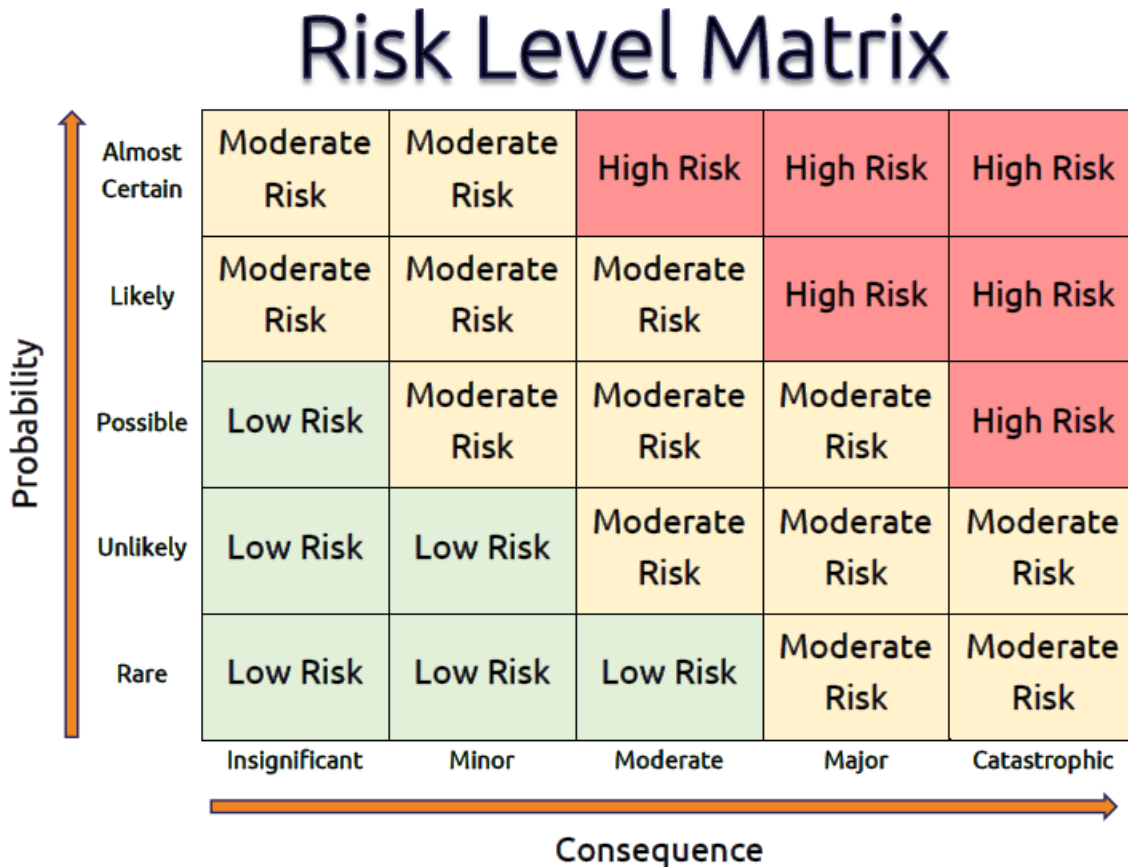
High Risk – A high risk is a risk that has a high probability of occurrence and a high potential for impact. High risks are usually given the highest priority in developing a community risk reduction plan.

Within this document, the charts that identify risks have been colour-coded and listed (where applicable) from high to low:



Risk Matrix

The following risk matrix chart has been utilized in this risk assignment process.



1.2 Identifying Treatment Options for the Top Risks in the Community

While compiling the nine mandatory profiles, this summary overview was prepared. It outlines the key risks, issues and concerns, and preferred treatment options. For more information on each of the mandatory profiles, please refer to the appendix, which begins on page 70.

When assessing and identifying treatment options, communities and their fire departments can determine how best to treat each risk and the resources required once risk levels are assigned.

Options for treating risks include the following:

Avoid the Risk

Avoiding the risk means implementing programs and initiatives to prevent the threat from happening. For example, public fire safety education initiatives aim to change people's behaviours. Inspections and enforcement help to ensure that buildings comply with the OFC.

Mitigate the Risk

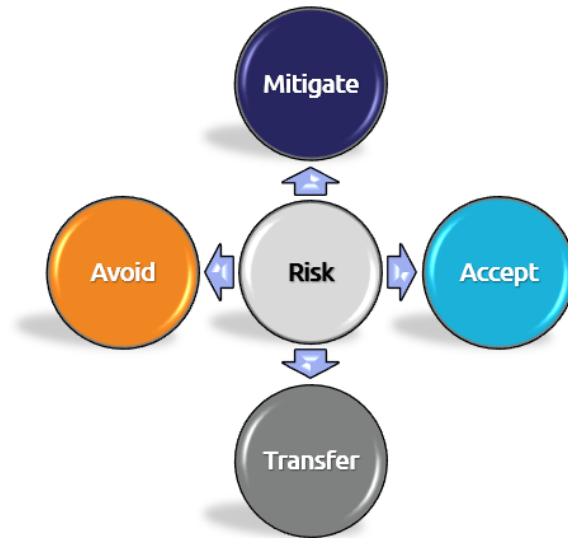
Mitigating the risk means implementing programs and initiatives to reduce a fire or emergency's probability and consequence. For example, a routine Fire Code inspection and enforcement program to ensure Fire Code compliance helps to reduce the likelihood and impact of a fire.

A pre-planning program involving fire suppression crews allows the fire department to learn about specific community buildings and their contents, fuel load, fire protection systems, etc. These activities can reduce the probability and consequence of a fire. It can also assist suppression crews in planning fire suppression operations should a fire occur in a building. Information gathered should be shared with fire inspection prevention staff, who ensure the building complies with the OFC. Pre-incident plans should comply with NFPA 1620: *Standard for Pre-incident Planning*, which requires funding and training for personnel.

Accept the Risk

Accepting the risk means that after identifying and prioritizing a threat, the fire department may determine that no specific programs or initiatives are required to address this risk. In this treatment option, the fire department accepts the potential risk and will respond if it occurs.

For example, typically, fire departments do not implement programs to prevent motor vehicle collisions (MVCs). Fire departments accept that collisions will happen and that the fire department will respond when they occur. Similarly, a fire department program or initiative cannot prevent environmental hazards (e.g., ice storms) and medical calls, but fire departments typically respond when these emergencies occur.



When accepting risks, fire departments should consider their capacity (i.e., equipment, personnel, training, etc.) to respond.

Transfer the Risk

A community may enter into a Fire Protection Agreement with a neighbouring community for service providers to address some or all the Three Lines of Defence. Transferring the risk means the fire department transfers the risk's impact and management to another organization or body. Contracting public fire safety education, Fire Code inspection and enforcement, or emergency response services to a neighbouring municipality or another organization are examples of transferring the risk.

1.3 Setting the Type and Level of Fire Protection Services

When setting the type and level of fire protection services, the Three Lines of Defence will aid in establishing the impact each will have on the probability or consequence of the identified risks. Once the fire department has determined the preferred treatment option for each risk, they can plan and implement activities that address those possibilities. Things to include are the fire department's current resources, staffing levels, training, equipment, and authority versus those that may be required to implement the preferred treatment options.

Fire departments should also ensure that SOPs and SOGs address the levels of service and activities required to handle each risk. Setting goals and objectives and determining resources, training, equipment, activities, and programs are necessary across the Three Lines of Defence.

The process of making informed decisions about the provision of fire protection services should include careful consideration of the following:

- Implementing public fire safety education, Fire Code inspections and enforcement, and appropriate emergency response will aid in addressing the causes, behaviours, or issues associated with identified risks.
- Capabilities and capacity of the fire department (e.g., financial and staffing resources, training, equipment, authority, etc.) may be required to implement preferred treatment options.
- Strategic partners with common interests are part of the process while reviewing the available resources or skill sets that could assist in addressing risks using the applicable risk assessment profiles.
- E&R By-Law, operational policies, and SOGs reflect the fire protection services that address the identified risks.

- Establish goals, objectives, strategies, timelines, and evaluations for the proposed fire protection services.
- Communicate with the council and public on the types and levels of fire protection services available.

The following worksheet and summary chart is a compilation of the nine mandatory profiles.

1. Geographic profile
2. Building stock profile
3. Critical infrastructure profile
4. Demographic profile
5. Hazard profile
6. Public safety response profile
7. Community services profile
8. Economic profile
9. Past loss and event history profile



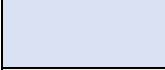
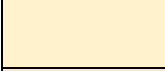


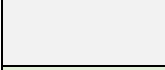


Information about each profile is available in the appendix starting on page 70.

TABLE #2 – Summary of Risks

The following summary worksheet identifies the risk and its level (high, moderate, or low) in the order of where they are found in the profile worksheets. A “Preferred Treatment Options to Consider” section has been added to each worksheet as recommended by the OFM for each identified risk. This information is presented to the Fire Chief for consideration.

Note(s): No timing for implementation or costing has been presented due to the multitude of variations in achieving the suggested options noted within this document. Implementation will depend on the extent of performance and available resources (staffing and finances).

- *The chart below identifies the worksheet number (found in the Appendices) and the colour coding.*
- *This worksheet is the compilation of the OFM Worksheet #10.*
- *The summary of risks noted here are taken from the OFM Worksheets 1 to 9. However, only the risks that could impact on the fire department’s operations have been noted here. The risks have been listed from High to Low (through colour coding).*

Occupancy & Profile Legend		Worksheet #
	Geographic Profile	1
	Building Stock Profile	2
	Critical Infrastructure Profile	3
	Demographic Profile	4
	Hazard Profile	5
	Public Safety Response Profile	6
	Community Services Profile	7
	Economic Profile	8
	Past Loss and Event History Profile	9

A spreadsheet providing an overview of all the risks and related treatment options has been included in Appendix N. This spreadsheet is set up to identify the risks from high to low.

A final companion spreadsheet noting the FMP and CRA recommendations within specific topic related sections has been included in Appendix O to assist the fire chief in identifying how each of the two documents recommendations are connected.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #1 - Geographic Profile</p> <p><i>(Refer to Appendix A for more information.)</i></p>	<p>Body of Water, including, Lakes, Rivers, Streams, and Wetlands</p> <p><i>Body of Water Impacts Training, Equipment, and Response Time</i></p>	<p>Risks – There is a history of flooding, primarily in Tisdelle Drive and surrounding streets. Area roads did not become impassable, but the risk of property damage was present. Lakeshore has not experienced significant flooding and cannot access their homes by car. Some streets along the lake experienced high water levels a few years ago from significant rainfall or sustained northerly winds (storm surge) that resulted in water over low-lying roads and property. Nothing of which prevents residents from access to homes.</p> <p>A greater risk is the potential for fast-moving water in ditches and tributaries, eventually leading to Lake St. Clair. Waterway restrictions due to excessive water volumes or debris restrictions during heavy rainfall/ snow melt can create challenging rescue conditions for anyone who has fallen in or a vehicle that, for some reason, enters a flooded ditch.</p> <p>The level of public knowledge or the limited understanding of the hazards of bodies of water and their location in an emergency can also be a risk.</p> <p>For many years, discussions have evolved with no definitive resolve on whether a fire department has the legal authority to operate in federal waters. A fire chief authority is only within the municipal boundaries under the <i>FPPA</i>. LFD is fortunate to have the OPP, Canadian Coast Guard (CG) or United States Coast Guard (USCG) available to call for support under their federal water’s authority. The indemnification provided under the <i>FPPA</i> does not apply outside the municipal boundaries.</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • LFD must maintain and update ice/water rescue training protocols, SOGs, policies and activities on an ongoing basis. • Evaluate the need to update equipment specific to ice/water rescues. • Assess the need to move to the operations level of ice rescues with crews leaving shore utilizing an inflatable raft and tethered to a maximum of 305 m (1,000 ft) from the shoreline. • Ensure all federal and provincial laws and regulations relating to water rescues are followed, including levels of training. <p>Recreational/ Tourist Activities:</p> <ul style="list-style-type: none"> • Install signage at key locations of bodies of water identifying the risks of water bodies and thin ice. • Have pamphlets available at lodging locations warning of the dangers of thin ice and how a person may self-rescue. • List items persons should carry for self-rescue, including ice picks, throw rope, a whistle or loud horn, and cellphones in a waterproof kit. • Review the need for enhancements in the number of social media platforms LFD uses in providing fire safety messaging.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • Enter into a response agreement with a neighbouring fire service that provides operations-level ice/water rescue, including responding with a vessel. <p>Flooding:</p> <ul style="list-style-type: none"> • LFD should conduct a needs analysis to upgrade their level of response to operations, including adherence to NFPA 1006: Standard for Technical Rescue Personnel Professional Qualifications regarding floodwater rescues.
Worksheet #1 - Geographic Profile	<p>Climate Change</p> <p><i>(See also Appendix F - Profile Worksheet #5 – Hazard Profile)</i></p>	<p>Risks –Extreme weather due to climate change is a reality, and fire services have a role in preparing for the effects and adjusting their response accordingly.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • The fire department’s fire prevention staff could include, during fire inspections, a discussion about: <ul style="list-style-type: none"> ○ Installing back-flow valves on septic lines and that sump pumps are operational. ○ In cooperation with other departments of Lakeshore, there is a role for the fire department to build and maintain a resilient community, especially as it relates to overland flooding.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #1 - Geographic Profile	Oil/Gas Wells	<p>Risks - Many oil and gas wells in the Municipality of Lakeshore are inactive and abandoned. Either soil staining or dead vegetation would identify product leakage to the surface. There has never been an incident involving oil or gas wells in the Municipality of Lakeshore. These pose a risk of having an explosion or fire. Other emergencies include spills and blowouts.</p> <ul style="list-style-type: none"> • The still active wells may not have any infrastructure visible above ground level. • Several hazards exist with oil and gas wells, which include:⁵ <ul style="list-style-type: none"> ○ Hydrogen sulphide may escape from a leaking well. ○ High-pressure oil and highly flammable gas may be present from a leaking well. ○ A blowout occurs when natural gas is encountered during drilling operations. The oil/gas fluid is then released around the drilling rig, creating an environmental hazard from the spill, and a fire may occur. <p>Treatment Options to Consider:</p> <p>With the ongoing investigation into what caused the Wheatley explosion in 2021 taking place, its findings will not be released for a while yet. Wheatley is in the Municipality of Chatham-Kent, the Municipality of Lakeshore’s neighbour. The</p>

⁵ “Oil and gas,” Ontario, Accessed May 9, 2023, <https://www.ontario.ca/page/oil-and-gas>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>Municipality of Lakeshore should examine its findings, as some of the recommendations from the investigation may affect Lakeshore.</p> <p>Avoid and Mitigate Risk - This may be achieved by:</p> <ul style="list-style-type: none"> • Ensure maps of the well locations are available, whether active or not. This information is available at: https://geohub.lio.gov.on.ca/datasets/lio::petroleum-well/explore?location=42.284364%2C-82.667605%2C11.00 • Ensure an area in the Emergency Response Plan (ERP) addresses oil/gas well emergencies. • The Municipality could reference the <i>Oil, Gas and Salt Resources Act, R.S.O. 1990</i>, for additional material. • The Planning Division needs to be aware of the locations of wells to ensure no structures are located over them.
Worksheet #1 - Geographic Profile	Topography	<p>Risks - The land is primarily flat, with a low risk of flooding along the Lake St. Clair shoreline. Most of the population lives in the northwest corner of the Municipality. There are many inland water courses that flow to the lake. There are numerous parks and open recreational lands for many sporting activities. With many residents and visitors using the trail systems there is the risk of individuals becoming injured on the trails. Some heavily forested rural areas may experience a lightning strike, causing a fire. This threat has a low risk of occurring.</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk - This may be achieved by:</p> <p>LFD has two four-wheel drive pick-up trucks to use along the paths if needed at present. The department should analyse the need for a UTV to use for this purpose which could also be used to fight wildland fires making it a multi-purpose apparatus.</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #1 - Geographic Profile	Railways	<p>Risks –Trains pass through Lakeshore and could be transporting hazardous materials. There is, therefore, a risk of train/passenger vehicle incidents and derailments.</p> <p>Treatment Options to Consider:</p> <p>LFD conducts joint training evolutions with the Provincial HAZMAT Team from Windsor Fire & Rescue Services (WFRS).</p> <p>Avoid and Mitigate Risk - This may be achieved by:</p> <ul style="list-style-type: none"> • HAZMAT response SOGs, policies, and training should be reviewed and updated.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #1 - Geographic Profile	Provincial Highways, County, Municipal Roads	<p>Risks –</p> <p>Electric Vehicles</p> <p>By February 2022, 75,274 electric vehicles were registered in Ontario⁶. By 2030, one out of every three vehicles sold will be electric. Generally, fire services are behind in preparing firefighters for incidents involving electric vehicles. Fire service personnel are accustomed to responding to conventional vehicle fires. Electric vehicles run on high-voltage lithium-ion batteries, which can result in dangerously high temperatures if these cars catch fire. Firefighters are also at risk of electric shock from damaged lithium batteries. Firefighters must ensure the vehicle is de-energized during an extrication incident to prevent electrical shock if electrical cabling becomes compromised by the accident.</p> <p>Roads Closures</p> <p>For Roads Department staff to execute repairs, roads may need to be closed. The same applies during construction projects, MVCs, weather events, etc. To the Municipality’s credit, road closures are entered into the Municipal 511 website for the public’s reference.</p>

⁶ Ontario Making it Easier to Access Electric Vehicle Chargers, (Ontario.ca), Accessed December 17, 2022, <https://news.ontario.ca/en/release/1001827/ontario-making-it-easier-to-access-electric-vehicle-chargers>

HAZMAT Incidents

MVCs involving transport trucks carrying HAZMAT can be highly complex. The LFD can mitigate some HAZMAT calls as personnel train at the operations level. The LFD may call for the provincial HAZMAT team from Windsor Fire & Rescue Services (WFRS) to address and reduce complex HAZMAT incidents. With the high traffic flow along Highway 401 daily, unknown quantities of hazardous materials are transported through Lakeshore.

Treatment Options to Consider:

Avoid and Mitigate – This may be achieved by:

Electric Vehicles:

- The LFD should consider taking the NFPA online training course Alternative Fuel Vehicles Training Program for Emergency Responders.
- Download electrical vehicle information apps on the Department's tablets/phones/laptops.
- LFD must ensure that all SOGs, procedures, and training are current when responding to electric vehicle emergencies.

Road Closures:

- Public Works should notify the LFD and WFRS, LFD's dispatch centre, of all full closures.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • When the road reopens, the Roads Department should again call LFD and WFRS to advise members that the road has reopened. • As new traffic control systems are installed, ensure they include pre-emptive signal control systems. Upgrade current traffic lights to have control devices and sensors. <p>HAZMAT Incidents:</p> <ul style="list-style-type: none"> • As with any HAZMAT incident, Lakeshore may need to implement its ERP or open its reception centres.
Worksheet #1 - Geographic Profile	Highway 401	<p>Risks - Highway 401 runs for 25 miles through the Municipality of Lakeshore. Daily many transport trucks carry hazardous cargo, which could leak/spill during an MVC, creating a HAZMAT situation and requiring additional resources. For example, on September 3rd, 1999, one of the worst MVCs in history occurred on Highway 401 in the Municipality of Lakeshore.⁷ The response times for apparatus enroute to an incident on the highway may be adversely affected by the road's closure, congestion on arterial routes as traffic leaves the 401, alternate detour route may be established, highway debris from the MVC, or weather.</p> <p>There is an increasing number of electric vehicles on the roadways and when on fire they present several challenges to fire personnel..</p>

⁷ "20 years later: Remembering the Highway 401 Fog Crash," CBC News, Accessed April 27, 2023, <https://www.cbc.ca/news/canada/windsor/highway-401-fog-crash-1999-windsor-manning-road-1.5267759>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk</p> <ul style="list-style-type: none"> • It may require a level of vehicle rescue and HAZMAT equipment and training over and above the department's current level. • Consider annual road safety and traffic control training for the firefighters. • Ensure SOGs, policies, and training align with Section 21 Guidance Notes and NFPA Standards.
<p>Worksheet #2 - Building Stock Profile</p> <p><i>(Refer to Appendix B for more information.)</i></p>	<p>Fires</p>	<p>Risks – Fires can be due to design, construction, maintenance deficiencies, human error, or mechanical or electrical failures.</p> <p>Treatment Options to Consider:</p> <p>The Fire Prevention Division completes a systematic inspection that includes reviewing any required documentation, physically inspecting the site, identifying opportunities and code shortcomings, educating the customer on the requirements, and setting a timeline for follow-up for compliance.</p> <p>Avoid and Mitigate Risk – The risk of fires occurring may be reduced by:</p> <ul style="list-style-type: none"> • Discuss the misuse of ignition sources, such as candles, related fire safety practices, and possible evacuation protocols.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • LFD requires additional resources in Fire Prevention to make the inspection program more encompassing of all occupancies. Present staffing levels prevent inspection levels from being where they should be. • Insufficient volunteer firefighter levels responding to fires place the safety of firefighters at risk and may result in higher property loss and possibly loss of lives. This shortage of firefighters is concerning during the day when most are at their place of employment. A resolution includes hiring full-time firefighters who may be qualified to complete fire inspections while on duty.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	Municipality of Lakeshore <i>Single Family Residences</i>	<p>Risks – Single-family dwellings experience the most fires in Lakeshore, with 44 residential fires between 2019 and 2021. In 2021, the estimated dollar loss was over \$3.7 million. Most fire fatalities occur in residential fires.</p> <p>LFD has attempted to publicize how having residential fire sprinklers may lessen the risks when a fire occurs. While sprinklers may not extinguish the fire, they will assist in managing it, which may provide time for the occupants to escape.</p> <p>New home purchasers need to be mindful of the importance of sprinklers as a fire safety feature and the savings available in their insurance. Statistics show that residential sprinklers save lives and reduce fire loss. In turn, property owners will reap savings on insurance costs and see an increase in the property value. LFD cannot promote their value due to the lack of resources.</p> <p>Lightweight Construction</p> <p>These roof trusses and floor joists are made at a manufacturing facility off-site and then transported to the on-site location. Roof truss failures have killed many civilians and firefighters.</p>

Secondary Suites, Garden Suites, and Short-Term Accommodations

An unknown number of illegal rental suites could exist in Lakeshore. The Official Plan allows for the construction of Secondary Suites and Garden Suites. There is no by-law governing the operation of short-term accommodations, including registration, licencing, and required fire inspections.

It is becoming a challenge to control the location of short-term accommodations. Historically, the municipality has required short-term accommodations to operate in mature neighbourhoods away from the shoreline where flooding frequently occurs. The older infrastructure in those neighbourhoods needs to meet the increased demand.

Wood Energy Technical Transfer (WETT) Inspections

Homes rely on wood burning as their primary or secondary means of heat. Historically, solid fuel-burning appliances are a source of many house fires in the province. With an increase in occupancies burning wood to reduce the cost of heating, the incidence of chimney fires would increase, which may result from poor maintenance. LFD has not been conducting WETT inspections and is not forecasting that they will do so in the future.

Treatment Options to Consider:

Avoid and Mitigate Risk – The risk of fires occurring may be reduced by:

		<p>Single Family Dwellings:</p> <ul style="list-style-type: none"> • LFD should continue to provide public fire safety education during Fire Prevention Week on smoke alarms, beginning with school children in grades junior kindergarten to grade 3. In school, fire prevention promotes the need for students to remind their parents of the importance of testing smoke alarms. <p>Secondary Suites, Garden Suites, and Short-Term Accommodations:</p> <ul style="list-style-type: none"> • Add the Secondary and Garden Suites inspection and short-term accommodations to the fees by-law. • Consider requiring any accommodations with a wood-burning appliance to complete a WETT inspection. • If the staff of Lakeshore completes a WETT inspection, a fixed fee becomes established, which the municipality includes in its fees by-law. <p>WETT Inspections:</p> <p>Lakeshore requires building permits for all solid fuel-burning appliance installations. This inspection ensures all new installations or upgrades meet the needs of the OBC and manufacturer. The building department should include the condition that a WETT inspection is completed during installation to determine compliance with the inspection requirements. Insurance companies often require these to be completed when buying a residential structure equipped with a wood-burning appliance.</p>
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Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • A WETT inspection should become mandatory as part of the licensing requirements for garden suites, secondary suites, and short-term accommodations. • Discussions with the Municipality’s insurance provider should review possible liability exposures when requiring WETT inspections. • The Municipality should direct residents to hire a third party qualified to complete these specialized inspections. <p>Lightweight Construction:</p> <ul style="list-style-type: none"> • Complete an inventory list of all lightweight construction per the OFM Directive 2022-001. • Develop pre-incident plans for high-life risk occupancies in the municipality with lightweight construction. • Include lightweight construction training for firefighters, including identifying such buildings physically or through the WFRS CAD information.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	<p>Larger Higher Structures</p> <p><i>Response Protocols and Training</i></p>	<p>Risks - A fire occurring in a higher construction could strain fire service resources. The OBC permits structures up to six floors to be built using ordinary wood construction materials. These construction changes limit firefighters' effectiveness in containing the fire to the apartment of origin. In designs made of wood construction, a fire could spread rapidly and be difficult to manage and control.</p> <p>Including LWC components will increase the risk level for firefighters who fail to contain and control the fire. The water supply in Lakeshore influences the development of higher structures. LFD is fortunate in that it owns an aerial device.</p> <p>With the increased residential developments, the municipality should anticipate an increase in industrial, manufacturing, commercial and mercantile occupancies. These buildings are growing in both size and height (wherever possible) to allow tenants to expand their operations without expanding the structure's footprint. When a fire occurs, more significant sized buildings may require additional resources from LFD and neighbouring fire services. Requests like this become a challenge and a liability if the non-LFD firefighters have not received training to fight fires in more extensive and higher structures. NFPA 1710 has established a standard for the number of firefighters required to fight a fire in different-sized occupancies. These include:</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration	
		Occupancy Description	Number of Firefighters Required
		A two-storey single-family dwelling that is a minimum of 186 m ² (2,000 sq ft), with no basement and no exposures present.	Require 16 firefighters, 17 if an aerial device is in use.
		Open-air strip shopping center ranging from 1203 m ² (13,000 sq ft) to 18,209 m ² (196,000 sq ft)	Requires 27 firefighters, 28 if an aerial device is in use.
		Apartment within a three-storey garden-style apartment building of 111 m ² (1,200 sq ft)	Requires 27 firefighters on the scene, 28 if an aerial device is operating.
		A high-rise in which the highest floor is greater than 23 m (75 ft) above the lowest level of fire department vehicle access.	It requires 38 firefighters on the scene and 39 if an aerial device is in use.
		<p>During the daytime, LFD has difficulty attaining the minimum number required for a residential structure, let alone fighting a fire in a high-rise. The officer in charge can call in mutual aid, but concerns become whether those responding have training in fighting a high-rise fire. Is the responding fire department already at a fire, and does it have resources it could send to assist LFD? Mutual aid is not to be used to support LFD's normal operations. Their neighbours may also be experiencing the same firefighter shortages and do not have extra to send.</p>	

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>A fire at a large industrial or commercial complex will also stretch LFD's daytime resources to the limit, resulting in the need to call in assistance from neighbouring fire departments. The same questions come into play as with a high-rise fire. It is time for LFD to determine the feasibility of employing full-time firefighters from Monday to Friday during the daytime.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • It may require additional staffing, equipment, and training. • OBC requires structures over four levels to be sprinklered. Promoting the installation of sprinklers should be part of the fire prevention inspections and pre-planning by the fire department. • Ensure SOGs, policies, equipment, and high-rise training are in place to fight fires in higher structures. • Follow FUS – Table of Effective Response – Re: Ladders and Aerials: When are they required or needed. • Enter into a response agreement with a neighbouring fire department for the immediate response of an aerial when Lakeshore receives a confirmed fire in residential structures over three storeys, industrial and commercial occupancies.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • Consider when the next engine is due for replacement to acquire a Quintuple combination pumper (Quint), a more versatile apparatus to operate as the front-line apparatus out of the station to which it is assigned. • LFD lacks the resources to develop and maintain an active pre-incident plan program. Pre-planning before an incident occurs, such as fires in high-rises, is essential for efficient operations and the safety of the firefighters at the incident.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	Fuel Retail Outlets <i>Gasoline, Diesel</i>	<p>Risks - A large fuel spill is a HAZMAT incident. There are retail outlets that have storage tanks underground. Marinas have fuel storage on-site; a leak could create an environmental hazard if it enters the waterways. The risk of fires exists with high fire loads onsite (i.e., boats, fuel, and retail outlets).</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Inventory of all locations that have bulk fuel storage. • Contact TSSA for a list of sites with non-retail fuel tanks. • Complete pre-incident plans for each area with fuel storage. • Provide training on fighting flammable liquid fires, including the use of foam.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	Properties with Solar Photovoltaic Systems	<p>Risks - There are locations in Lakeshore where solar photovoltaic systems panels are installed either on top of roofs or at ground level. These panels produce high voltage, which must be disconnected. A fire in structures with solar panels on a roof has a higher potential of early roof failure due to the extra weight load. Lakeshore requires building permits when installing solar equipment.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Ensure documented identification of these locations. • LFD should ensure SOGs, training, and pre-incident plans are in place and current. • Ensure that warning signage is in place as required at each location.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	<p>Vulnerable Citizens and Caregivers</p> <p><i>Inspections and Enforcement</i></p>	<p>Risks – Having the most vulnerable residing in occupancies with fire safety violations is a risk. Currently, 15 vulnerable occupancies, as defined in the OBC or Municipal Property Assessment Corporation (MPAC) classifications, are in Lakeshore. Fire prevention inspects this occupancy annually. Personal residences do not fall under the vulnerable occupancy classification.</p> <p>Families often look after loved ones in their homes rather than placing them in a long-term care facility.</p> <p>Treatment Options to Consider:</p> <p>Avoid Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Provide public education on escape planning. • Train personnel on fire extinguisher usage. • Promote education regarding knowing and practicing building escape routes. • Address the needs of those with mobility and cognitive behavioural issues in escaping a fire. • LFD should reach out to caregivers to provide public education on fire safety and what to do in the event of a fire. The visit would be crucial when the one they care for has mobility issues.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #2 - Building Stock Profile</p>	<p>Water</p> <p><i>Including Domestic Water Supply, Wet Hydrants, Dry Hydrants, Cisterns and Rural Water Supply</i></p>	<p>Risks –Some communities experiencing high growth and development activities experience challenges in supplying enough water. Many developers are coming forward with plans for residential growth and anticipating over 2,000 new residential units over the next ten years, primarily in the Emeryville, Belle River, and Maidstone areas.</p> <p>Hydrants</p> <p>Lakeshore has 1,636 municipal hydrants, 93 private, and 45 still under the developer’s control. No matter how short the period, the hydrant system's failure could become a life safety risk.</p> <p>Dry Hydrants and Cisterns</p> <p>Lakeshore's dry hydrants for the LFD’s water supply are available in rural areas not serviced by hydrants. There are no locations with a cistern available for the department’s use. Dry hydrants and cisterns are typically found in rural settings for fire protection. Dry hydrants and cisterns are regulated under NFPA 22 <i>Standard for Water Tanks for Private Fire Protection</i> and NFPA 1142, <i>Standard on Water Supplies for Suburban and Rural Firefighting</i>. Maintenance of the Municipality’s hydrants must meet the OFC’s <i>Part 6, Fire Protection Equipment</i>.</p> <p>Within FUS’s <i>Alternate Water Supplies for Public Fire Protection</i> document, it states that “recognition of Shuttle Service for fire insurance grading purposes is limited to the flowing road travel distances from the insured property”:</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>Commercial Lines for Public Fire Protection Classification (PFPC)</p> <ul style="list-style-type: none"> • 5 km by road of the first responding pumper, AND mobile water supply apparatus, AND • 2.5 km (1.6 miles) by road of an approved water supply point • Personal Lines, Dwelling Protection Grade 8 km (5 miles) by road of first responding pumper, AND mobile water supply apparatus, AND • 5 km (3.1 miles) by road of an approved water source <p>Savings on insurance costs may be available to residents and businesses that install a cistern containing a large quantity of water for fire protection. It may be a significant investment of between \$20,000 and \$35,000, but the insured may save approximately \$20,000 in insurance costs.</p> <p>Rural Water Supply</p> <p>The LFD has achieved their Superior Tanker Shuttle Certification, which meets FUS requirements for three fire stations. Having this accreditation assists in lowering insurance premiums for those living outside the built-up areas.</p> <p>Treatment Options to Consider:</p> <p>Mitigate Risk – This may be achieved by:</p>

		<p>Domestic Water</p> <ul style="list-style-type: none">• Having developers assume new infrastructure costs aids in planning for sustainable growth. <p>Hydrants</p> <ul style="list-style-type: none">• Increase the minimum size of the water mains from the current 50 mm (2") to 150 mm (6") or greater to ensure adequate water supply for firefighting operations while continuing to provide domestic water. Doing so will enhance the flow rate, water pressure and volume of water available, which could lead to additional building construction as supply meets the demand.• Replace old cast iron water pipes with newer technologies.• Water flow from hydrants should meet the FUS Water Supply for Public Fire Protection guide.• Develop a hydrant maintenance program that complies with the OFC, Article 6.6.4 and NFPA 291, <i>Recommended Practice for Water Flow Testing and Marking of Hydrants</i>. <p>Dry Hydrants and Cisterns:</p> <ul style="list-style-type: none">• LFD should complete an analysis to determine the need for additional dry hydrant installations.• Once dry hydrants are in place, develop maps identifying their locations, with circles determining the response distances, which become available to
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Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>the residents to provide to their insurance provider. This service may permit the residents to take advantage of savings on their insurance premiums.</p> <ul style="list-style-type: none"> • Promote installing dry hydrants to property owners with access to a water supply. • Cisterns must be installed and maintained according to NFPA 22, <i>Standard for Water Tanks for Private Fire Protection</i>. <p>Rural Water Supply:</p> <ul style="list-style-type: none"> • The LFD should explore the opportunity of achieving Tanker Shuttle accreditation for the remaining two fire stations.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	<p>Fire Stations</p> <p><i>Standby Generators</i></p>	<p>Risks – As an emergency services facility, the loss of power at any fire station could negatively affect the response capabilities of the LFD. Presently, only three fire stations have an automatic standby generator. At two of those three stations, it is unknown whether those in place energize the entire structure. One of the generators may be undersized and could be relocated to another station that does not need as much power. While portable generators could be utilized, they require someone to attend the fire station, start the generator, lay out power cords, and in priority items. Power cords lying across the floor are a health and safety risk.</p> <p>LFD is in the process of completing the installation of generators at each station.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risks – This may be achieved by:</p> <ul style="list-style-type: none"> • Ensure standby generators installed at all the fire stations can energize the entire building. • Complete an electrical audit to identify the generator size required for each location.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #2 - Building Stock Profile</p>	<p>Lakeshore Fire Department</p> <p><i>Radio System and Infrastructure</i></p>	<p>Risks – While the radio coverage throughout the Municipality is good, there is a risk of a radio system failure and power loss. It is unknown when the radio system was last upgraded. There are eight transmission towers across the Essex-Windsor area, each with a battery or generator for backup power. The LFD should have an audit completed on its radio infrastructure and coverage. This review is especially prudent as Motorola will no longer support the technology currently in use by the LFD after 2024.</p> <p>The system operates using digital technologies with repeaters. Digital signals are stronger than analogue signals as radio signals lose strength with distance; digital signals are at consistent power.</p> <p>A reliable radio system is imperative for the health and safety of firefighters. The increase in population intensified in high-rise structures where large quantities of concrete and steel are used in construction, impeding radio signals. LFD should review the need to add mobile repeaters in some apparatus to enhance radio coverage.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risks – This may be achieved by:</p> <ul style="list-style-type: none"> • Complete a radio system audit. • A radio system upgrade that includes purchasing mobile repeaters.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • LFD, in cooperation with the Building and Planning Departments, investigates the value of requiring bi-directional antennas to be installed in high-rises or other structures that use high amounts of concrete and steel.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #2 - Building Stock Profile	<p>Natural Gas Liquified Petroleum Gas (LPG)</p> <p><i>Propane</i></p>	<p>Risks - Loss of natural gas supply in transmission line breakages. There is an ongoing risk of leaks/accidents involving the distribution and use of natural gas.</p> <p>Propane</p> <p>Some residences will have large LPG storage tanks for heating, cooking, and fuel for standby generators. Construction sites may have LPG tanks over 200 kg (441 lbs) for heat during the colder months. There is a risk of leaks going undetected and creating an explosion. There are fewer than five Level I retail outlets in Lakeshore.</p> <p>Treatment Options to Consider:</p> <p>Accept Risk – This may be achieved by:</p> <p>Natural Gas</p> <ul style="list-style-type: none"> • For the safety of its firefighters, LFD has a “do-not-touch” approach when responding to natural gas facilities. <p>Propane</p> <p>When a dedicated Public Fire & Life Safety Educator is in place, begin:</p> <ul style="list-style-type: none"> • By providing public education on transporting, storing LPG tanks, and connecting hose lines.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • Promote safe BBQ and portable stove usage to prevent leaks and fires involving propane tanks. • Contact TSSA for all locations with permanently installed LPG tanks.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #4 - Demographic Profile</p> <p><i>(Refer to Appendix D for more information.)</i></p>	<p>Public Education</p>	<p>Risks - The LFD needs more Public Education Programs. The lack of time for an effective program hinders progress in fire safety messaging. The FPOs are not responsible for delivering Public Education Programs. As such, neither officer is NFPA 1035, <i>Standard for Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications</i> certified.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • A part-time dedicated PFLSE would greatly assist LFD. Public education opportunities require completion as the first line of defence. Public education programs need to meet the needs of Lakeshore as, presently, there is no dedicated PFLSE. • Many areas of public education could be either enhanced or implemented if additional resources were available in the form of a part-time dedicated PFLSE.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #4 - Demographic Profile	General Population	<p>Risks – Ontario growth projections for Essex County indicate a growth rate of 25%-40% between 2021 and 2046. Historically, LFD has only been able to complete public education during Fire Prevention Week’s fire station open houses and focuses on the NFPA topic for the week.</p> <p>Seniors</p> <p>The senior demographic should receive fire safety messaging, which is not occurring for various reasons. Namely, the LFD requires a dedicated PFLSE, as the FPOs are too busy with inspections to provide public education. Between 2021 and 2046, the senior population in Essex County will grow between 50% and 70%. Estimates indicate that by 2046, between 22% and 27% of the people living in Essex County will be seniors.⁸</p> <p>Visible Minorities</p> <p>Based on the 2021 census, there are 4,435 visible minorities in Lakeshore. Even though this demographic is not identified as a significant risk at this time, with the forecasted growth that may take place, this issue could become more prevalent in the coming years.</p>

⁸ “Ontario population projections,” Accessed December 20, 2022, <https://www.ontario.ca/page/ontario-population-projections#:~:text=Ontario%27s%20population%20is%20projected%20to%20increase%20by%2035.8,Ontario%27s%20population%20has%20been%20affected%20by%20the%20COVID-19>

Youth and The Arson Prevention Program for Children (TAPP-C)

Troubled youth who have created fires may need to attend a Juvenile Fire Setter Intervention/ The Arson Prevention Program for Children (TAPP-C). This program includes the involvement of family members and could consist of other community partners. This program should continue as an active program within LFD and the responsibility of the dedicated PFLSE once they are in place.

Documenting Events

The OFM has provided a means of documenting public education events; LFD has taken advantage of this opportunity.

Indigenous

In 2021, there were 1,365 Indigenous members in the community. LFD has not previously reached out to this demographic. Indigenous members should not miss receiving fire safety messages.

Treatment Options to Consider:

Avoid and Mitigate Risk – This may be achieved by:

General Population

- An increase in population, as well as an increase in residential buildings, will bring an increase in the number of fire calls.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> LFD will see growth in the mercantile building stock, which will need to be inspected and may require additional resources in fire prevention. <p>Seniors</p> <ul style="list-style-type: none"> Future public education opportunities should discuss the following topics of interest: the sound of fire, the importance of working smoke and CO alarms; emergency preparedness in the event of an evacuation, prolonged power loss, or severe weather events; safe cooking practices, dangers of using oils and grease for cooking; develop and practice an escape plan for their place of residency; how to extinguish a cooking fire; fall prevention; how to operate a fire extinguisher; burn prevention; the senior’s safety book; open-air burning; etc. The department could enhance public education for the senior demographic by incorporating the dangers of wearing loose-fitted clothing near stovetops, especially those with open flames, into their Safe Cooking Program. <p>Visible Minorities</p> <ul style="list-style-type: none"> Work towards having a bi-lingual Fire Prevention and PFLSE staff that reflects the multicultural community.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • Another option is the contractual employment of personnel to assist the LFD with interpreting and delivering fire prevention messages if English is not their second language. <p>Youth</p> <ul style="list-style-type: none"> • Some fire services have implemented junior firefighter programs for the youth to assist around the fire stations and learn about fire safety and firefighting. Opportunities may be available to have the youth of Lakeshore achieve their required community service hours by helping around the fire station or at public education events by dressing as Sparky, the fire service mascot. Under the current staffing levels, this may be not easy to achieve, but it should be considered in the future when staffing permits its implementation under the PFLSE. • Before a Junior Firefighter Program becomes active, complete a needs analysis on its value and targeted age group. • Once in place, the dedicated PFLSE should complete The Arson Prevention Program for Children (TAPP-C) program and become certified in its delivery. <p>Indigenous – First Nation Peoples</p> <ul style="list-style-type: none"> • LFD should develop a smoke alarm Outreach Program for the Indigenous demographic and local stakeholders to support their efforts. Having a PFLSE in the department would be able to spearhead this promotion.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • Complete a needs analysis before implementing based on fires within the demographic and increased smoke alarm calls. • Implementing this may be not easy without a dedicated PFLSE on staff.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #4 - Demographic Profile</p>	<p>Public Education</p> <p><i>Public Education Programs for Schools</i></p> <p><i>Festive Seasons</i></p>	<p>Risks – School visits by Fire Prevention are an essential demographic, which would promote fire safety in the home. The LFD delivers numerous topics to the school children during fire prevention week, which includes smoke alarms, home escape planning, and stop-drop-roll from kindergarten to grade three. They also bring a fire truck for the students to tour. The schools are to conduct fire drills as required, and the LFD should monitor these by attending. No formal programs are in place for high school students.</p> <p>Festive Seasons</p> <p>During festive times of the year, fires may occur. Dried-out Christmas trees may catch fire when exposed to hot Christmas lights or the failure of a strand of lights. Fires are also caused by burning candles when residents leave to go out or forget to blow them out before retiring for the evening.</p> <p>LFD promotes the 12 Days of Christmas fire safety messaging through social media and the municipality’s website.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This can be achieved by:</p> <p>Schools</p> <ul style="list-style-type: none"> • A PFLSE should promote fire safety by developing and rehearsing a Home Escape Plan, teaching children how to crawl on the floor through smoke,

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<p>teaching children the dangers of playing with ignition sources and conducting fire drills at the schools.</p> <ul style="list-style-type: none"> • Discuss topics that include the following: <ul style="list-style-type: none"> ○ 9-1-1 ○ Smoke and CO alarms ○ Fire safety in the home ○ Safe cooking practices <p>Festive Season</p> <ul style="list-style-type: none"> • Provide public education messaging on the dangers of unattended cooking, uncleaned or unmaintained chimneys, aged electrical and mechanical equipment, and lack of good housekeeping practices. • Promote artificial candles during the holiday season to reduce the risk of fires. • In some traditions, educate the public on the dangers of using real candles in , sprays, or wreaths on Christmas trees. • Provide year-round education on preventing injuries from and causing cooking-related fires.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #5 - Hazard Profile</p> <p><i>(Refer to Appendix F for more information.)</i></p>	<p>Weather Event/Reception Centres</p> <p><i>Tornadoes, Ice and Snowstorms, Extreme Heat and Cold Events, Intense Rainstorms, and Flooding.</i></p>	<p>Risks - During a weather event or forest fire, residents, visitors, and the transient public may need a location to take refuge.</p> <p>Lakeshore has one location, which is a designated reception centre. It does not have an emergency standby generator capable of energizing the entire building. Reception centres require food preparation and washroom facilities, including showers and rooms that could become dormitories. All locations must comply with the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i>.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Arrange for the Red Cross to evaluate each location to assess its suitability as a reception centre, considering the number of residents it may need to accommodate. Also, consider whether the site is suitable for long-term operations, whether there is an emergency power supply, and what amenities are available. • Ensure all sites are AODA compliant.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #5 - Hazard Profile	Municipality of Lakeshore <i>Domestic Terrorism</i>	<p>Risks - The threat of domestic terrorism exists in Canada, with numerous incidents producing havoc and terror among the populace. Attacks have occurred in several Canadian cities with devastating consequences. Active shooter incidents may occur in factories, schools, supermarkets, seasonal facilities, and within the family home.</p> <p>Too often, communities wait until an event has occurred with catastrophic consequences and loss of life before identifying the need for public education and preparedness to handle such incidents. Terrorism attacks quite often focus on those of religious faith.</p> <p>While a low risk, and even though the police would be the primary responding agency, the Municipality and LFD need to have response strategies because such acts can result in a fire or rescue situation.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Transfer Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Emergency responders and community groups should work together to develop and deliver education programs to the responders and public on avoiding or mitigating a situation to preserve life and prevent further harm. • Focus groups should include camps and campgrounds, places of worship, financial institutions, and schools.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		<ul style="list-style-type: none"> • LFD should have SOGs and policies for responding to locations experiencing a terrorist/active shooter attack. • Ensure procedures are in place for every municipally owned building for responding to active shooters and hostage situations, including identifying safe rooms. • Reference NFPA 3000, <i>Standard for an Active Shooter/Hostile Event Response (ASHER) Program</i>, and Section 21 Guidance Note 6-37 Active Attacker Events for information during the development of SOGs and policies. • Reference materials should also include NFPA 1600 – Standard on Continuity, Emergency, and Crisis Management and the Emergency Management Standard developed by the Emergency Management Accreditation Program in the United States. • NFPA 3000 – Standard for an Active Shooter/Hostile Event Response (ASHER) Program, defines ASHER as “an incident where one or more individuals are or have been actively engaged in harming, killing, or attempting to kill people in a populated area by means such as firearms, explosives, toxic substances, vehicles, edged weapons, fire, or a combined thereof.” • It further describes the ASHER Program as “a community-based approach to preparedness, mitigation, response, and recovery from an ASHER incident, including public or private partnerships, emergency management, the medical community, emergency responders, and the public.”

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #6 - Public Safety Response Profile <i>(Refer to Appendix G for more information.)</i></p>	<p>Agriculture Livestock</p>	<p>Risks – Many first responders are unfamiliar with animal handling during a barn fire or MVC involving livestock, making the scene more dangerous or challenging. Additionally, it is not uncommon for farmers to try and rescue animals, putting themselves at risk of severe injury or death. Having emergency livestock plans in place before an incident can significantly reduce risks. Community assistance can include groups such as Animal Control, law enforcement, and veterinarians.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk - This may be achieved by:</p> <ul style="list-style-type: none"> • Acquire rescue equipment and develop SOGs, procedures, and training for livestock rescue and handling.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #6 - Public Safety Response Profile	Wind Farms <i>Response Protocols</i>	<p>Risks - Lakeshore has become well known for having 150 wind turbines. Numerous codes, regulations, and standards govern the installation and operation of wind turbines. Wind turbines present risks such as high-angle rescue and fires within the units.</p> <p>Rescues or fires in structures of this height and complexity are challenging for fire services. If a fire were to occur, most fire services would not risk the lives of firefighters to scale the structure due to the risk of a catastrophic failure.</p> <p>Lakeshore Fire Department’s chief officers need to be aware of the operations of the units and the company that owns the turbine response team capabilities.</p> <p>LFD does not perform high-angle rescues and provides ground support only.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Transfer Risk – This is achieved by:</p> <ul style="list-style-type: none"> • The owner/operator of the wind turbine is responsible for mitigating high-angle rescues from these units.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #6 - Public Safety Response Profile	Marinas/ Boat Launches	<p>Risk – With busy marine vessel activity on Lakeshore's many bodies of water and waterways, the area marinas look after the needs of the travellers using marine vessels. The summer months produce high maritime traffic.</p> <p>There are multiple locations throughout Lakeshore for residents and visitors to launch their boats. Some may have gone the extra step and built their boat ramp on their waterfront property. Due to the construction materials used in making a vessel, they present challenges when ignited.</p> <p>Marinas, retail, service, and houses all varieties of marine vessels. They may also have merchandise and fuel available, which poses a risk to the environment in the event of a spill.</p> <p>Boats are kept in boat slips in the summer months. During winter, they may keep boats on-site. This storage creates a high fire load during a fire.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • If a fire involves fuel or a fibreglass vessel, LFD may require abundant foam concentrate. <p>Following a fuel spill into the water, containment booms and porous materials may be necessary.</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #6 - Public Safety Response Profile</p>	<p>OPP – North Bay is Lakeshore’s Central Emergency Reporting Bureau (CERB)</p> <p>NG 9-1-1 Public Safety Answering Point (PSAP)</p>	<p>Risks - Prepare for the Next-Generation 9-1-1 and its effects on the emergency services in Lakeshore. There has yet to be a confirmed cost provided by the federal government, which is bringing this new system into effect. Some large municipalities, such as Hamilton, that operate communications centres are budgeting as much as \$31 million for upgrades.</p> <p>Once installed and operational, there will be an annual operating cost. There have yet to be any communications regarding the anticipated yearly operating expenditures.</p> <p>Treatment Options to Consider:</p> <p>Avoid Risk – This may be achieved by:</p> <ul style="list-style-type: none"> • Early estimates are that the NG 9-1-1 system could cost communications centres between \$500,000 to \$1 million or more, which inevitably will be passed on to the clients. This transition will impact the Fire Department budget. <p>Municipalities should begin budgeting for when this system goes into effect, starting in 2025.</p>

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #7 - Community Services Profile <i>(Refer to Appendix H for more information.)</i>	Lakeshore Fire Department	No risks have been identified for this section.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
Worksheet #8 - Economic Profile <i>(Refer to Appendix I for more information.)</i>	Lakeshore Fire Department	No risks have been identified for this section.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
<p>Worksheet #9 - Past Loss and Event History Profile</p> <p><i>(Refer to Appendix J for more information.)</i></p>	<p>Fire Cause Determination</p> <p><i>NFPA 921, Guide for Fire and Explosion Investigations, and 1033, Standard for Professional Qualifications for Fire Investigators</i></p>	<p>Risks – The fire chief and deputy chief are trained and certified to NFPA 1033, <i>Standard for Professional Qualifications for Fire Investigators</i>, on fire cause and origin determination. With arson and undetermined fires, the department should ensure additional officers complete training in this discipline.</p> <p>Fire investigations are very time-consuming to complete. Sometimes, this time is limited, resulting in the fire’s origin and cause being undetermined. LFD ensures that documentation and a reasonable effort are met to establish an apparent cause.</p> <p>Treatment Options to Consider:</p> <p>Avoid and Mitigate Risk – This can be achieved by:</p> <ul style="list-style-type: none"> • Having additional trained members on-scene may assist in observing items or events that are overlooked and may prompt further investigation by more experienced personnel. • LFD must ensure members who have completed the NFPA 1033 Standard for Professional Qualifications for Fire Investigators course also achieve their certification to Pro Board/IFSAC standards certification. Failure to do so may come into question during litigation, where the qualifications of investigators may be questioned. • Following the agency's directives, notify outside agencies such as the OFM, TSSA, ESA, and OPP.

Mandatory Profiles	Risks or Issues and Concerns	Risk and Treatment Options for Consideration
		During investigations, the investigator should note if ongoing fire-cause trends are developing and act accordingly.

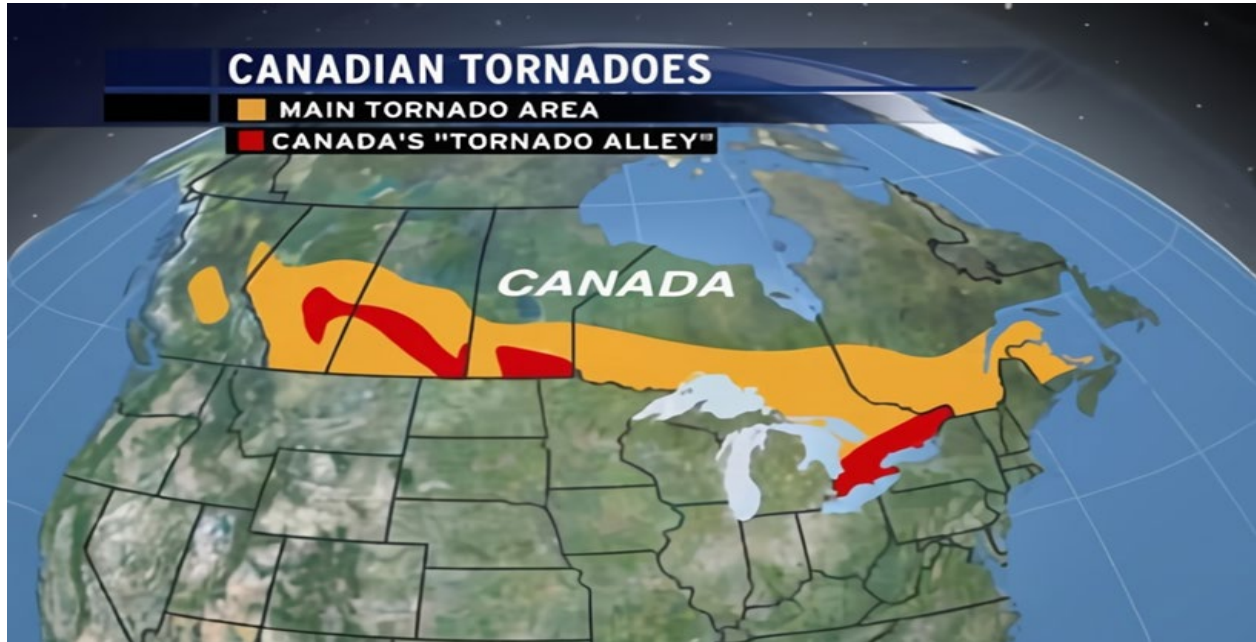
Appendix A - Worksheet #1-Geographic Profile

The Municipality's geographic profile describes the community's physical features. Such features may present current or potential risks that may impact the fire service in an emergency.

Located on the south shore of Lake St. Clair, the Municipality of Lakeshore is a prime destination in the summer months. The municipality experiences severe thunderstorms that could produce into tornadoes. Because of its geographic location, it is in a prominent area of Canada and is at risk of experiencing a tornado at some time.

The topography is flat, and the terrain slopes downward from the south to the north. Due to the flatness of the Municipality of Lakeshore, drainage is slow, and storage for runoff in the rivers and streams is limited. Slow-moving creeks and rivers support drainage flow into Lake St. Clair. This lack of space for excess water creates the risk of flooding, which could occur with little to no notice due to severe weather.

FIGURE #1: Map of Prominent Tornado Risk Areas in Canada



Each feature has been assigned a level of risk based on the probability and consequence per the following definitions found in NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Development.

Low Risk: A risk that is unlikely to occur or have a significant impact on life, property, operations, the environment, and/or economic and social factors. A low risk does not require immediate action or attention but should be monitored periodically.

Moderate Risk: A risk that is within the range of acceptable risk but is not considered low risk.

High Risk: A high risk is a risk that has a high probability of occurrence and a high potential impact. High risks are usually given the highest priority in developing a community risk reduction plan.

Worksheet #1 rows are assigned a level of risk by colour code as below and are in order of risk.

Low	Moderate	High
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Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
Railways	<ul style="list-style-type: none"> • Canadian National Railway and Canadian Pacific Railway lines operate through the Municipality of Lakeshore. They carry freight, and VIA Rail carries passengers on the Canadian National Railway's rail system. • In extreme cases, a train derails that is transporting hazardous materials results in residents' evacuation. • Depending on the seriousness of the incident, it may become a mass casualty, requiring resources from outside the county to assist. <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Current Capacities</p> <ul style="list-style-type: none"> • The ERP may need to be activated along with the EOC. <p>Mitigation Strategy</p> <ul style="list-style-type: none"> • LFD should have SOGs, policies, and training to mitigate rail traffic incidents. • Lakeshore should obtain copies of the response plans for VIA Rail and the Canadian National Railway line, which are included as a point of reference in the appendix of the ERP. • LFD should organize a real-time emergency training exercise that includes a rail accident involving mass casualties or hazardous materials involving all the MECCG members. Collaboratively work with the railways to install signage at crossings, warning of the risks of persons walking along train tracks or crossing trestles.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
Highway 401	<ul style="list-style-type: none"> • Highway 401 runs for 25 miles through the Municipality of Lakeshore. • Many transport trucks carry hazardous cargo, which could leak/spill during an MVC, creating a HAZMAT situation and requiring additional resources. • On September 3rd, 1999, one of the worst MVCs in history occurred on Highway 401 in the Municipality of Lakeshore. ⁹ • Response times may be affected by road closures, congestion, detours, debris, or weather. <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Current Capacities</p> <ul style="list-style-type: none"> • There is an increasing number of electric vehicles on the roadways. <p>Mitigation Strategy</p> <ul style="list-style-type: none"> • It may require a level of vehicle rescue and HAZMAT equipment and training over and above the department's current level. • Consider annual road safety and traffic control training for the firefighters. • Ensure SOGs, policies, and training align with Section 21 Guidance Notes and NFPA Standards.

⁹ "20 years later: Remembering the Highway 401 Fog Crash," CBC News, Accessed April 27, 2023, <https://www.cbc.ca/news/canada/windsor/highway-401-fog-crash-1999-windsor-manning-road-1.5267759>

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
Rivers, Lakes, Streams, Wetlands, and Watersheds	<p>Will impact:</p> <ul style="list-style-type: none"> • Training– Aids in the mitigation of ice and water rescues, members must be trained per NFPA 1006, <i>Standard for Technical Rescue Personnel Professional Qualifications</i>. • Equipment- LFD will need to ensure its equipment is tested per manufacturer specifications and aligning regulations to ensure it is in a state of readiness. • Response and travel timelines– Measure response time according to NFPA 1720 <i>Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments</i>. It may also create an impact if the caller cannot provide accurate directions to the location of the incident. <p>When there is severe flooding, it may impact:</p> <ul style="list-style-type: none"> • Infrastructure- Roads, culverts, and bridges may be damaged or destroyed. This damage includes non-municipally owned infrastructure such as power and telecommunications equipment. • Response times- may be longer due to road closures or damaged access routes that may be impassable. Callers may be unable to provide accurate directions to the incident. <p>Lakeshore does not have a proprietary Emergency Flood Response Plan in place yet. Once the flood plan is in place, Lakeshore may need to implement it during flooding.</p> <p>Flooding is caused by:</p> <ul style="list-style-type: none"> • Extreme rainfall/runoff from intense storms or rapid snow melting. • Severe weather overloads the storm and sanitary sewer system, creating water back-up. • Along the shoreline of Lake St Clair due to high lake levels or a storm surge by strong winds.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
	<p>LFD does not have the capacity, ability, and training to perform swift water rescues.</p> <p>LFD has no marine vessels to use on Lake St. Clair, nor does the department have the authority to respond on the lake.</p> <p>Snowmobiles or people walking on the ice may fall through in the winter. The highest risk of persons falling through the ice is the water retention ponds, as their levels fluctuate under the ice.</p> <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Current Capabilities</p> <p>With a shoreline close to 40 km (25 mi), the risk level to the community is heightened due to the travel distances and the travel time to arrive on the scene. Add to the timeline the time it takes the volunteer firefighters to respond to the station, muster and then respond. A crew of full-time firefighters in the station at the time of the call would, in most cases, be enroute to the scene within 80 seconds.</p> <p>LFD has the training and equipment to perform ice and water rescues at the operations level and provides offshore-based rescues up to 90 m (300') from shore.</p> <p>Response levels are identified as either Awareness, Operations, or Technician. For this CRA, the following best describes the levels, based on NFPA 1006, <i>Technical Rescue Personnel Professional Qualifications</i>. The levels of response, as quoted from NFPA 1006, are:</p> <ul style="list-style-type: none"> • 1.5 Operational Levels. The AHJ shall establish written standard operating procedures (SOPs) consistent with one of the following operational levels for each of the disciplines defined in this document:

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
	<ul style="list-style-type: none"> • (1) Awareness level. This level represents the minimum capability of individuals who provide response to technical search and rescue incidents. • (2) Operations level. This level represents the capability of individuals to respond to technical search and rescue incidents identify hazards, use equipment, and apply limited techniques specified in this standard to support and participate in technical search and rescue incidents. • (3) Technician level. This level represents the capability of individuals to respond to technical search and rescue incidents and to identify hazards, use equipment, and apply advanced techniques specified in this standard necessary to coordinate, perform, and supervise technical search and rescue incidents. <p>Mitigation Strategy</p> <ul style="list-style-type: none"> • The Municipality of Lakeshore could install lifebuoys along public beaches with signage promoting water safety. • LFD should review and update current response protocols and SOGs and develop new ones as required. • Ensure these meet industry standards, such as Section 21 Guidance Notes and NFPA 1006, Technical Rescue Personnel Professional Qualifications. • The Municipality of Lakeshore will be reviewing its storm sewer size policy through a Fire Master Plan currently being developed. Also, create an ongoing maintenance program of clearing blocked maintenance hole covers & brush debris from driveway culverts. Retention ponds are engineered and are a risk as water levels change significantly in the winter. When the water level lowers when the pumps turn on to remove water, a void is created under the ice that could collapse, putting those walking on it into the water.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
Provincial Highways, Municipal and Private Roads	<ul style="list-style-type: none"> • Road closures or detours, special events, and construction may cause traffic to become congested and adversely affect the responding firefighters enroute to the station to board an apparatus response times. <p>There is a volume of large trucks transporting goods into and out of the area, with an unknown number of loads that may contain hazardous materials.</p> <ul style="list-style-type: none"> • During severe snowstorms, visibility could be zero, and the roads impassable. • Emergency services have not experienced delays during responses due to flooding. • Growth in northwest areas of Lakeshore has increased traffic, which impedes firefighters when responding to the fire station. • LFD does not have pre-emptive traffic control devices in any of its apparatus. • Lakeshore does not have a by-law regulating the building and maintenance of private roads. The Municipality has a policy regarding the assumption of private roads. <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Mitigation Strategy</p> <ul style="list-style-type: none"> • Pre-emptive devices may improve response times as the fire apparatus will have priority at traffic control signals and not be required to stop for a red light. • LFD should engage the traffic department of Essex County to review opportunities for installing pre-emptive devices on county roads.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
	<ul style="list-style-type: none"> The primary focus for installing these devices should be along Essex County Road. 22, as that is the leading travel route for stations 1 and 3.
Topography	<p>The land is primarily flat, with a low risk of flooding along the Lake St Clair shoreline. Most of the population lives in the northwest corner of the Municipality.</p> <ul style="list-style-type: none"> Many inland water courses exist. There are numerous parks and open recreational lands for many sporting activities. Risk of individuals becoming injured on the trails. Some heavily forested rural areas may experience a lightning strike, causing a fire. This threat has a low risk of occurring. <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Current Capacities and Mitigation Strategy</p> <ul style="list-style-type: none"> LFD has two four-wheel drive pick-up trucks to use along the paths if needed.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
Climate Change	<p>Climate change is a worldwide issue most evident with the deterioration of the upper atmosphere, droughts, and floods. Extreme weather due to climate change is a reality, and fire services have a role in preparing for the effects and adjusting their response accordingly.</p> <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Current Capacities and Mitigation Strategy</p> <ul style="list-style-type: none"> • The fire department’s fire prevention staff could include, during fire inspections, a discussion about: <ul style="list-style-type: none"> ○ Installing back-flow valves on septic lines and that sump pumps are operational. • In cooperation with each other, the Departments of Lakeshore, has a part to play to build and maintain a resilient community.
Oil and Gas Wells	<ul style="list-style-type: none"> • Many oil and gas wells in the Municipality are inactive and abandoned. • The still active wells may not have any infrastructure visible above ground level. • There are approximately 27,000 oil/ gas wells in Ontario.¹⁰ • Either soil staining or dead vegetation would identify product leakage to the surface. • Several hazards exist with oil and gas wells, which include:¹¹

¹⁰ “Wheatley explosion could be ‘tip of the iceberg’ in Ontario given number of abandoned wells: expert. “CBC News, Accessed May 9, 2023, <https://www.cbc.ca/news/canada/windsor/wheatley-explosion-gas-wells-1.6161023>

¹¹ “Oil and gas,” Ontario, Accessed May 9, 2023, <https://www.ontario.ca/page/oil-and-gas>

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
	<ul style="list-style-type: none"> ○ Hydrogen sulphide may escape from a leaking well. ○ High-pressure oil and highly flammable gas may be present from a leaking well. ○ A blowout occurs during drilling operations when natural gas is encountered. The oil/gas fluid is then released around the drilling rig, creating an environmental hazard from the spill, and a fire may occur. <p>Response/ Mitigation Options and Capabilities of LFD</p> <p>Mitigation Strategy</p> <ul style="list-style-type: none"> ● LFD must ensure that SOGs, policies and training are in place for responses to oil/gas well emergencies. ● LFD to complete pre-incident plans for each active well based on available resources at LFD. ● Develop a mitigation strategy for oil/gas well fires with the operator. ● Ensure maps of all wells' locations are available, whether active or not. ● To locate oil/gas wells in the Municipality of Lakeshore, refer to the maps provided by the Province of Ontario at: https://geohub.lio.gov.on.ca/datasets/lio::petroleum-well/explore?location=42.284364%2C-82.667605%2C11.00. ● Establish a database of all active wells and emergency contact information. ● Conduct joint training on-site familiarity and drilling operations with companies that may be drilling in the municipality.

Geographic Feature	Potential Impact on the Delivery of Fire Protection Services
	<ul style="list-style-type: none"> • Ensure there is a section in the ERP that addresses oil/gas well emergencies and complete training on these types of emergencies. • The Municipality could reference the Oil, Gas and Salt Resources Act, R.S.O. 1990, for additional material. • Monitor the ongoing investigation of the Wheatley explosion.

Appendix B - Worksheet #2-Building Stock Profile

The building stock profile assessment should consider the characteristics of the buildings in the community. This profile can include the facility's use, density, age, construction type, height, and area. This information will assist fire departments in identifying the issues/concerns that will impact the delivery of fire protection services.

LFD must identify facilities that may contain LWC and maintain their inclusion in decision-making during a fire. Structures containing LWC are known to fail in as little as 20 minutes upon fire ignition. This hazard is a severe health and safety consideration, as many firefighters have died in the line of duty due to truss failure. The Building Department should work with the LFD to ensure they know of any new buildings containing this component during construction.

While developing this database, prioritize which occupancy classification(s) the Department will focus on based on the history of fires in those occupancies and the Department resources available.

By using data obtained from the MPAC, the Municipality of Lakeshore and the LFD identify properties as single-family residential, multi-unit residential, assembly, detention/ care/ treatment, mercantile, commercial, industrial, and those not applicable to the OBC, such as farm buildings.

TABLE #3 - Total Number of Occupancies Based on MPAC Data

Property Code: Occupancy Classification	Total Number of Occupancies				
	2023	2024	2025	2026	2027
100 Series: Vacant Land	1,687				
200 Series: Farm	2,221				
300 Series: Residential	13,581				
400 Series: Commercial	276				
500 Series: Industrial	171				
600 Series: Institutional	24				
700 Series: Special and Exempt	49				
800 Series: Government	10				
Total of All Occupancies	18,019				

TABLE #4 – Total Number of Occupancies Based on the OBC Occupancy Classifications

Occupancy Classification Based on 2023 Data		Number of Occupancies 2010	Number of Occupancies 2023	Number with LWC
Group A	Assembly	67		
Group B	Institutional	11		
Group C	Single-Family	10,647		Not Required*
	Multi-Unit Residential	100		
	Motel/Hotel	6		
	Mobile Homes and Trailers	374		
	Other	0		
Group D	Business and Personal Services	125		
Group E	Mercantile	11		
Group F	Industrial	136		
Occupancies not classified in the OBC, such as farm buildings. Includes farms with businesses, residents, outer buildings and commercial.		1,089		
Total of all Occupancies		12,566		
Total of all occupancies with LWC components				

Note: O. Reg. 332/12¹² states that occupancies incorporating LWC must be identified, except for houses. Fire departments should assume all new residential occupancies contain LWC and respond accordingly.

¹² "O. Reg. 217/22: BUILDING CODE," Ontario, Accessed January 9, 2023, <https://www.ontario.ca/laws/regulation/r22217>

TABLE #5 - Census Canada - Household and Dwelling Characteristics by Year

	2011 ¹³	2016 ¹⁴	2021 ¹⁵
Total Occupied Private Dwellings by Structural Type of Dwelling	12,330	13,185	14,385
Single-detached Home	11,340	12,130	13,230
Semi-detached Home	0	200	220
Row House	270	310	370
Apartment or flat in a duplex	60	60	55
Apartment in a building that has fewer than five storeys	180	220	235
Apartment in a building that has five or more storeys	0	0	0
Other single-detached houses	10	10	15
Moveable dwelling*	235	255	255

**Note: The "moveable dwelling" category includes mobile homes and other moveable dwellings such as houseboats, recreational vehicles, and railroad cars.*

¹³ "Census Profile," Statistics Canada, Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537064&Geo2=PR&Code2=01&Data=Count&SearchText=Lakeshore&SearchType=Begins&SearchPR=35&B1=All&Custom=&TABID=1>

¹⁴ Census Profile, 2016 Census - Lakeshore, Town [Census subdivision], Ontario and Essex, County [Census division], Ontario (statcan.gc.ca), Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537064&Geo2=CD&Code2=3537&SearchText=Lakeshore&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>

¹⁵ Profile table, Census Profile, 2021 Census of Population - Lakeshore, Town (T) [Census subdivision], Ontario (statcan.gc.ca), Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Lakeshore&DGUIDlist=2021A00053537064&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

Building Stock Profile Risks

The following table is a list of community building stock/occupancy types and the fire and other emergency issues/concerns for each.

NOTE: Assigned Risk Level is not prioritized but based on OBC Occupancy Classifications and per O. Reg. 378/18.

Occupancy & Profile Legend	
	Group A – Assembly
	Group B – Detention and Care Treatments
	Group C – Single Family, Multi- Unit, Residential, Hotel/Motel Homes, Trailers and Others
	Group D & E – Business, Personal Service and Merchandise
	Group F – Industrial
	Occupancies not Classified in OBC – Farm Buildings Fall under the National Building Code

TABLE #6 – Building Stock Analysis

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
Group A	Assembly	<ul style="list-style-type: none"> • It may have heavy timber construction. • There could be a high fire load. • Large open spaces • It may lack fire stops and sprinklers. • It may lack a monitored fire alarm system. • They may have poor housekeeping practices. • High occupancy (based on the type of meeting(s)) • May experience overcrowding by patrons. • Where alcohol is available, patrons may be impaired, which could slow their exit 	Possible	Moderate	Moderate	<p>Total number of structures that fall in this occupancy classification – Unknown</p> <p>The total number using LWC – Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<p>from the building when the fire alarms sound.</p> <ul style="list-style-type: none"> • Large quantities of combustible furnishings and decorations • Attendees may not be familiar with the building's safety features, such as the fire alarm pull station, emergency exits, and fire hose cabinets (if available). • Loud performances may lead to delayed notification in the event of an alarm or fire. • Some music concerts may want to use pyrotechnics as part of the performance. • The roof trusses may have LWC. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
Group B	Detention Occupancies	<ul style="list-style-type: none"> • This occupancy classification includes holding cells in police detachments and extensive detention facilities. • Restricted access • High occupancy load • Potential for violent interaction • Potential for civil disobedience • It may have a maze of hallways that are difficult to navigate in smoke conditions. 	Rare	Minor	Low	<p>Total number of structures that fall in this occupancy classification – 2</p> <p>The total number using LWC - Unknown</p>
Group B	Care & Treatment	<p>There are 15 Vulnerable Occupancies in the Municipality.</p> <ul style="list-style-type: none"> • Elderly residents with mobility and cognitive behavioural issues • Some homes are not required to install sprinklers. • High occupancy 	Unlikely	Minor	Low	<p>Total number of structures that fall in this occupancy classification – 15</p> <p>The total number using LWC - Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> Increased building construction for seniors indicates an increase in the aged demographic. Staff may not be familiar with emergency evacuation procedures. Many of these facilities experience a high staff turnover, which may mean some new personnel have not received emergency protocol training. 				
Group C	Single Family*	<p>The Fire Department / Municipality considers the presence of LWC probable.</p> <ul style="list-style-type: none"> A lack of working smoke and CO alarms may exist. May lack a home escape plan. They may lack fire extinguishers. No residential sprinklers. 	Likely	Moderate	Moderate	<p>Total number of structures that fall in this occupancy classification – 13,581 (MPAC 300 Series Total)</p> <p>The total number using LWC– Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • Most of the newer residential structures have LWC within the roof, floors and, in some instances, the walls. • Some older buildings may have balloon construction practices. • This risk arises when a fire occurs inside walls due to the lack of braces between the studs on the walls. During a fire, the flames will proceed upward inside the wall without any means of impeding their spread. • There could be hoarding or poor housekeeping practices. • High fire load in older structures with large support timbers. • Lack of distance between structures – creates exposure risks. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • Fires not monitored for safe operation or left unattended (e.g., candles, fireplaces, wood stoves, smoker’s articles). • It may lack direct egress from the basement to the outside. • Property owners may not understand their responsibilities regarding fire safety and fire code. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
Group C	Multi-unit Residential	<p>The Fire Department/ municipality considers the presence of LWC probable.</p> <ul style="list-style-type: none"> • The units have a higher occupancy (than that of a single-family dwelling). • It may lack an escape plan. • May be a lack of operable fire extinguishers, and residents may lack knowledge of their operation. • Human behaviour (cooking, use of candles, smoking, alcohol, hoarding, etc.) • Delayed detection due to improper placement, lack of maintenance, or missing smoke alarms • It may be a lack of knowledge of the location of emergency exits. • It may be a lack of knowledge of shelter-in-place procedures. 	Possible	Moderate	Moderate	<p>Total number of structures that fall in this occupancy classification – Unknown</p> <p>The total number using LWC – Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • The building may have LWC within the roof. • Fires in higher structures will be challenging for fire service resources. • Fires in higher structures may necessitate specialized training for firefighters on elevator operation, ventilation systems, smoke travel, firefighter deployment, thermal/smoke columns in stairways, sprinklers, and hose connections. • Tenants may not respond appropriately to fire alarms due to malicious false alarms. • Fires could occur above and below ground level and in apartment buildings. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
Group C	Hotel/ Motel	<p>There are opportunities for future growth in this occupancy classification.</p> <ul style="list-style-type: none"> • Include bed and breakfast facilities in this category. • There may be LWC within the roof. • Inspections need to check for fire safety standard violation(s). When required, enforcing the OFC should be prioritized. 	Rare	Minor	Low	<p>Total number of structures that fall in this occupancy classification – Unknown</p> <p>The total number using LWC – Unknown</p>
Group C	Mobile Homes, Trailers, and Other	<ul style="list-style-type: none"> • There are residential trailer parks in the Municipality. • The units are highly combustible due to the construction materials used. • The risk of high fire loads exists, and, in some cases, hoarding may be evident. • Seasonal usage for out-of-town visitors. • It may lack smoke and CO alarms. 	Unlikely	Moderate	Moderate	<p>Total number of structures that fall in this occupancy classification – Unknown</p> <p>The total number using LWC – Zero</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • Trailer parks can have limited access routes. This issue can hamper the response by LFD. • Lack of fire separation between trailers may present an exposure risk if a fire occurs. • Using propane cylinders for heating and cooking could be an explosive hazard. • Turnover of visitors, if not weekly, bi-weekly. • Visitors may not consider fire safety a concern while at camp. • Multiple structures for administration, medical facilities, washrooms, crafts, and dining require inspections. • Yearly staff rotation could be an issue due to the knowledge of the area/facility. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • Staff require fire safety training and first aid training. • As with any facility, smoke alarms must be installed and operational in sleeping quarters. • LFD may need to address any safety concerns with bonfires. • Many will use LPG for heating and cooking, which increases the risks of leaks and fires. 				
Group D & E	Business & Personal Service & Mercantile	<ul style="list-style-type: none"> • Small local business • Numerous small businesses will need to have fire inspections. Inspections may be an opportunity to provide public education. 	Possible	Moderate	Moderate	<p>The total number of structures that fall in this occupancy classification – is 277 (MPAC)</p> <p>Group D – Business & Personal</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • LFD may require additional resources for the completion of inspections and to meet the needs of public education. • It may have heavy timber constructions or common basements. • When a joined main street business incurs a fire, it may spread quickly from one unit to another. • A high volume of occupants. • The roof, floors, and walls may have LWC. • Most lack fire sprinklers. • Staff may not be familiar with the building's services or the layout. • It may lack a monitored fire alarm system. • Possibly be missing or have vandalized fire extinguishers. 				<p>Services Occupancies – Unknown</p> <p>Group E – Mercantile Occupancies – Unknown</p> <p>The total number using LWC – Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • May lack fire safety plans. • Exit routes from the building may become blocked with the merchandise. 				
Group F	Industrial	<p>LFD responded to six fires in this occupancy over the past five years.</p> <p>Lakeshore has many locations focused on the auto industry per supply, tool, and mould plants.</p> <p>A sizeable electrical battery storage facility is planned for the Municipality.</p> <ul style="list-style-type: none"> • May lack a current emergency or fire safety plan for the occupancy. • High fire loads may exist due to the type of industry or stock. 	Possible	Major	Moderate	<p>Total number of structures that fall in this occupancy classification – 170 (MPAC)</p> <p>The total number using LWC – Unknown</p>

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
		<ul style="list-style-type: none"> • During manufacturing, there is the possibility of hazardous chemicals being present. • Processing activities with ignition sources. • Possible poor housekeeping and maintenance. • There may be insufficient fire safety training for the staff. • Lack of sprinklers and fire alarm systems (possibly not required by OBC when built). • Lack of structural fire breaks with multiple lines of manufacturing. • May lack outer perimeter access, based on OBC requirements, which could hamper fire department response. 				

Occupancy Classification		Issues/ Concerns (i.e., age of buildings, use of facilities, building density, height and area, historic and culturally significant buildings, etc.)	Probability	Consequence	Assigned Risk Level	Identify the # of Buildings in Each Classification & # of LWC Buildings Where Presence is Known
Other	Occupancies not classified in OBC. Farm buildings fall under the National Building Code	<p>Consider the following points when dealing with occupancies not classified under the OBC or National Building Code.</p> <ul style="list-style-type: none"> • Old construction of heavy timbers. • High fire loads (e.g., hay, straw, farm equipment). • The lack of fire separations in driving sheds and barns allows fires to spread quickly throughout the structure. • Structures near each other become exposure risks. • Possibly poor housekeeping practices. • Farm structures used for non-intended purposes (e.g., illegal drug activity). • Lack of water supply close by for fire suppression operations. 	Possible	Moderate	Moderate	<p>Total number of structures that fall in this occupancy – 2,222 (MPAC)</p> <p>The total number using LWC – Unknown</p>

TABLE #7 – Registered Residential Developments

Note: Data provided by the Municipality of Lakeshore Planning Department

Registered Unbuilt					
Housing Units					
Name of Development	Settlement Area	Single/ Semi-Detached Units	Townhouses	Apartment Units	Total Units
River Ridge	Emeryville	148	0	0	148
Discovery Estates	Stoney point	73	0	0	73
Bacon 4D	Belle River	5	0	0	5
Admiral Cove	Lighthouse Cove	23	0	0	23
Forest Hills	Belle River	224	0	0	224
Woodslee Estates	Woodslee	37	0	0	37
Total Units					400

TABLE #8 – Approved Residential Developments

Draft Approved					
Housing Units					
Name of Development	Settlement Area	Single/Semi-Detached Units	Townhouses	Apartment Units	Total Units
King Townhouses	Emeryville	0	12	0	12
Tracey Estates	Comber	37	0	0	37
River Ridge Phase 7B	Emeryville	10	62	0	72
River Ridge Phase 7C	Emeryville	37	0	0	37
Serenity Bay/ Walkerview Subdivision	Maidstone	0	0	0	62
LNCE 3B, 3C & 3D	Emeryville	136	51	0	187
Forest Hills	Emeryville	229	0	0	229
Total Units					636

TABLE #9 – Proposed Residential Developments

Proposed or Pending					
Housing Units					
Name of Development	Settlement Area	Single/Semi-Detached Units	Townhouses	Apartment Units	Total Units
Giorgi	Emeryville	107	0	0	107
Cooper Estates	Emeryville	8	101	0	109
Northshore Estates	Emeryville	14	48	0	62
Lakeland – Girard	Emeryville	6	53	84	143
River Ridge Phase 8	Emeryville	0	114	0	114
Optimist Street	Emeryville	92	0	0	92
Beachside Condo Phase 3	Maidstone	0	0	174	174
Manning Developments	Maidstone	2	8	155	165
S. Valante Townhouses	Maidstone	0	36	0	36
540 Old Tecumseh	Maidstone	0	28	0	28
350 Rourke	Emeryville	0	20	0	20
0 Dupuis (rental units)	Belle River	0	0	6	6
Total Units					1,056

Appendix C – Redacted. Information provided in confidence by Emergency Management Group

Appendix C – Redacted. Information provided in confidence by Emergency Management Group

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Appendix D - Worksheet #4(a) - Demographic Profile

When completing the demographic worksheets, the characteristics of the Municipality of Lakeshore's demographic profile will aid in identifying potential fire safety issues and concerns. The information will help the LFD prioritize overall risk and decisions about providing fire protection services. For example, seniors, young children, recent immigrants, and people with disabilities are at the highest fire risk. Understanding if the community has an increased number of people in these demographic groups will help the LFD prioritize its public fire safety education and Fire Code inspection and enforcement programs.

Demographic profile characteristics include age, culture, education, socioeconomics, transient populations, or other unique population characteristics throughout the community.

The following population distribution charts will assist in identifying high-risk or vulnerable demographic groups in the community.

Note: The data and explanations behind each table in this profile are from the Government of Canada's 2011, 2016, and 2021 Census.

TABLE #10 – Demographic Numbers By Age

Age of Population	2011 ¹⁶	2016 ¹⁷	2021 ¹⁸
0-4	1,980	1,880	1,970
5-9	2,480	2,435	2,480
10-14	2,545	2,665	2,875
15-19	2,480	2,575	2,915
20-24	1,915	2,075	2,375
25-29	1,450	1,545	1,730
30-34	1,840	1,795	2,020
35-39	2,535	2,290	2,395
40-44	2,750	2,755	2,780
45-49	3,050	2,825	3,080
50-54	2,815	3,120	3,015
55-59	2,440	2,825	3,285
60-64	2,170	2,415	2,765
65-69	1,560	2,090	2,395
70-74	975	1,410	1,905
75-79	695	865	1,205
80-84	460	565	655

¹⁶ Census Profile, Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537064&Geo2=PR&Code2=01&Data=Count&SearchText=Lakeshore&SearchType=Begins&SearchPR=35&B1=All&Custom=&TABID=1>

¹⁷ Census Profile, 2016 Census - Lakeshore, Town [Census subdivision], Ontario and Essex, County [Census division], Ontario, Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3537064&Geo2=CD&Code2=3537&SearchText=Lakeshore&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>

¹⁸ Profile table, Census Profile, 2021 Census of Population - Lakeshore, Town (T) [Census subdivision], Ontario, Accessed December 15, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Lakeshore&DGUIDlist=2021A00053537064&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

Age of Population	2011 ¹⁶	2016 ¹⁷	2021 ¹⁸
85 & over	400	475	570
Total	34,546	36,611	40,410
Percentage Increase/ Decrease from Previous Census	+3.9%	+6.0%	+10.4%

Note: For data on the population by single years of age, refer to the table titled 'Age (in single years)' and the average age in the census data tables. The data is directly from Statistics Canada; the statistics can be conflicting and inconsistent. Statistics Canada allows for discrepancies in calculations.

TABLE #11 – Population Distribution

Total – Distribution (%) of the population by broad age groups*	2016 – 100%	2021 – 100%
0 to 14 years	19.1	18.1
15 to 64 years	66.1	65.2
65 years and over	14.8	16.7
85 years and over	1.3	1.4
Average Age	39.9	40.8
Median Age	41.9	42.8

**Note: Total - Age groups and the population's average age - 100% data.*

TABLE #12 – Breakdown Of Population By Ethnicity

Total – Visible minority for the population in private households *	2016 Total = 36,365	2021 Total = 40,230
Total Visible Minority Population	2,105	4,435
South Asian	640	1,610
Chinese	160	345
Black	345	550
Filipino	160	155
Latin American	85	250
Arab	275	575
Southeast Asian	215	375
West Asian	0	220
Korean	30	65
Japanese	20	35
Visible minority (not identified elsewhere)	65	60
Multiple visible minorities	105	195
Not a visible minority	34,260	35,785

**Note: 'Visible minority' refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs.*

TABLE #13 – Indigenous Population

Total – Indigenous Identity for the population in private households*	2016 Total = 36,365	2021 Total = 40,230
Indigenous Identity	1,030	1,365
Single Indigenous Responses	995	1,290
First Nations (North American Indian)	255	365
Métis	745	925
Inuk (Inuit)	0	0
Multiple Indigenous responses	15	35
Indigenous responses not included elsewhere	20	40
Non- Indigenous identity	35,330	38,865

**Note: 'Indigenous identity' refers to whether the person identifies with the Indigenous peoples of Canada.*

TABLE #14 – Low-Income Population

Low-income Status for the Population in Private Households to Whom Low-Income Concepts are Applicable*	2016	2020
Total	35,365	40,230
0-17 years	8,575	9,130
0-5 years	2,295	2,445
18-64 years	22,570	24,505
65 years and over	5,215	6,595

**Note: Low-income status – The income situation of the statistical unit concerning a specific low-income line in a reference year. Statistical units with income below the low-income line.*

TABLE #15 – Income Population

Total Income Groups in the Population Aged 15 years and Over in Private Households*	2015	2020
Total	29,380	32,900
Without Total Income	1,320	1,180
With Total Income	28,065	31,720
Under \$10,000	3,470	2,565
\$10,000 to \$19,999	3,565	3,215
\$20,000 to \$29,000	3,095	3,775
\$30,000 to \$39,999	2,885	3,435
\$40,000 to \$49,999	3,200	3,465
\$50,000 to \$59,999	2,445	3,040
\$60,000 to \$69,999	1,900	2,345
\$70,000 to \$79,999	1,650	1,970
\$80,000 to \$89,999	1,350	1,605
\$90,000 to \$99,000	1,225	1,465
\$100,000 to \$149,000	2,220	3,220
\$150,000 and over	1,065	1,620

**Note: Total Income – The sum of certain incomes (in cash and, in some circumstances, in kind) of the statistical unit during a specified reference period.*

TABLE #16 – Forecasted Population Growth

Year	Population (Excluding Census Undercut)	Population (Including Census Undercut) ¹	Households				Persons per Unit
			Low Density ²	Medium Density ³	High Density ⁴	Total	
2016	36,600	37,800	12,595	360	220	13,175	2.87
2021	40,400	42,700	13,640	530	220	14,390	2.90
2031	45,800	47,200	14,845	990	720	16,555	2.85
2041	51,000	52,600	15,950	1,545	1,205	18,700	2.81
2051	55,100	56,800	16,860	2,050	1,700	20,610	2.76
Incremental							
2016 -2021	3,800	3,900	1,045	170	--	1,215	
2021 -2031	5,400	5,500	1,205	460	500	2,165	
2021 -2041	10,600	10,900	2,310	1,015	985	4,310	
2021 -2051	14,700	15,100	3,220	1,520	1,480	6,220	

Note: Data provided by the Municipality of Lakeshore Community Planning Department

¹ Population includes an undercount of approximately 3%.

² Includes single and semi-detached homes and “other” homes per Statistics Canada.

³ Includes all townhomes and apartments in duplexes.

⁴ Includes all apartments with less than or greater than five storeys.

Appendix E - Worksheet #4(b) – Demographic Profile

Demographic Profile Risks

The following is a list of the demographic groups of concern within the community and the fire and other emergency matters relating to each group.

Note: The level of risk of the following features is not in order.

Identified Demographic Group	Issues/ Concern
Visible Minority Population	<p>There are approximately 4,500 visible minorities living in Lakeshore in 2023, an increase of roughly 2,400 from 2016.¹⁹</p> <ul style="list-style-type: none"> • This demographic may experience language barriers, social barriers, and socioeconomic inequalities. • Like other demographic groups, some may lack knowledge on fire safety matters, including smoke and CO alarms and the need to develop and practice fire escape plans for their residence. • They may not be familiar with the building’s fire safety system(s). • LFD should review the need for multi-language and multi-cultural fire safety brochures and signage. • The significant growth in this demographic identifies that Lakeshore is becoming more diverse. • The LFD does not reach out to this demographic due to the lack of resources. However, it has not been an identified issue. The Department should review this opportunity.
General Population	<p>The population has increased by approximately 3,800 residents, a 10.4% increase from 2021.</p>

¹⁹ Profile table, Census Profile, 2021 Census of Population - Lakeshore, Town (T) [Census subdivision], Ontario, Accessed December 19, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Lakeshore&DGUIDlist=2021A00053537064&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

Identified Demographic Group	Issues/ Concern
	<ul style="list-style-type: none"> • The current population density is 76.4 persons per km², based on the 2021 census.²⁰ • The County of Essex’s forecasted population growth is between 25% and 40% between 2021 and 2046²¹ • Increased drug-related medical events province-wide may increase the number of medical calls. Of all the calls LFD responds to, approximately 12% are medical-related. • With Lakeshore having several tourist attractions, pedestrians, cyclists, and distracted drivers may disregard the movement of emergency vehicles. • When a fire alarm is activated, individuals may not understand the importance of vacating a building. • The employed demographic is challenging for the fire department to reach with fire safety messages. This issue may be due to their availability and accessibility. Employers could have concerns about employees disrupting their duties to pay attention to fire safety messaging. • It may require additional resources that deliver public education messaging.
<p>Crime in the Municipality of Lakeshore</p>	<p>Lakeshore experiences few crime-related fires, such as arson/vandalism. There are several undetermined fires each year, some of which might be crime-related due to the economic downturn.</p> <ul style="list-style-type: none"> • Based on 2020 statistics, Lakeshore’s crime rate is 64% lower than the national average.²² • Violent crime is 63% lower than the national average.

²⁰ Profile table, Census Profile, 2021 Census of Population - Lakeshore, Town (T) [Census subdivision], Ontario (statcan.gc.ca), Accessed December 19, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Lakeshore&DGUIDlist=2021A00053537064&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

²¹ Ontario Population Projections, 2020–2046 (gov.on.ca), Accessed December 19, 2022, <https://www.ontario.ca/page/ontario-population-projections>

²² Lakeshore, ON Crime Rates & Map, Accessed December 19, 2022, <https://www.areavibes.com/lakeshore-on/crime/>

Identified Demographic Group	Issues/ Concern																
	<ul style="list-style-type: none"> Property crime is 65% lower than the national average. <table border="1" data-bbox="522 390 1421 695"> <thead> <tr> <th>Index</th> <th>Lakeshore / 100,000 People</th> <th>Ontario / 100,000 People</th> <th>National / 100,000 People</th> </tr> </thead> <tbody> <tr> <td>Total Crime</td> <td>1,512</td> <td>3,086</td> <td>4,223</td> </tr> <tr> <td>Violent Crime</td> <td>388</td> <td>792</td> <td>1,042</td> </tr> <tr> <td>Property Crime</td> <td>1,124</td> <td>2,294</td> <td>3,181</td> </tr> </tbody> </table> <p data-bbox="695 695 1252 726"><i>Note: Information is from 2020 Statistics Canada data.</i></p>	Index	Lakeshore / 100,000 People	Ontario / 100,000 People	National / 100,000 People	Total Crime	1,512	3,086	4,223	Violent Crime	388	792	1,042	Property Crime	1,124	2,294	3,181
Index	Lakeshore / 100,000 People	Ontario / 100,000 People	National / 100,000 People														
Total Crime	1,512	3,086	4,223														
Violent Crime	388	792	1,042														
Property Crime	1,124	2,294	3,181														
Service Industry Workers	<p data-bbox="500 768 1466 842">Some students and international workers may move to the area during the summer months for employment.</p> <ul style="list-style-type: none"> May lack a fire escape plan at their place of residency. May not be familiar with fire safety features in their building. Residents may not be familiar with shelter-in-place procedures. They may require public education on safe cooking practices. There could be language barriers. They may need to be reminded not to leave candles or other flame-related articles burning when they leave the premises or retire for the night. 																
Indigenous Community	<p data-bbox="488 1308 1479 1381">The Huron and Wyandot First Nations occupied areas along Lake St. Clair and the Puce, Belle, and Ruscom Rivers.</p> <ul style="list-style-type: none"> 1,365 Indigenous people were living in Lakeshore in 2021. Most of these are either First Nations or Métis. A Statistics Canada survey has identified the following: <ul style="list-style-type: none"> The Indigenous population in Canada is five times more likely to die from fire than the general population; the risk increases to 10 times if they live on a reserve and 17 times if they are Inuit²³. The problem may, 																

²³ Fire Risk for Indigenous People, written by Len Garis and Mandy Desautels for Firefighting in Canada magazine June 07, 2021, Accessed December 19, 2022, <https://www.firefightingincanada.com/fire-risk-for-indigenous-people/>

Identified Demographic Group	Issues/ Concern
	<p>in some cases, be attributed to social determinants such as poverty, inadequate housing, and the lack of working smoke alarms.</p> <ul style="list-style-type: none"> ○ The fire-related death rate for First Nations people living on the reserve was 3.2 per 100,000 person-years. This figure is over ten times the rate of 0.3 among non-Indigenous people. ○ The CO death rate is 0.5 for First Nations, 0.7 for Métis, and 0.6 for Inuit people per 100,000 person-years, similar to 0.6 among non-Indigenous people. <p><i>Note:</i> Person-years is a measurement that accounts for the number of people involved in a study and the time spent by each person.</p> <ul style="list-style-type: none"> ○ Indigenous males statistically suffer more fire-related deaths than Indigenous women. ● Provide pamphlets in their respective dialects if a language barrier exists. If required, contact the OFM to see if they have any available; failing that, discuss with an Indigenous community fire department where LFD may obtain the literature. ● It is necessary to promote the inclusion of this demographic within the community.
Senior Population	<p>In 2021, approximately 9,500 seniors are living in the community aged 60 and older.</p> <ul style="list-style-type: none"> ● The projected percentage of the senior population within the County of Essex in 2046 is between 22% and 27%. ● Forecasts indicate that the County of Essex's senior population will grow between 50% and 70% between 2021 and 2046²⁴. ● There are 15 senior vulnerable sector occupancies in the municipality at this time, and there could be additional ones in the future.

²⁴ Ontario population projections, Accessed December 19, 2022, <https://www.ontario.ca/page/ontario-population-projections>

Identified Demographic Group	Issues/ Concern
	<ul style="list-style-type: none"> • Some of the seniors have mobility and cognitive and behavioural issues that may require constant care. • At vulnerable sector occupancies, there could be a shortage of personal care workers during evening and night shifts. • The residents may lack knowledge regarding escape routes due to mental confusion. • Some seniors may receive assistance and care from personal support worker organizations.
Seasonal Visitors	<p style="text-align: center;">Being near the border with the United States results in many cross-border visitors each year.</p> <ul style="list-style-type: none"> • Persons requiring assistance may not understand English, resulting in a language barrier. • Some fire services have language cards with multiple questions. Research if communication cards that comprise emergency-associated phrases are available. • Arrange for translating services to be made available. • There is a lack of multi-lingual fire safety messaging within locations that provide overnight accommodations. • Lack of knowledge of escape routes from buildings • Lack of knowledge regarding shelter-in-place procedures. • May reside in a short-term rental that lacks fire safety measures. • Some may not know their location and have difficulty communicating when calling 9-1-1. • Marine emergencies may be due to some individuals lacking training in boat operations and experience (i.e., not knowing the waterway, water depths, and submersed rocks/logs). • Even though there are few summer campgrounds, a yearly priority for the LFD should be public education events for staff, such as fire safety around

Identified Demographic Group	Issues/ Concern
	<p>firepits, fireworks, training on operating a fire extinguisher, information required when calling 9-1-1, etc.</p> <ul style="list-style-type: none"> • Enforce the need for working smoke alarms in locations with sleeping quarters, including trailers.

Appendix F – Redacted. Information provided in confidence by Emergency Management Group

Appendix F – Redacted. Information provided in confidence by Emergency Management Group

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Appendix G - Worksheet #6 - Public Safety Response Profile

This section considers other public safety response agencies (e.g., police, EMS, rescue) that might be tasked with or able to assist in responding to emergencies or mitigating the impact of crises. The types of incidents each can respond to, and any issues or concerns that may impact the fire department response are considered.

Public Safety Response Profile Risks

The chart lists the public safety response agencies in the Lakeshore area and the types of incidents they may attend.

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
Ontario Provincial Police (OPP)	<ul style="list-style-type: none"> • MVCs on the network of roads and streets. • Fire scenes • Marine emergencies • Acts of crime • Acts of violence • Acts of terrorism • When the ERP is imposed. • Security of dignitaries 	<ul style="list-style-type: none"> • Scene and crowd control, traffic control, investigations • Establish perimeters. • Provide marine support. • Protective services • Canine services • Provide air support – helicopter and fixed-wing. • Search and rescue • Tactical response teams 	<ul style="list-style-type: none"> • Concerns with human trafficking and drug trade activities taking place along the 401. • OPP resources have a large geographical area to cover. • Lack of staffing during some shifts results in resources responding from detachments further away, such as Leamington, Essex, Kingsville or Tecumseh. Doing so reduces the police protection in those

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<ul style="list-style-type: none"> • Medium Urban Search and Rescue (MUSAR) • Major structural collapse • Entrapments • Earthquakes • Tornadoes • Severe weather events • Explosions 	<ul style="list-style-type: none"> • Chemical Biological Radiation Nuclear Explosive (CBRNE) support team 	<p>communities when the officer is in Lakeshore.</p> <ul style="list-style-type: none"> • The lack of available on-duty resources may result in a delayed response when LFD calls for them to attend an incident they are at.
Royal Canadian Mounted Police (RCMP)	<ul style="list-style-type: none"> • Acts of terrorism or sabotage • Criminal activity of international significance • Illegal importing of goods such as drugs • Human trafficking • Security of dignitaries 	<ul style="list-style-type: none"> • Investigations that fall under their jurisdiction • Notification of Interpol and other international police agencies as required. • Provide the following services: <ul style="list-style-type: none"> • Canine services • Marine • Aircraft 	<ul style="list-style-type: none"> • There are concerns about the amount of human trafficking and drug trade activities along the 401.

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
<p>Canadian National Railway Police Service</p> <p>Canadian Pacific Railway Police Service</p>	<ul style="list-style-type: none"> • Transit incidents • Missing persons • Responsible for ensuring public safety on passenger trains and transportation terminals 	<ul style="list-style-type: none"> • Provide security. • Conduct investigations. • Assist police, fire, and agencies. • Public and scene safety • Protect railway personnel, assets, information, and operations. • Protect customer's property and resources 	<p style="text-align: center;">None known</p>

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
<p>Essex-Windsor Emergency Medical Services</p>	<ul style="list-style-type: none"> • Medical calls • Fire standby and administer cyanokit to victims suffering from smoke inhalation. • Acts of violence • Acts of terrorism • Mass casualty • Any time the ERP is implemented and required. 	<ul style="list-style-type: none"> • Take control and provide direction upon arrival; in treating the sick and injured. • Triage patients at mass casualty incident • Transport sick and injured to medical facilities. • Liaise with local hospitals on patient condition 	<ul style="list-style-type: none"> • In 2023 the tiered medical response agreement is being updated • EWEMS has a single base on Renaud Line with a varying number of ambulances available at any time to cover the region. EMS coverage on Lakeshore’s east end is shared and prioritized through simultaneous dispatching with Chatham Kent EMS. • Based on limited EMS coverage in the large Lakeshore geographical area, EMS may be delayed depending on overall system patient offloading (code Black) time and what the call volume/priorities are at the time of the fire department request to respond.

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
Outside Fire Services	<ul style="list-style-type: none"> • Automatic or Mutual Aid Incidents • Respond to structure fires with tanker support due to the lack of hydrants (very long response timeline). • Light Urban Search and Rescue Team – Windsor trained to NFPA 1670 - Operations and Training for Technical Rescue Incidents. • Windsor Fire & Rescue Services responds to Lakeshore to mitigate: • HAZMAT Incidents • Elevator Rescue • Technical Rescues 	<ul style="list-style-type: none"> • Fire Suppression • Provide staffing and equipment as requested. • Perform all duties requested by the LFD’s Incident Commander. • LFD has one automatic aid agreement in place. • LFD is a member department of the County of Essex Mutual and Automatic Aid Plan & Program 	<ul style="list-style-type: none"> • Any automatic aid or response agreements should meet the needs and circumstances of the residents living in the response area of that agreement.
Canada Border Services Agency (CBSA)	<ul style="list-style-type: none"> • Illegal immigrants 	<ul style="list-style-type: none"> • Scene control, traffic control, investigations 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<ul style="list-style-type: none"> • Smuggling of goods into the country • Border security • Marine operations at major ports • Threats to the welfare and the protection of Canada 	<ul style="list-style-type: none"> • Establish perimeters. • Detain individuals who enter the country illegally. • Seizure of illegal goods coming into the country. • Protect food supply entering the country. • Provide detector dogs. • Work collaboratively with Canadian and International agencies. 	
<p>United States Department of Homeland Security</p> <p><i>Air and Marine Agents</i></p> <p><i>Border Patrol Agents</i></p>	<ul style="list-style-type: none"> • Protect the border. • Respond to illegally transporting weapons, drugs, contraband, and people. • Terrorist threats and attacks 	<ul style="list-style-type: none"> • Provide security for the United States • Land, Air, and Marine support 	<p>None known</p>

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
St. John Ambulance – Windsor	<ul style="list-style-type: none"> Assist with medical services at large public gatherings 	<ul style="list-style-type: none"> Support local paramedic services by providing basic first aid at events. Do not transport patients to medical facilities. Provide a first aid post/rest area. 	None known
Canadian Red Cross – Windsor	<ul style="list-style-type: none"> Public events in which many people are in attendance. Attend major incidents where people have become displaced from their homes 	<ul style="list-style-type: none"> Supporting LFD at public events and extreme disasters. Sheltering and connecting family members. Provide emergency and disaster services (e.g., temporary shelter, food, clothing). 	None known
Ontario Fire Marshal	<ul style="list-style-type: none"> Suspicious fires Attend fires in which there is either a civilian or firefighter fatality. 	<ul style="list-style-type: none"> Investigation – Lead agency working in conjunction with the police. Provide technical support 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<ul style="list-style-type: none"> • High dollar loss fires • Fires at vulnerable occupancies • Fires which may be in the public's best interest • Incidents that require a provincial specialty team, such as HAZMAT, CBRNE • Emergency Preparedness and Response Unit • Support communities when local resources are exhausted. • Maintains command and control and is responsible for the results management of the incident. 		
Emergency Management Ontario – Heavy Urban Search and Rescue (HUSAR)	<ul style="list-style-type: none"> • Major structural collapse • Entrapments • Earthquakes 	<ul style="list-style-type: none"> • Leverage technical specializations to conduct search and rescue. 	<ul style="list-style-type: none"> • Units will be responding from either Toronto or Winnipeg.

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<ul style="list-style-type: none"> • Tornadoes • Severe weather events • Explosions 		
Ministry of Natural Resources and Forestry	<ul style="list-style-type: none"> • Forest Fires • Flooding • Mining incidents • Dam failures • Erosion and unstable land • Responsible for provincial parks • Land and wildlife management • Lands and waters management 	<ul style="list-style-type: none"> • Responsible for Crown Lands belonging to the province. • Coordinate the response of resources to suppress and extinguish forest fires. • Coordinate evacuations if required. • Manage, monitor and, in some cases, control flood waters. • Coordinate mine rescue teams 	None known
Transport Canada	<ul style="list-style-type: none"> • Respond to transportation accidents involving some road vehicles and all rails, marine, and aviation incidents. 	<ul style="list-style-type: none"> • Take the lead investigation role in many transportation accidents with the support of other agencies. • Many transportation regulations are the 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
		<p>department's responsibility to develop and monitor.</p> <ul style="list-style-type: none"> • The findings of these investigations may lead to changes in some of the transportation regulations. • Canadian Transport Emergency Centre aids communities by responding and providing mitigation strategies for dangerous goods emergencies. 	
Canadian Armed Forces (CAF)	<ul style="list-style-type: none"> • Airlifts, medical evacuations, and disaster assistance • Respond at the request of the Municipality through the OFM to declared emergencies. • Attend natural disasters. • Aid in evacuations during wildfire season and flooding in the spring. 	<ul style="list-style-type: none"> • Responsible for the defence of Canada. • Provide support by providing equipment and staffing. • Operation LENTUS follows an established plan of action to support communities during a crisis. 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
<p>Trenton Search and Rescue – Joint Rescue Co-Ordination Centre Trenton</p>	<ul style="list-style-type: none"> • Air and marine incidents • Rescues in remote areas • Searches for lost persons 	<ul style="list-style-type: none"> • Perform search and rescue operations not only for crash incidents but also humanitarian responses such as lost hunters, removal of injured hikers or other medical evacuations due to the remote location they may be in or weather conditions. • Remove and treat injured persons. • May direct other resources to the incident location. 	<p>None known</p>
<p>Canadian Coast Guard <i>Sarnia – Regional Headquarters</i> <i>Stations in Port Lambton and Amherstburg</i></p>	<ul style="list-style-type: none"> • Responsible for marine safety and the environmental protection of aquatic life and waters. • Marine search and rescue • Navigational or transportation emergencies in Canadian waters 	<ul style="list-style-type: none"> • Perform search and rescue. • Respond to vessels in distress. • Respond to medical emergencies. • Respond to support local emergency services. 	<p>None known</p>

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<ul style="list-style-type: none"> • Ice breaking to free vessels. • Marine HAZMAT/ pollution emergencies 	<ul style="list-style-type: none"> • Collaborate with other government agencies. • Issue warnings about navigational emergencies • Provide marine security 	
<p>United States Coast Guard</p> <p><i>Marine Stations located in St. Clair Shores and Belle Isle</i></p> <p><i>Air Station located in Detroit</i></p>	<ul style="list-style-type: none"> • Marine search and rescue • Navigational or transportation emergencies in United States waters • Ice breaking to free vessels. • Marine HAZMAT/ pollution emergencies • Terrorism and the smuggling of goods into the United States • Natural disasters on the waterways 	<ul style="list-style-type: none"> • Perform search and rescue. • Respond to vessels in distress. • Respond to medical emergencies. • Respond to support local emergency services. • Collaborate with other government agencies. • Issue warnings about navigational emergencies • Provide marine security 	<p>None known</p>
<p>Technical Standards and Safety Authority</p>	<ul style="list-style-type: none"> • Attend fires and explosions involving fuel-fired appliances such as gas kitchen appliances, 	<ul style="list-style-type: none"> • Investigations relating to cause and origin. 	<p>None known</p>

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
	<p>furnaces, water heaters, barbeques, gas fireplaces, etc.</p> <ul style="list-style-type: none"> • Gas leaks from pressurized vessels and pipelines. • CO leaks • Boilers and pressurized vessel failures • Elevator, ski lift and amusement park ride failures 	<ul style="list-style-type: none"> • Investigations that involve the failure of a pressurized vessel (e.g., boilers, LPG tanks) • Assist other agencies during investigations. • Assist with enforcement. • Technical support 	
Enbridge Gas	<ul style="list-style-type: none"> • CO alarms • Natural gas leaks in residences • Leaks within their infrastructure 	<ul style="list-style-type: none"> • Coordinate response with LFD. • Responsible for making areas safe that involve gas leaks. • Monitor air for explosive limits. • Attend emergencies to either turn off or lock and tag out gas lines. 	None known
Electrical Safety Authority	<ul style="list-style-type: none"> • Fires that involve electrical equipment 	<ul style="list-style-type: none"> • Assist with fire investigations. • Electrical code enforcement 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
Hydro One Power Distribution Inc. and E.L.K. Energy	<ul style="list-style-type: none"> • Downed power lines • Severe weather events • Structure fires • Incidents requiring the disconnecting of the power 	<ul style="list-style-type: none"> • Terminate power supply on transmission systems as needed. • Reinstate the power supply as required. 	None known
Essex Region Conservation Authority Lower Thames Valley Conservation Authority	<ul style="list-style-type: none"> • Provides services to the municipality and the public to protect life and property from natural hazards such as flooding and erosion. 	<ul style="list-style-type: none"> • They monitor watersheds and weather conditions. • Operate a flood forecasting system to provide warning of anticipated or actual flood conditions. • Issuing Water Level Notices • Provide advice on preventing or reducing the effects of flooding. • Maintaining communications with the municipality and other agencies • Has a Flood Contingency Plan 	None known

Identified Public Safety Response Agency	Types of Incidents They Respond To	What is their Role at the Incident	Issues and Concerns
Non-Governmental Organizations (NGO) Alliance of Ontario	<ul style="list-style-type: none"> • Non-governmental agencies that support the emergency management needs within Ontario 	<ul style="list-style-type: none"> • Provide support in emergency planning, preparedness, response, and recovery before and during declared emergencies. 	None known

Appendix H - Worksheet #7 - Community Services Profile

Worksheet 7 reviews community service agencies, organizations or associations that support the fire department’s delivery of public fire safety education, Fire Code inspection and enforcement, and emergency response. This profile may include services in-kind, financial support, provisions of venues for training, increased access to high-risk groups in the community, and temporary shelter for displaced residents following an incident.

Community Services Profile Risks

The following is a list of the community service agencies and the types of services they can provide.

Community Service Agencies	Types of Assistance They Can Provide	Issues and Concerns
Municipality of Lakeshore – <i>Community Emergency Management Coordinator</i>	<ul style="list-style-type: none"> • Assist residents during emergency evacuations. • Arrange buses for temporary shelter. 	None known
County of Essex Social Services, managed by the City of Windsor <i>Services provided include: Children’s Services Employment and Training Services Ontario Works Housing Services</i>	<ul style="list-style-type: none"> • Early Years Services • Integrated social services. • Community Outreach • Community housing services • Financial support services 	None known
Ministry of Community and Social Services <i>Ontario</i>	<ul style="list-style-type: none"> • Housing • Financial support 	None known

Community Service Agencies	Types of Assistance They Can Provide	Issues and Concerns
Windsor Essex Compassion Care Community	<ul style="list-style-type: none"> • Housing • Social and human services 	None known
Windsor Essex County Health Unit	<ul style="list-style-type: none"> • General well-being support • Continuous improvement in the quality of services and programs with all efforts oriented to meet the specific needs of the people and communities served. • Design services and programs to reduce health disparities and inequities. • Provide immunizations, health education, hearing, and vision screening 	None known
<p>Home and Community Care Support Services - Erie St Clair</p> <p><i>Offices in Windsor, Chatham, Sarnia,</i></p>	<ul style="list-style-type: none"> • Health care services • Living and long-term care services • Formerly known as part of LHIN 	None known
Family Services Windsor Essex	<ul style="list-style-type: none"> • Counselling • Wellness groups • Housing connections 	None known

Community Service Agencies	Types of Assistance They Can Provide	Issues and Concerns
Erie St Clair Local Health Integration Network (LHIN)	<ul style="list-style-type: none"> • CCACs • Community Health Centres and Support Services • Client Intervention and Assistance Programs • Mental Health and Addiction Services 	None known
Victim Services of Windsor and Essex County	<ul style="list-style-type: none"> • The service provides immediate support and referrals to victims of crime or traumatic experiences. • Shelter, clothing, and food following an incident. • Support victims of crime, trauma, personal crises, and sudden tragedies. 	None known
Canadian Mental Health Association of Windsor – Essex County	<ul style="list-style-type: none"> • Ongoing mental health support 	None known
Greater Essex District School Board Windsor Essex Catholic District School Board	<ul style="list-style-type: none"> • Access to the student population 	None known
Royal Canadian Legion – Belle River	<ul style="list-style-type: none"> • Services in-kind • Financial support for public education programs • Facility for the delivery of fire safety programs 	None known

Community Service Agencies	Types of Assistance They Can Provide	Issues and Concerns
Belle River Lions Club -Good Neighbour Club	<ul style="list-style-type: none"> • Services in kind • Facilities • Financial Support 	None known

Appendix I - Worksheet #8 - Economic Profile

This section considers the industrial and commercial sectors that provide significant economic production and jobs to the local economy and the impact on the community's economy if a fire or other emergency occurs in occupancies housing those sectors.

Industry is a significant economic contributor to Lakeshore's overall fiscal position, but with industry comes fire risks. For Example, A primary industry has a fire, the structure burns down, resulting in 500 employees being out of work, and the plant leaves Lakeshore to rebuild elsewhere. Therefore, the Municipality loses out on property tax, unemployed workers, and the spin-off industry in Lakeshore runs into financial difficulties. That is a high priority, high preventable event assuming the fire was fire code regulated, the building had a regular inspection cycle, the building was pre-planned, the fire department had adequate equipment for firefighting, and there was enough staff responding in the accepted period to mitigate the fire event. Whereas a Bank with a gas outage in the winter for a day or two may see it closed to the public, but other branches are available, in this case, there is no significant consequence. The key is LFD's aggressive inspection program to prevent fires and keep the industry in business, supporting the community and its residents.

Economic Profile Risks

The following is a list of the industrial or commercial occupancies that provide significant economic production and jobs in the community. List the fire or other emergency risks in each occupancy and assign a probability, consequence, and risk levels for each risk identified. The risk level assessments are from historical data.

Note: The following features are in the order of their level of risk.

Identified Occupancy	Key Risks	Probability	Consequence	Assigned Risk Level	Overall Economic Risk Level
Industrial/ Manufacturing	Closure – Permanent	Unlikely	Moderate	Moderate	High
	Closure – Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Rare	Insignificant	Low	
	Fire	Unlikely	Major	Moderate	
	Natural Gas Disruption	Possible	Moderate	Moderate	
	Pandemic	Possible	Major	High	
	Power Disruption	Possible	Minor	Moderate	
	Weather Event	Possible	Moderate	Moderate	
Grocery Stores	Closure - Permanent	Unlikely	Moderate	Moderate	Moderate
	Closure - Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Rare	Insignificant	Low	
	Fire	Unlikely	Moderate	Moderate	
	Natural Gas Disruption	Unlikely	Minor	Low	
	Pandemic	Possible	Moderate	Moderate	
	Power Outage	Likely	Major	High	
	Telecommunications Disruption	Possible	Moderate	Moderate	
Municipal Operations	Ammonia Leak (Arena)	Unlikely	Moderate	Moderate	Moderate
	Closure - Permanent	Rare	Insignificant	Low	
	Closure - Temporary	Possible	Minor	Moderate	
	Cyber Attack	Possible	Catastrophic	High	
	Fire	Unlikely	Major	Moderate	

Identified Occupancy	Key Risks	Probability	Consequence	Assigned Risk Level	Overall Economic Risk Level
	Flooding	Possible	Moderate	Moderate	
	Natural Gas Disruption	Possible	Minor	Moderate	
	Pandemic	Possible	Major	Moderate	
	Power Outage	Likely	Major	High	
	Road Closure of Long Duration	Possible	Moderate	Moderate	
	Weather Event	Possible	Moderate	Moderate	
	Wildland Fires	Unlikely	Moderate	Moderate	
Small Business	Closure - Permanent	Possible	Moderate	Moderate	Moderate
	Closure - Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Possible	Catastrophic	High	
	Fire	Unlikely	Major	Moderate	
	Natural Gas Disruption	Possible	Minor	Moderate	
	Pandemic	Possible	Catastrophic	High	
	Power Outage	Likely	Moderate	Moderate	
	Telecommunications Disruption	Unlikely	Minor	Low	
	Weather Event	Possible	Minor	Moderate	

Identified Occupancy	Key Risks	Probability	Consequence	Assigned Risk Level	Overall Economic Risk Level
Campgrounds/ Seasonal Lodging	Closure - Permanent	Possible	Moderate	Moderate	Low
	Closure - Temporary	Possible	Minor	Moderate	
	Cyber Attack	Rare	Insignificant	Low	
	Fire	Possible	Moderate	Moderate	
	Pandemic	Possible	Moderate	Moderate	
	Weather Event	Possible	Moderate	Moderate	
Financial Institutions	Closure - Permanent	Possible	Moderate	Moderate	Low
	Closure - Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Rare	Insignificant	Low	
	Fire	Unlikely	Moderate	Moderate	
	Natural Gas Disruption	Possible	Minor	Moderate	
	Pandemic	Possible	Catastrophic	High	
	Telecommunications Disruption	Possible	Moderate	Moderate	
	Weather Event	Possible	Moderate	Moderate	
Municipality	Cyber Attack	Rare	Insignificant	Low	Low
	Hazardous Materials Incident	Possible	Moderate	Moderate	
	Pandemic	Possible	Catastrophic	High	
	Weather Event	Possible	Moderate	Moderate	

Identified Occupancy	Key Risks	Probability	Consequence	Assigned Risk Level	Overall Economic Risk Level
Restaurants/ Fast Food Outlets	Closure - Permanent	Possible	Minor	Moderate	Low
	Closure - Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Possible	Catastrophic	High	
	Fire	Possible	Major	Moderate	
	Natural Gas Disruption	Possible	Moderate	Moderate	
	Pandemic	Possible	Catastrophic	High	
	Power Outage	Likely	Moderate	Moderate	
	Telecommunications Disruption	Unlikely	Minor	Low	
	Weather Event	Possible	Minor	Moderate	
Schools	Closure - Permanent	Rare	Moderate	Moderate	Low
	Closure - Temporary	Possible	Moderate	Moderate	
	Cyber Attack	Possible	Catastrophic	High	
	Fire	Unlikely	Major	Moderate	
	Influenza Outbreak	Possible	Moderate	Moderate	
	Natural Gas Disruption	Possible	Moderate	Moderate	
	Pandemic	Possible	Catastrophic	High	
	Potable Water Emergency	Unlikely	Moderate	Moderate	
	Power Outage	Likely	Moderate	Moderate	
	Weather Event	Possible	Moderate	Moderate	

Appendix J - Worksheet #9(a) - Past Loss and Event History Profile (response data)

This section reviews previous response data to identify trends regarding the deaths, injuries, dollar loss, and causes of fire in various occupancy types. This profile assists in determining the leading causes of fires and high-risk locations and occupancies. Without fire loss data, local knowledge may be your community's most reliable predictor of fire risk. Provincial statistics can assist in determining the types of occupancies and locations where fire losses, injuries, and deaths most commonly occur.

Note: During 2020 to 2022, fire calls decreased due to the COVID-19 pandemic. This reduction was partly due to more residents working from home, therefore fewer fires. The number of medical calls was also lower due to COVID-19 protocols and the need to reduce the risk of exposure to the virus for first responders.

TABLE #17 – Fire by Property Category

		2018	2019	2020	2021	2022*
Total	Loss Fires	41	37	43	39	48
	Injuries	0	1	1	0	1
	Fatalities	0	0	2	0	0
	Est \$ Loss	1,331,300	3,253,300	2,050,930	1,783,900	\$3,296,550
	No Loss Fires	38	13	27	35	37
Structure with Loss	Loss Fires	17	23	26	13	24
	Injuries	0	1	1	0	1
	Fatalities	0	0	2	0	0
	Est \$ Loss	1,061,000	2,937,750	1,737,400	1,136,100	3,008,900
	No Loss Fires	4	1	1	0	0
Outdoor	Loss Fires	1	0	3	4	1
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	600	0	3,030	9,100	100
	No Loss Fires	19	2	14	6	3

		2018	2019	2020	2021	2022*
Vehicle	Loss Fires	23	14	14	22	23
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	269,700	315,550	310,500	638,700	287,550
	No Loss Fires	1	1	1	1	2
No Loss – Outdoor Fires Excluded	Loss Fires	0	0	0	0	0
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	0	0	0	0	0
	No Loss fires	14	9	11	18	32

TABLE #18 – Fire By Property Classification

		Year 2020					Year 2021					Year 2022				
		Number of Fires	Dollar Loss	Number of Injuries	Number of Deaths	Causes	Number of Fires	Dollar Loss	Number of Injuries	Number of Deaths	Causes	Number of Fires	Dollar Loss	Number of Injuries	Number of Deaths	Causes
GROUP A	Assembly	1	500,000	0	0	See Below	0	0	0	0	n/a	2	11,000	0	0	See Below
GROUP B	Detention & Treatment Centres	0	0	0	0	n/a	1	250	0	0	See Below	1	1,000	1	0	See Below
GROUP C	Residential	14	296,900	1	1	See Below	9	1,134,150	0	0	See Below	11	2,357,300	0	0	See Below
	Mobile Homes & Trailers	0	0	0	0	n/a	0	0	0	0	n/a	0	0	0	0	n/a
GROUP D	Business & Personal Services	0	0	0	0	n/a	0	0	0	0	n/a	1	3,000	0	0	See Below
GROUP E	Mercantile	0	0	0	0	n/a	0	0	0	0	n/a	0	0	0	0	n/a
GROUP F	Industrial	1	250	0	0	See Below	0	0	0	0	n/a	1	20,000	0	0	See Below
Other - Structures & Properties not Classified by OBC		7	370,250	0	1	See Below	2	1,600	0	0	See Below	6	113,600	0	0	See Below
Properties Classified Under National Farm Building Code		3	570,000	0	0	See Below	1	100	0	0	See Below	2	503,000	0	0	See Below
TOTALS		26	1,737,400	1	2	0	13	1,136,100	0	0	0	24	3,008,900	1	0	0

Fire causes include:

- Arson
- Vandalism
- Children playing
- Design/construction/maintenance deficiency
- Mechanical/electrical failure
- Misuse of ignition source/materials first ignited.
- Other unintentional
- Unintentional undetermined
- Other
- Undetermined

Ignition sources include:

- Appliances
- Cooking equipment
- Electrical distribution equipment
- Heating equipment, chimney, etc.
- Lighting equipment
- Open flame tools, smoker's articles
- Other electrical, mechanical
- Processing equipment
- Miscellaneous
- Undetermined

TABLE #19- Summary of Total Emergency Calls (fires and non-fire calls)

Municipality of Lakeshore

	Total	Loss Fire Structure	Loss Fire Other	Loss Fire Vehicle	No Loss Fire	No Loss Fire – Excluded	Non-Fire Call
2018	556	17	1	23	24	14	477
2019	553	23	0	14	4	9	503
2020*	481	26	3	14	16	11	411
2021*	526	13	4	22	7	18	462
2022	604	24	1	23	5	32	519

Province of Ontario

	Total	Loss Fire Structure	Loss Fire Other	Loss Fire Vehicle	No Loss Fire	No Loss Fire – Excluded	Non-Fire Call
2018	546,337	7,012	806	3,249	2,097	7,414	525,759
2019	536,818	6,715	694	3,263	1,881	5,763	518,502
2020	450,004	6,841	837	2,921	1,954	8,248	429,203
2021	491,661	7,076	857	2,770	1,866	9,271	470,793
2022	579,343	7,482	1,010	3,106	1,943	10,064	555,738

**Note: The call volume for the years 2020 and 2021 were significantly impacted by COVID-19, due to the shutdown and people working from home.*

TABLE #20 - Causes of Structure Fires

			2018	2019	2020	2021	2022*	
Structure	Total		Loss Fires	17	23	26	13	24
			Injuries	0	1	1	0	1
			Fatalities	0	0	2	0	0
			Est \$ Loss	1,061,000	2,937,750	1,737,400	1,136,100	3,008,900
			No Loss Fires	4	1	1	0	0
	Intentional	Total	Loss Fires	0	1	0	0	3
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	0	100	0	0	2,100
			No Loss Fires	0	0	0	0	0
		Arson	Loss Fires	0	0	0	0	0
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	0	0	0	0	0
			No Loss Fires	0	0	0	0	0
Vandalism	Loss Fires	0	1	0	0	3		
	Injuries	0	0	0	0	0		
	Fatalities	0	0	0	0	0		
	Est \$ Loss	0	100	0	0	2,100		
	No Loss Fires	0	0	0	0	0		

				2018	2019	2020	2021	2022*
	Unintentional	Total	Loss Fires	16	20	22	13	19
			Injuries	0	1	1	0	1
			Fatalities	0	0	2	0	0
			Est \$ Loss	1,060,650	2,564,150	1,707,400	1,136,100	2,306,700
			No Loss Fires	3	0	1	0	0
		Children Playing	Loss Fires	0	0	1	0	0
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	0	0	60,000	0	0
			No Loss Fires	0	0	0	0	0
		Design/ Construction/ Maintenance Deficiency	Loss Fires	3	6	3	2	6
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	21,250	208,250	40,750	900	151,000
			No Loss Fires	0	0	0	0	0
		Mechanical/ Electrical Failure	Loss Fires	3	3	3	2	2
			Injuries	0	0	1	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	159,500	35,700	41,250	575.,250	15,000
			No Loss Fires	1	0	0	0	0

			2018	2019	2020	2021	2022*
	Misuse of Ignition Source/ Material First Ignited	Loss Fires	5	6	8	5	4
		Injuries	0	0	0	0	1
		Fatalities	0	0	2	0	0
		Est \$ Loss	60,050	122,700	432,250	2,450	652,000
		No Loss Fires	1	0	1	0	0
	Other Unintentional	Loss Fires	1	1	1	0	1
		Injuries	0	0	0	0	0
		Fatalities	0	0	0	0	0
		Est \$ Loss	600	3,500	150	0	200
		No Loss Fires	0	0	0	0	0
	Undetermined	Loss Fires	4	4	6	4	6
		Injuries	0	1	0	0	0
		Fatalities	0	0	0	0	0
		Est \$ Loss	819,250	2,194,000	1,133,000	557,500	1,488,500
		No Loss Fires	1	0	0	0	0
Other	Total	Loss Fires	0	1	4	0	1
		Injuries	0	0	0	0	0
		Fatalities	0	0	0	0	0
		Est \$ Loss	0	8,500	30,000	0	100
		No Loss Fires	1	0	0	0	0

				2018	2019	2020	2021	2022*
		Other	Loss Fires	0	1	4	0	1
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	0	8,500	30,000	0	100
			No Loss Fires	1	0	0	0	0
Structure	Undetermined	Total	Loss Fires	1	1	0	0	1
			Injuries	0	0	0	0	0
			Fatalities	0	0	0	0	0
			Est \$ Loss	350	365,000	0	0	700,000
			No Loss Fires	0	1	0	0	0

TABLE #21 - Structure Fire Causes – Municipality of lakeshore vs. the Province in 2022

Fire Causes	Municipality of Lakeshore		Ontario	
	Number of Fires	Percentage of Total Fires	Number of Fires	Percentage of Total Fires
Arson	0	0%	457	6%
Intentional Other	0	0%	2	0%
Vandalism	3	13%	98	1%
Children Playing	0	0%	24	0%
Design/ Construction/ Maintenance Deficiency	6	25%	435	6%
Mechanical/ Electrical Failure	2	8%	1,027	15%
Misuse of Ignition Source/ Material First Ignited	4	17%	1,962	28%
Other Unintentional	1	4%	545	8%
Unintentional Undetermined	6	25%	629	9%
Vehicle Collision	0	0%	3	0%
Other	1	4%	399	6%
Undetermined	1	4%	1,466	21%
Unknown, not reported	0	0	29	0%

Note: The percentage figures indicated in TABLE #19 were obtained from OFM and do not include no-loss or vehicle fires.

TABLE #22 - Fires by Ignition Source

		2018	2019	2020	2021	2022*	
Structure	Total	Loss Fires	17	23	26	13	24
		Injuries	0	1	1	0	1
		Fatalities	0	0	2	0	0
		Est \$ Loss	1,061,000	2,937,750	1,737,400	1,136,100	3,008,900
		No Loss Fires	4	1	1	0	0
	Appliances	Loss Fires	0	4	0	0	0
		Injuries	0	0	0	0	0
		Fatalities	0	0	0	0	0
		Est \$ Loss	0	63,500	0	0	0
		No Loss Fires	0	0	0	0	0
	Cooking Equipment	Loss Fires	2	4	2	5	1
		Injuries	0	0	0	0	0
		Fatalities	0	0	1	0	0
		Est \$ Loss	9,500	30,500	120,150	3,150	150,000
		No Loss Fires	1	0	1	0	0
	Electrical Distribution Equipment	Loss Fires	3	0	1	2	1
		Injuries	0	0	0	0	0
		Fatalities	0	0	0	0	0
		Est \$ Loss	151,750	0	40,000	575,250	1,000
		No Loss Fires	1	0	0	0	0
Lighting Equipment	Loss Fires	0	0	1	0	0	
	Injuries	0	0	0	0	0	
	Fatalities	0	0	0	0	0	
	Est \$ Loss	0	0	1,000	0	0	
	No Loss Fires	0	0	0	0	0	

		2018	2019	2020	2021	2022*
Heating Equipment, Chimney, etc.	Loss Fires	1	2	2	0	5
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	20,000	150,250	50,500	0	123,200
	No Loss Fires	0	1	0	0	0
Open Flame tools, smoker's articles	Loss Fires	2	3	3	1	4
	Injuries	0	0	0	0	1
	Fatalities	0	0	0	0	0
	Est \$ Loss	1,050	5,300	360,500	100	502,500
	No Loss Fires	0	0	0	0	0
Other Electrical and Mechanical	Loss Fires	0	1	2	2	2
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	0	200	40,250	40,250	18,000
	No Loss Fires	1	0	0	0	0
Processing Equipment	Loss Fires	0	0	0	0	1
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	0	0	0	0	20,000
	No Loss Fires	0	0	0	0	0
Miscellaneous	Loss Fires	3	3	4	1	2
	Injuries	0	0	0	0	0
	Fatalities	0	0	1	0	0
	Est \$ Loss	51,500	120,500	27,200	100	5,100
	No Loss Fires	1	0	0	0	0

		2018	2019	2020	2021	2022*
Exposure	Loss Fires	0	1	3	0	0
	Injuries	0	0	0	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	0	8,500	13,500	0	0
	No Loss Fires	0	0	0	0	0
Undetermined	Loss Fires	6	5	8	4	8
	Injuries	0	1	1	0	0
	Fatalities	0	0	0	0	0
	Est \$ Loss	827,600	2,559,000	1,084,300	557,500	2,189,100
	No Loss Fires	0	0	0	0	0

TABLE #23 - Structure Fire Ignition Source – Municipality of Lakeshore vs. The Province in 2022

Ignition Source	Municipality of Lakeshore		Ontario	
	Number of Fires	Percentage of Total Fires	Number of Fires	Percentage of Total Fires
Appliances	0	0%	306	4%
Cooking Equipment	1	4%	1,019	14%
Electrical Distribution Equipment	1	4%	604	8%
Heating Equipment, Chimney, etc.	5	21%	518	7%
Lighting Equipment	0	0%	179	2%
Open Flame tools, smoker's articles	4	17%	1,037	14%
Other electrical/mechanical	2	8%	393	5%
Processing Equipment	1	4%	78	1%
Miscellaneous	2	8%	701	9%
Exposure	0	0%	391	5%
Undetermined	8	33%	2,256	30%
Unknown, not reported	0	0%	0	0%

Note: The provincial totals may have inaccuracies due to improperly coded fire reports sent to the OFM.

TABLE #24 - Non-Fire Emergency Calls from 2019 to 2022

Non-Fire Emergency Calls*	2019		2020		2021		2022	
	Total # of Calls	% Of All Calls	Total # of Calls	% Of All Calls	Total # of Calls	% Of All Calls	Total # of Calls	% Of All Calls
Outdoor Burning – Controlled	37	7%	37	8%	25	5%	34	6%
CO False Alarms	54	10%	39	8%	40	7%	45	7%
False Fire Calls	106	19%	83	17%	126	24%	141	23%
Medical/Resuscitator Calls	49	9%	47	10%	52	10%	48	8%
Other Response	53	10%	49	10%	65	12%	84	14%
Overpressure Rupture/Explosion	0	0%	0	0%	0	0%	0	0%
Pre-Fire Conditions	30	5%	26	5%	80	15%	23	4%
Public Hazard	46	8%	37	8%	37	7%	45	7%
Rescue	128	23%	93	19%	81	15%	99	16%
Total of All Calls	553		481		526		604	

**Note: Not all call types are listed.*

TABLE #25 - Emergency Responses by Station

Station	Fire Calls in 2019	Fire Calls in 2020	Fire Calls in 2021	Fire Calls in 2022	Council Approved Staffing Compliment	Current Staffing Levels
Station 1	206	174	207	212	20	22
Station 2	61	49	50	61	20	15
Station 3	133	129	126	103	20	20
Station 4	50	37	48	46	20	16
Station 5	90	88	86	70	20	15
Total*	503	411	462	604	100	88

**Note: Statistical totals are from OFM data; multiple fire stations were dispatched to the same call location. The focus has been to go above the allotted number of firefighters at stations 1 & 3, as they are the busiest and most prosperous areas for recruiting new members. Stations 2 and 4, which are in a rural area, need help to recruit new members. The focus should be geared toward new members with higher availability during the daytime.*

TABLE #26 – Call Volume by Time of Day in 2019

Day of the Week 2019	Stations																		Total		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	6	12	12	2	2	6	4	7	8	4	2	5	1	2	4	0	0	0	17	25	35
Monday	2	12	11	1	6	4	2	4	9	2	3	4	4	2	6	0	1	1	11	28	35
Tuesday	4	10	12	2	4	6	4	10	7	3	2	3	2	5	7	0	0	0	15	31	35
Wednesday	7	7	13	0	4	0	11	4	11	1	4	3	5	6	7	0	0	0	18	25	34
Thursday	6	11	15	1	1	4	7	4	7	2	4	2	1	9	6	0	1	0	11	30	34
Friday	3	13	15	1	4	3	5	7	8	0	0	3	0	5	6	0	0	0	9	29	35
Saturday	3	22	12	2	3	6	3	11	8	0	4	4	2	7	5	0	0	0	10	47	35
Total	31	87	90	9	24	29	24	47	58	12	19	24	15	36	41	0	2	1	91	215	243

TABLE #27 – Call Volume by Time of Day In 2020

Day of the Week 2020	Stations																		Total		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	6	4	12	2	4	6	4	6	8	4	1	5	1	5	4	0	0	0	17	30	35
Monday	2	19	11	1	2	4	2	11	9	2	1	4	4	7	6	0	1	1	11	41	35
Tuesday	4	6	12	2	2	6	4	5	7	3	2	3	2	6	7	0	4	0	15	23	35
Wednesday	7	15	13	0	6	0	5	10	11	1	0	3	5	4	7	0	1	0	18	36	34
Thursday	6	20	15	1	3	4	1	7	7	2	0	2	1	5	6	0	2	0	11	37	34
Friday	3	9	15	1	1	3	5	6	8	0	4	3	0	5	6	0	0	0	9	5	35
Saturday	3	13	12	2	6	6	3	6	8	0	6	4	2	4	5	0	0	0	10	34	35
Total	31	86	90	9	23	29	24	51	58	12	14	24	15	34	41	0	8	1	91	216	243

TABLE #28 – Call Volume by Time of Day In 2021

Day of the Week 2021	Stations																		Total		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	6	7	6	0	3	3	0	4	7	0	0	2	0	10	6	0	0	0	6	24	24
Monday	4	11	6	1	2	3	0	10	13	1	5	3	1	5	3	0	0	0	8	33	27
Tuesday	6	15	10	1	4	4	5	5	4	0	3	1	5	3	4	1	0	0	18	30	23
Wednesday	1	7	6	1	4	1	0	13	5	0	1	2	0	3	5	0	1	0	2	29	19
Thursday	6	7	8	1	4	1	5	6	5	0	3	4	2	4	11	0	1	0	14	25	29
Friday	8	13	13	3	4	0	3	7	5	0	1	4	3	5	3	0	0	0	17	30	25
Saturday	2	11	21	3	5	1	3	15	14	1	5	1	3	7	5	0	0	0	12	43	42
Total	33	71	70	10	26	13	17	60	52	2	18	17	14	37	37	1	2	0	77	214	189

TABLE #29 – Call Volume by Time of Day in 2022

Day of the Week 2022	Stations																		Total		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	7	10	9	2	2	2	3	4	6	1	1	0	3	2	3	0	0	0	16	19	20
Monday	5	17	9	33	1	3	3	7	4	2	3	4	4	6	4	0	0	0	17	34	24
Tuesday	5	13	13	1	1	4	2	12	4	2	3	2	3	4	4	0	0	0	13	33	27
Wednesday	6	13	9	1	4	5	3	15	11	0	1	2	2	4	4	0	0	0	12	37	31
Thursday	7	12	13	3	0	5	7	11	8	1	4	2	0	0	5	0	0	0	18	27	33
Friday	10	8	15	4	3	2	4	11	9	2	4	3	1	5	6	0	0	0	21	31	35
Saturday	10	16	5	1	4	2	3	3	11	2	2	5	4	4	2	0	0	0	20	29	25
Total	50	89	73	15	15	23	25	63	53	10	18	18	17	25	28	0	0	0	117	210	195

TABLE #30 – Average Number of Firefighters Responding by Time of Day in 2019

Day of the Week 2022	Stations																		Average		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1		Station 2		Station 3		Station 4		Station 5		Station 10										
Sunday	5	7	7	9	6	5	7	4	7	8	7	7	4	4	7	0	0	0	5	5	5
Monday	5	6	6	4	6	8	5	5	7	4	0	7	6	5	7	0	1	1	4	4	6
Tuesday	6	5	7	5	8	6	6	1	5	7	1	9	5	5	5	0	1	0	5	3	5
Wednesday	5	4	7	0	5	0	5	0	5	6	0	7	5	5	5	0	1	0	4	3	4
Thursday	6	5	5	0	5	8		3	6	6	0	5	10	4	6	0	1	0	4	3	5
Friday	7	5	7	7	4	9	6	4	7	0	6	7	0	4	6	0	0	0	3	4	6
Saturday	5	5	7	8	5	7	9	6	6	0	6	0	5	7	6	0	0	0	4	5	4
Average	5	5	7	5	6	6	6	3	6	4	3	6	5	5	5	0	4	0			

TABLE #31 – Average Number of Firefighters Responding by Time of Day in 2020

Day of the Week 2020	Stations																		Average		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	5	7	4	9	8	6	7	7	6	8	0	8	4	7	9	0	0	0	5	5	6
Monday	5	7	7	4	7	8	5	5	8	4	5	7	6	6	11	0	0	0	4	5	7
Tuesday	6	5	8	5	7	7	6	6	4	7	7	8	5	5	9	0	0	0	5	5	6
Wednesday	5	7	7	0	6	10	5	4	7	6	4	7	5	8	5	0	1	0	4	5	6
Thursday	6	5	6	0	0	4	2	4	5	6	7	7	10	4	8	0	0	0	4	4	5
Friday	7	6	6	7	5	0	6	4	8	0	2	6	0	4	5	0	0	0	3	4	4
Saturday	5	5	6	8	6	6	9	6	9	0	6	10	5	6	6	0	0	0	4	5	6
Average	5	6	6	5	7	6	6	5	7	4	5	7	5	6	8	0	0	0			

TABLE #32 – Average Number of Firefighters Responding by Time of Day in 2021

Day of the Week 2021	Stations																		Average		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1		Station 2		Station 3		Station 4		Station 5		Station 10										
Sunday	6	6	6	5	5	6	6	7	7	7	5	7	7	7	7	0	0	0	5	5	5
Monday	6	5	7	5	4	9	10	4	6	0	4	10	7	3	6	0	1	1	5	4	6
Tuesday	6	4	6	0	4	7	6	4	6	13	8	7	7	3	8	0	0	0	5	3	6
Wednesday	6	4	6	11	3	12	5	3	6	6	5	7	4	3	6	0	0	0	5	3	6
Thursday	7	4	5	0	8	7	4	3	5	0	4	8	4	3	10	0	1	0	3	4	6
Friday	4	5	6	0	5	6	4	4	5	8	0	9	0	5	6	0	0	0	3	3	5
Saturday	8	6	6	5	7	5	6	5	7	0	7	8	6	8	5	0	0	0	4	6	5
Average	6	5	6	4	5	7	6	4	6	5	5	8	5	4	7	0	0	0			

TABLE #33 – Average Number of Firefighters Responding by Time of Day in 2022

Day of the Week 2022	Stations																		Average		
	Between 00:00 and 07:59						Between 08:00 to 15:59						Between 16:00 – 23:59								
	Station 1			Station 2			Station 3			Station 4			Station 5			Station 10					
Sunday	8	7	6	12	9	8	10	9	9	11	17	9	7	13	6	0	0	0	8	9	6
Monday	6	7	9	8	7	9	7	8	11	10	7	13	5	5	6	0	0	0	6	5	8
Tuesday	8	5	11	7	3	0	9	6	11	12	5	16	13	7	13	0	0	0	8	4	8
Wednesday	7	6	10	0	6	8	9	5	13	0	5	7	8	6	9	0	0	0	4	4	7
Thursday	10	7	10	6	0	7	8	9	11	9	6	11	6	10	11	0	0	0	6	5	8
Friday	5	7	7	8	6	9	6	10	11	10	6	12	6	7	7	0	0	0	5	6	7
Saturday	9	9	9	8	11	5	9	8	10	11	16	11	13	8	10	0	0	0	8	8	7
Average	7	6	8	7	6	6	8	7	11	9	8	11	8	8	8	0	0	0			

TABLE #34 – Overall Average Number of Firefighters Responding

Station	Year							
	2019		2020		2021		2022	
	Average Number FF Responding	Number of Calls*	Average Number FF Responding	Number of Calls*	Average Number FF Responding	Number of Calls*	Average Number FF Responding	Number of Calls*
Station 1	6	206	6	174	5	207	7	212
Station 2	5	61	6	49	5	50	6	52
Station 3	5	113	6	129	5	126	8	136
Station 4	4	50	5	37	6	48	9	39
Station 5	5	90	5	88	5	86	8	70
Average Number of FFs Each Year vs Total Calls	5	553	6	481	5	526	8	604

**Note: Totals for each year are verified data provided by the OFM, and station totals may not correspond with the total number of calls.*

TABLE #35 – 90th Percentile Response Time

Time	Stations					
	Station 1	Station 2	Station 3	Station 4	Station 5	Station 10
2019						
00:00 – 07:59	00:14:27	00:13:42	00:13:46	00:17:34	00:19:54	00:00:00
08:00 – 15:59	00:13:15	00:13:36	00:14:30	00:16:28	00:21:38	00:18:01
16:00 – 23:59	00:14:27	00:13:42	00:13:46	00:17:34	00:19:54	00:00:00
2020						
00:00 – 07:59	00:15:30	00:17:51	00:13:59	00:12:22	00:22:24	00:00:00
08:00 – 15:59	00:14:04	00:14:14	00:14:15	00:16:34	00:19:10	00:00:00
16:00 – 23:59	00:14:56	00:14:06	00:12:11	00:17:00	00:17:52	00:00:00
2021						
00:00 – 07:59	00:14:23	00:14:20	00:14:47	00:16:06	00:25:32	00:00:00
08:00 – 15:59	00:14:38	00:13:58	00:11:08	00:18:31	00:23:54	00:03:49
16:00 – 23:59	00:13:13	00:12:15	00:11:37	00:14:31	00:21:21	00:00:00
2022						
00:00 – 07:59	00:21:57	00:21:41	00:22:01	00:16:54	00:17:25	00:00:00
08:00 – 15:59	00:17:09	00:14:36	00:14:15	00:20:48	00:23:28	00:00:00
16:00 – 23:59	00:15:36	00:15:43	00:14:38	00:16:17	00:20:30	00:00:00

Appendix K - Worksheet #9(b) - Past Loss and Event History Profile (risks)

Past Loss and Event History Profile Risks

This section lists the causes for each occupancy type identified on the previous worksheet and assigns probability, consequence, and risk levels to each cause.

The following table identifies the level of risk for fires that occurred in each occupancy classification and frequent non-fire calls.

Based on 2022 OFM data, the following were the causes of fires that year:

Any of the following may cause a fire:

- Arson
- Vandalism
- Children Playing
- Design/ Construction/ Maintenance Deficiency
- Mechanical/ Electrical Failure
- Misuse of ignition source/ materials first ignited.
- Other Unintentional
- Unintentional Undetermined
- Other
- Undetermined

TABLE #36 – Past Loss and Event History Profile

Occupancy Type/ Location	Causes	Probability	Consequences	Assigned Risk Level
Group C – Residential	See Above	Almost Certain	Moderate	High
Group A - Assembly	See Above	Possible	Moderate	Moderate
Structures /Properties not classified by the OBC.	See Above	Possible	Minor	Moderate
Classified under the National Farm Building Code	See Above	Possible	Moderate	Moderate
Group B – Care and Detention	See Above	Rare	Insignificant	Low
Group D – Business and Personal Services	See Above	Rare	Insignificant	Low
Group E – Mercantile	See Above	Rare	Minor	Low
Group F – Industrial	See Above	Unlikely	Minor	Low
Other Non-Fire Responses				
HAZMAT Incidents	Includes incidents at fixed locations or during transit	Possible	Moderate	Moderate

Occupancy Type/ Location	Causes	Probability	Consequences	Assigned Risk Level
Motor Vehicle Collisions	<ul style="list-style-type: none"> • The increased number in the summer during the heightened tourist season • Severe weather events in the winter are factors that cause more MVCs. 	Likely	Moderate	Moderate
Medical Calls	Approximately 12% of LFD's call volume is medical-related.	Possible	Minor	Moderate
Utility Wires Down/Loss of Power	Downed utility pole Weather events or MVCs.	Possible	Moderate	Moderate

Occupancy Type/ Location	Causes	Probability	Consequences	Assigned Risk Level
Flooding	Flooding may occur due to extreme rain events and tidal surges from Lake St. Clair.	Possible	Minor	Moderate
Technical Rescues	Technical rescues include low and high angles, confined spaces, trenches, and elevators.	Rare	Minor	Low
Wildland-Urban Interface Fires	Causes range from lightning strikes to campfires inappropriately extinguished to careless smoking and unattended open-air burning.	Unlikely	Minor	Low

Appendix L- References

DBP Management, *5 Ways to Manage Risk*, dbpmanagement.com

Government of Ontario, *Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4*

Government of Ontario, *Ontario Regulation 378/18: Community Risk Assessments*, May 2018

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National Fire Protection Association Urban Fire and Life Safety Task Force, *Community Risk Reduction: Doing More With More*, June 2016

Office of the Fire Marshal and Emergency Management, *Comprehensive Fire Safety Effectiveness Model: Fire Prevention Effectiveness Model – Position Paper*, September 1997

Office of the Fire Marshal and Emergency Management, *Comprehensive Fire Safety Effectiveness Model: Fire Risk Sub-Model*, June 2009

Office of the Fire Marshal and Emergency Management, *Public Fire Safety Guideline 04-40A-03: Simplified Risk Assessment*, January 2006

U.S. Fire Administration, *Risk Management Practices in the Fire Service*, January 2018

Vision 20/20, *Community Risk Assessment: A Guide for Conducting a Community Risk Assessment*, Version 1.5, February 2016

Appendix M - Dates of Review and Updates

2024

Profile	Issues/Concerns	Treatment of Risk	Preferred Treatment Option

2025

Profile	Issues/Concerns	Treatment of Risk	Preferred Treatment Option

2026

Profile	Issues/Concerns	Treatment of Risk	Preferred Treatment Option

2027

Profile	Issues/Concerns	Treatment of Risk	Preferred Treatment Option

2028

Profile	Issues/Concerns	Treatment of Risk	Preferred Treatment Option

Appendix N - Community Risk Assessment Treatment Options and Profile Location

The following summary worksheet identifies the risk and its level (high, moderate, or low) in association with the related profile worksheets. A “Treatment Options to Consider” section has been added to each worksheet. This information is presented to the Fire Chief for consideration.

Note(s): No timing for implementation or costing has been presented due to the multitude of variations in achieving the suggested options noted within this document. Implementation will depend on the extent of performance and available resources (staffing and finances).

The Fire Master Plan (companion) document contains more detailed information about recommendations, implementation timelines, estimated costs and rationale.

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
Geography Public Safety Response	Railway Incidents: HAZMAT response SOGs, policies, and training should be updated.
Building Stock	Develop an inventory of all building stock with LWC components, excluding houses, per the OFM Directive 2022-001.
Building Stock Public Safety Response	LFD to promote the value of residential sprinklers, i.e., their inclusion during the initial building of new residential occupancies
Geography Public Safety Response	The LFD should consider taking the NFPA online training course Alternative Fuel Vehicles Training Program for Emergency Responders.

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
Geography Public Safety Response	Download electrical vehicle information apps on the Department's tablets/phones/laptops.
Geography Public Safety Response	As with any HAZMAT incident, Lakeshore may need to implement its ERP or open its reception centres.
Building Stock Public Safety Response	<p>FUS – Table of Effective Response – Re: Ladders and Aerials: When are they required or needed?</p> <p>Consider when the next engine is due for replacement to acquire a Quintuple combination pumper (Quint), a more versatile apparatus to operate as the front-line apparatus out of the station to which it is assigned.</p>
Building Stock Public Safety Response	<p>LFD, in cooperation with the Building and Planning Departments, investigates the value of requiring bidirectional antennas to be installed in high-rises or other structures that use high amounts of concrete and steel.</p>
Public Safety Response	<p>LFD needs to analyze current levels of response to incidents during the daytime vs the acquisition of full-time firefighters as a means of supporting the volunteers</p>
Public Safety Response	<p>LFD requires additional resources in Fire Prevention to make the inspection program more encompassing of all occupancies. Present staffing levels prevent inspection levels from being where they should be.</p>
Public Safety Response	<p>Enter into a response agreement with a neighbouring fire department for the immediate response of an aerial when Lakeshore receives a confirmed fire in residential structures over three storeys, industrial and commercial occupancies.</p>

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
Public Safety Response	LFD lacks the resources to develop and maintain an active pre-incident plan program. Pre-planning before an incident occurs, such as fires in high-rises, is essential for efficient operations and the safety of the firefighters at the incident.
Public Safety Response	Ensure SOGs, policies, equipment, and high-rise training are in place to fight fires in higher structures.
Public Safety Response	Consider a radio system upgrade that includes purchasing mobile repeaters.
Geography	<p>Body of Water, including Rivers, Streams, and Wetlands</p> <ul style="list-style-type: none"> • LFD to maintain and update ice/water rescue training protocols, SOGs, policies, and activities on an ongoing basis. • Evaluate the need to update equipment specific to ice/water rescues. • Assess the need to move to the operations level of ice rescues with crews leaving shore utilizing an inflatable raft and tethered to a maximum of 305 m (1,000 ft) from the shoreline. • If the decision is not to enhance response levels to operations, in that case, it is recommended that a response agreement with a neighbouring fire service that does mitigate ice/water rescues at the operations level be implemented. <p>LFD should conduct a needs analysis to upgrade their level of response to operations, including adherence to NFPA 1006: Standard for Technical Rescue Personnel Professional Qualifications regarding floodwater rescues.</p>
Geography Public Safety Response	<p>Oil/Gas Wells</p> <ul style="list-style-type: none"> • Ensure maps of the well locations are available, whether active or not. This information is available at: https://geohub.lio.gov.on.ca/datasets/lio::petroleum-well/explore?location=42.284364%2C-82.667605%2C11.00

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
	<ul style="list-style-type: none"> • Ensure an area in the Emergency Response Plan (ERP) addresses oil/gas well emergencies. • The Planning Division needs to be aware of the locations of wells to ensure no structures are located over them. <p>Monitor findings of the Wheatley explosion.</p>
<p>Geography</p> <p>Critical Infrastructure</p> <p>Public Safety Response</p>	<p>Weather Event/Reception Centres - Tornadoes, Ice and Snowstorms, Extreme Heat and Cold Events, Intense Rainstorms, and Flooding.</p> <ul style="list-style-type: none"> • Arrange for the Red Cross to evaluate each location to assess its suitability as a reception centre, considering the number of residents it may need to accommodate. Also, consider whether the site is suitable for long-term operations, whether there is an emergency power supply, and what amenities are available. <p>Ensure all sites are AODA compliant.</p>
<p>Geography</p> <p>Public Safety Response</p>	<p>Agriculture - Livestock</p> <p>Acquire rescue equipment and develop SOGs, procedures, and training for livestock rescue and handling.</p>
<p>Geography</p> <p>Public Safety Response</p>	<p>Marinas/ Boat Launches</p> <ul style="list-style-type: none"> • If a fire involves fuel or a fiberglass vessel, LFD may require abundant foam concentrate. <p>Following a fuel spill into the water, containment booms and porous materials may be necessary.</p>
<p>Building Stock</p>	<p>Develop a database of the inventory of all building stock based on the OBC.</p>
<p>Critical Infrastructure</p>	<p>Water, including Domestic Water Supply, Wet Hydrants, Dry Hydrants, and Cisterns and Rural Water Supply</p>

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
Public Safety Response	<p>Hydrants</p> <ul style="list-style-type: none"> • Increase the minimum size of the water mains from the current 50 mm (2") to 150 mm (6") or greater to ensure adequate water supply for firefighting operations while continuing to provide domestic water. Doing so will enhance the flow rate, water pressure and volume of water available, which could lead to additional building construction as supply meets the demand. • Develop a hydrant maintenance program that complies with the OFC, Article 6.6.4 and NFPA 291, Recommended Practice for Water Flow Testing and Marking of Hydrants. <p>Dry Hydrants and Cisterns:</p> <ul style="list-style-type: none"> • Once dry hydrants are in place, develop maps identifying their locations, with circles determining the response distances, which become available to the residents to provide to their insurance provider. This service may permit the residents to take advantage of savings on their insurance premiums. • Promote installing dry hydrants to property owners with access to a water supply. <p>Rural Water Supply:</p> <p>The LFD should explore the opportunity of achieving Tanker Shuttle accreditation for the remaining two fire stations.</p>
Critical Infrastructure	<p>Fire Stations - Standby Generators</p> <ul style="list-style-type: none"> • Ensure standby generators installed at all the fire stations can energize the entire building. <p>Complete an electrical audit to identify the generator size required for each location.</p>
Demographic	<p>General Population</p> <ul style="list-style-type: none"> • An increase in population, as well as an increase in residential buildings, will bring an increase in the number of fire calls. • LFD will see growth in the mercantile building stock, which will need to be inspected and may require additional resources in fire prevention. <p>Seniors</p>

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
	<ul style="list-style-type: none"> • Future public education opportunities should discuss the following topics of interest: the sound of fire, the importance of working smoke and CO alarms; emergency preparedness in the event of an evacuation, prolonged power loss, or severe weather events; safe cooking practices, dangers of using oils and grease for cooking; develop and practice an escape plan for their place of residency; how to extinguish a cooking fire; fall prevention; how to operate a fire extinguisher; burn prevention; the senior’s safety book; open-air burning; etc. • The department could enhance public education for the senior demographic by incorporating the dangers of wearing loose-fitted clothing near stovetops, especially those with open flames, into their Safe Cooking Program. <p>Visible Minorities</p> <ul style="list-style-type: none"> • Work towards having a bi-lingual Fire Prevention and PFLSE staff that reflects the multicultural community. • Another option is the contractual employment of personnel to assist the LFD with interpreting and delivering fire prevention messages if English is not their second language. <p>Youth</p> <ul style="list-style-type: none"> • Some fire services have implemented junior firefighter programs for the youth to assist around the fire stations and learn about fire safety and firefighting. Opportunities may be available to have the youth of Lakeshore achieve their required community service hours by helping around the fire station or at public education events by dressing as Sparky, the fire service mascot. Under the current staffing levels, this may not be easy to achieve, but it should be considered in the future when staffing permits its implementation under the PFLSE. • Once in place, the dedicated PFLSE should complete The Arson Prevention Program for Children (TAPP-C) program and become certified in its delivery. <p>Indigenous – First Nation Peoples</p> <ul style="list-style-type: none"> • LFD should develop a smoke alarm Outreach Program for the Indigenous demographic and local stakeholders to support their efforts. Having a PFLSE in the department would be able to spearhead this promotion. <p>Complete a needs analysis before implementing based on fires within the demographic and increased smoke alarm calls.</p>
Demographic	Municipality of Lakeshore - Domestic Terrorism

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
Public Safety Response	<ul style="list-style-type: none"> • Emergency responders and community groups should work together to develop and deliver education programs to the responders and public on avoiding or mitigating a situation to preserve life and prevent further harm. • Focus groups should include camps and campgrounds, places of worship, financial institutions, and schools. • LFD should have SOGs and policies for responding to locations experiencing a terrorist/active shooter attack. <p>Ensure procedures are in place for every municipally owned building for responding to active shooters and hostage situations, including identifying safe rooms.</p>
Public Safety Response	<p>LFD to continue providing public fire safety education during Fire Prevention Week on smoke alarms, beginning with school children</p>
Public Safety Response	<p>Vulnerable Citizens and Caregivers - Inspections and Enforcement:</p> <ul style="list-style-type: none"> • Provide public education on escape planning. • Address the needs of those with mobility and cognitive behavioural issues in escaping a fire. <p>LFD should reach out to caregivers to provide public education on fire safety and what to do in the event of a fire. The visit would be crucial when the one they care for has mobility issues.</p>
Public Safety Response	<p>Public Education</p> <ul style="list-style-type: none"> • A part-time dedicated PFLSE would greatly assist LFD. Public education opportunities require completion as the first line of defence. Public education programs need to meet the needs of Lakeshore as, presently, there is no dedicated PFLSE. <p>Many areas of public education could be either enhanced or implemented if additional resources were available in the form of a part-time dedicated PFLSE.</p>
Public Safety Response	<p>Public Education</p> <p>Schools</p>

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
	<ul style="list-style-type: none"> • A PFLSE should promote fire safety by developing and rehearsing a Home Escape Plan, teaching children how to crawl on the floor through smoke, the dangers of playing with ignition sources, and conducting fire drills at the schools. <p>Festive Season</p> <ul style="list-style-type: none"> • Provide public education messaging on the dangers of unattended cooking, uncleaned or unmaintained chimneys, aged electrical and mechanical equipment, and lack of good housekeeping practices. • Promote artificial candles during the holiday season to reduce the risk of fires. • In some traditions, educate the public on the dangers of using real candles, sprays, or wreaths on Christmas trees. <p>Provide year-round education on preventing injuries from and causing cooking-related fires.</p>
<p>Geography</p> <p>Public Safety Response</p>	<p>Climate Change</p> <ul style="list-style-type: none"> • The fire department’s fire prevention staff could include, during fire inspections, a discussion about: • Installing back-flow valves on septic lines and that sump pumps are operational. <p>In cooperation with other departments of Lakeshore, the fire department has a role to play in building and maintaining a resilient community, especially as it relates to overland flooding.</p>
<p>Public Safety Response</p>	<p>Natural Gas - Liquified Petroleum Gas (LPG) - Propane</p> <p>Natural Gas</p> <ul style="list-style-type: none"> • For the safety of its firefighters, LFD has a “do-not-touch” approach when responding to natural gas facilities. <p>Propane</p> <ul style="list-style-type: none"> • By providing public education on transporting, storing LPG tanks, and connecting hose lines. • Promote safe BBQ and portable stove usage to prevent leaks and fires involving propane tanks.

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
	<p>Contact TSSA for all locations with permanently installed LPG tanks.</p>
Public Safety Response	<p>Properties with Solar Photovoltaic Systems</p> <ul style="list-style-type: none"> • Ensure documented identification of these locations. • LFD should ensure SOGs, training, and pre-incident plans are in place and current. <p>Ensure that warning signage is in place as required at each location.</p>
Public Safety Response	<p>Wind Farms - Response Protocols</p> <ul style="list-style-type: none"> • The owner/operator of the wind turbine is responsible for mitigating high-angle rescues from these units. <p>Ensure response protocols, SOGs, policies, and training are complete and available.</p>
Public Safety Response	<p>OPP – North Bay is Lakeshore’s Central Emergency Reporting Bureau (CERB) - NG 9-1-1 Public Safety Answering Point (PSAP)</p> <ul style="list-style-type: none"> • Early estimates are that the NG 9-1-1 system could cost communications centres between \$500,000 to \$1 million or more, which inevitably will be passed on to the clients. This transition will impact the Fire Department budget. <p>Municipalities should begin budgeting for when this system goes into effect, starting in 2025.</p>
Past Loss and Event History	<p>Fire Cause Determination - NFPA 921, Guide for Fire and Explosion Investigations, and 1033, Standard for Professional Qualifications for Fire Investigators</p> <ul style="list-style-type: none"> • Having additional trained members on-scene may assist in observing items or events that are overlooked and may prompt further investigation by more experienced personnel. • LFD must ensure members who have completed the NFPA 1033 Standard for Professional Qualifications for Fire Investigators course also achieve their certification to Pro Board/IFSAC standards certification. Failure to do so may come into question during litigation, where the qualifications of investigators may be questioned. • Following the agency's directives, notify outside agencies such as the OFM, TSSA, ESA, and OPP.

Profile Location in CRA	Community Risk Assessment Treatment Options for Consideration and Implementation
	<p>During investigations, the investigator should note if ongoing fire-cause trends are developing and act accordingly.</p>

Appendix O – Fire Master Plan and Community Risk Assessment Implementation Tracking Sheet

The following chart is a compilation of the recommendations and treatment options found in the fire Master Plan and the Community Risk Assessment. This chart has been designed as a tracking sheet for the fire department personnel to note when a recommendation has been implemented and when completed.

Note: the shading utilized for the “Topic” rows has been utilized to provide a delineation between the sections. The colours do not denote level of risk or importance.

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
Community and Fire Department Overview	The Fire Chief brings forth a revised version of the Establishing & Regulating By-Law for Council’s approval and, with annual review and updates as necessary. All other by-laws noted in this document should be reviewed and updated as required. All by-laws should be reviewed annually to ensure currency of the document				
	Fire Administration to review by-laws that affect the daily operations of the fire department.				

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	Establish an SOG Committee representing all divisions of the LFD that develops new SOGs and reviews current ones regularly.				
Fire Department Administration and Staffing	Increase administrative support for each of the divisions (training, suppression, and fire prevention) in line with departmental growth.				
Fire Prevention & Public Education	Refresh and revise all fire prevention SOGs to reflect current LFD practices.	LFD will see growth in the mercantile building stock, which will need to be inspected and may require additional resources in fire prevention.			
	LFD expand and formalize its Public Education activities by establishing and funding a Public Education Program and Plan with supporting SOGs.	Future public education opportunities should discuss the following topics of interest: the sound of fire, the importance of working smoke and CO alarms; emergency preparedness in			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		the event of an evacuation, prolonged power loss, or severe weather events; safe cooking practices, dangers of using oils and grease for cooking; develop and practice an escape plan for their place of residency; how to extinguish a cooking fire; fall prevention; how to operate a fire extinguisher; burn prevention; the senior's safety book; open-air burning; etc.			
	LFD continue to invest in its fire cause and determination program through certification and continuing educational opportunities for designated members with supporting SOGs.	The department could enhance public education for the senior demographic by incorporating the dangers of wearing loose-fitted clothing near stovetops, especially those with open flames, into their Safe Cooking Program.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	LFD review its current inspection practices with a view to changing from a report-based practice to that of an order-based practice.	Work towards having a bi-lingual Fire Prevention and PFLSE staff that reflects the multicultural community.			
	LFD examine opportunities to digitise its fire inspection reporting and record keeping practices including the use of handheld computing devices for inspectors.	Another option is the contractual employment of personnel to assist the LFD with interpreting and delivering fire prevention messages if English is not their second language.			
		Some fire services have implemented junior firefighter programs for the youth to assist around the fire stations and learn about fire safety and firefighting. Opportunities may be available to have the youth of Lakeshore achieve their required community service			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		<p>hours by helping around the fire station or at public education events by dressing as Sparky, the fire service mascot. Under the current staffing levels, this may not be easy to achieve, but it should be considered in the future when staffing permits its implementation under the PFLSE.</p>			
		<p>Some fire services have implemented junior firefighter programs for the youth to assist around the fire stations and learn about fire safety and firefighting. Opportunities may be available to have the youth of Lakeshore achieve their required community service hours by helping around the fire station or at public</p>			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		education events by dressing as Sparky, the fire service mascot. Under the current staffing levels, this may not be easy to achieve, but it should be considered in the future when staffing permits its implementation under the PFLSE.			
		LFD should develop a smoke alarm Outreach Program for the Indigenous demographic and local stakeholders to support their efforts. Having a PFLSE in the department would be able to spearhead this promotion.			
		Complete a needs analysis before implementing based on fires within the demographic and increased smoke alarm calls.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		<p>Emergency responders and community groups should work together to develop and deliver education programs to the responders and public on avoiding or mitigating a situation to preserve life and prevent further harm.</p> <p>Focus groups should include camps and campgrounds, places of worship, financial institutions, and schools.</p>			
		<p>LFD to continue providing public fire safety education during Fire Prevention Week on smoke alarms, beginning with school children.</p>			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		LFD requires additional resources in Fire Prevention to make the inspection program more encompassing of all occupancies. Present staffing levels prevent inspection levels from being where they should be.			
		Consider a radio system upgrade that includes purchasing mobile repeaters.			
		Address the needs of those with mobility and cognitive behavioural issues in escaping a fire.			
		Address the needs of those with mobility and cognitive behavioural issues in escaping a fire.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		<p>A part-time dedicated PFLSE would greatly assist LFD. Public education opportunities require completion as the first line of defence. Public education programs need to meet the needs of Lakeshore as, presently, there is no dedicated PFLSE.</p>			
		<p>Many areas of public education could be either enhanced or implemented if additional resources were available in the form of a part-time dedicated PFLSE.</p>			
		<p>Many areas of public education could be either enhanced or implemented if additional resources were</p>			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		available in the form of a part-time dedicated PFLSE.			
		Provide public education messaging on the dangers of unattended cooking, uncleaned or unmaintained chimneys, aged electrical and mechanical equipment, and lack of good housekeeping practices.			
		Promote artificial candles during the holiday season to reduce the risk of fires.			
		In some traditions, educate the public on the dangers of using real candles, sprays, or wreaths on Christmas trees.			
		Provide year -round education on preventing			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		injuries from and causing cooking-related fires.			
		The fire department's fire prevention staff could include, during fire inspections, a discussion about installing back-flow valves on septic lines and ensuring that sump pumps are operational.			
		Provide public education on transporting, storing LPG tanks, and connecting hose lines.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Promote safe BBQ and portable stove usage to prevent leaks and fires involving propane tanks.			
		Contact TSSA for all locations with permanently installed LPG tanks.			
		Ensure that warning signage is in place as required at each solar photovoltaic system locations.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
Fire Department Training	Consider expanding the designated training nights at all stations from two per month to three per month.	The LFD should consider taking the NFPA online training course Alternative Fuel Vehicles Training Program for Emergency Responders.			
	Add the position of Full-time/Career Training Officer to its compliment of FTEs.	Railway Incidents: HAZMAT response SOGs, policies, and training should be updated.			
	Train and certify all members to the appropriate NFPA standards (1001, 1002, 1006, 1021, 1031, 1041, etc.)	LFD to maintain and update ice/water rescue training protocols, SOGs, policies, and activities on an ongoing basis.			
	Train all firefighters who participate in vehicle, water, or ice rescue responses to the current NFPA 1006 Standard.	Assess the need to move to the operations level of ice rescues with crews leaving shore utilizing an inflatable raft and tethered to a maximum of 305 m (1,000 ft) from the shoreline.			
	Convene regular (bi-annual) meetings for all chief officers.	LFD should conduct a needs analysis to upgrade their level of response to operations, including adherence to NFPA 1006: Standard for Technical			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Rescue Personnel Professional Qualifications regarding floodwater rescues.			
	Fire department staff, in consultation with Human Resources, staff develop and implement a policy or SOG specifically with the internal promotional process for all departmental line officers (training officers, captains, and district chiefs).	Acquire rescue equipment and develop SOGs, procedures, and training for livestock rescue and handling			
		.			
		LFD should have SOGs and policies for responding to locations experiencing a terrorist/active shooter attack.			
		Ensure procedures are in place for every municipally owned building for responding to active shooters and hostage situations, including identifying safe rooms.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Ensure SOGs, policies, equipment, and high-rise training are in place to fight fires in higher structures.			
		LFD should ensure SOGs, training, and pre-incident plans for solar photovoltaic systems are in place and current.			
		Having additional members on-scene trained in NFPA 921 and NFPA 1033 may assist in observing items or events that are overlooked and may prompt further investigation by more experienced personnel.			
		LFD must ensure members who have completed the NFPA 1033 Standard for Professional Qualifications for Fire Investigators course also achieve their certification to Pro Board/IFSAC standards certification			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		During investigations, the investigator should note if ongoing fire-cause trends are developing and act accordingly.			
Fire Suppression Recruitment and Retention	The fire chief to review the present recruitment and retention programs and make enhancements based on the information noted in the FMP body.				
	Recruit a full-time contingent of firefighters, for daytime coverage to cover times that volunteer responses are at their lowest (e.g., 8am to 5pm, Monday to Friday) and assign them to either station #1 or station #3.				
	Recruit a second full-time contingent of firefighters, for daytime coverage to cover times that volunteer responses are at				

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	<p>their lowest (e.g., 8am to 5pm, Monday to Friday) and assign them to either station #1 or station #3.</p> <p>Implementation a full-time, 24/7 at either station #1 or station #3, to ensure full-time, 24-hour coverage of the community.</p>				
Health, Fitness and Wellness	LFD to review their Health, Fitness and Wellness programs to ensure that their firefighters are receiving proper coverage for PTSD, Cancer Prevention, and Mental Well-Being.				
Communications & Technology	When researching for an RMS implementation, LFD should consider the ability of the systems to provide dispatch information and call management directly into the RMS from the dispatch service provider.	Download electrical vehicle information apps on the Department's tablets/phones/laptops.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	<p>While it is still not clear what changes will be required downstream in the 911 system at local fire departments that purchase dispatch services from Public Safety Answering Point or Secondary-Public Safety Answering Point, the municipality should contact the Canadian Radio and Telecommunications Commission (CRTC) for updates and potential financial impacts.</p>	<p>LFD, in cooperation with the Building and Planning Departments, investigates the value of requiring bidirectional antennas to be installed in high-rises or other structures that use high amounts of concrete and steel.</p>			
	<p>Develop a preventative maintenance program as well as a backup plan in the event of failure of the infrastructure.</p>	<p>Consider a radio system upgrade that includes purchasing mobile repeaters.</p>			
	<p>The Municipality to budget funds for upgrading the radio system to the 800 MHz, which includes new mobile and portable radios, pagers, transmission towers and transmitters, generators at each transmission tower, and possibly mobile repeaters if the audit warrants their purchase.</p>				

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	Create an IT support position to provide in-station and remote connectivity, hardware and software management, and life-cycle updates.				
Fire Stations	Address the list of station concerns noted in section 4.2 of the report.	The LFD should explore the opportunity of achieving Tanker Shuttle accreditation for the remaining two fire stations.			
Vehicles and Equipment	The fire chief needs to identify the present fire vehicle stock to ensure that there is a spare pumper truck and elevated device available in the case that one of the front-line units is put out of service for any mechanical reason.	Evaluate the need to update equipment specific to ice/water rescues.			
		If a fire involves fuel or a fibreglass vessel, LFD may require abundant foam concentrate.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Following a fuel spill into the water, containment booms and porous materials may be necessary.			
		Consider when the next engine is due for replacement to acquire a Quintuple combination pumper (Quint), a more versatile apparatus to operate as the front-line apparatus out of the station to which it is assigned.			
		Increase the minimum size of the water mains from the current 50 mm (2") to 150 mm (6") or greater to ensure adequate water supply for firefighting operations while continuing to provide domestic water			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Ensure standby generators installed at all the fire stations can energize the entire building.			
		Complete an electrical audit to identify the generator size required for each location.			
Emergency Management	<p>Update ERP and insert a page at the front of the document to include the following:</p> <ul style="list-style-type: none"> The date changes were completed. A brief outline of the changes and the sections involved. Name of individual completing the updates. Whether the revised document requires Council approval. 	As with any HAZMAT incident, Lakeshore may need to implement its ERP or open its reception centres.			
	Develop a plan to understand the full logistical ramifications of using the Alternate EOC at its current location.	Ensure an area in the Emergency Response Plan			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		addresses oil/gas well emergencies.			
	<p>The Municipality of Lakeshore adopt IMS to aid in understanding the means of mitigating and recovering from an emergency with the inclusion of IMS within the ERP and other specific hazard plans.</p> <p>Due to the importance of staff understanding their roles and responsibilities in the EOC, implement a policy that identifies IMS 200 as the minimum standard for staff required to be in the EOC with IMS 300 being the goal for all department heads.</p>	Ensure maps of the well locations are available, whether active or not			
	<p>Recognition of services required in response to emergencies be noted within the HIRA.</p> <p>Agreements with NGOs to aid in the provision of services beyond the scope and/or resources of local staff will ensure adequate</p>	The Planning Division needs to be aware of the locations of wells to ensure no structures are located over them.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	<p>responses. Formalized agreements with the needed NGOs will provide some assurances of capability.</p>				
	<p>With the assistance of policing agencies, the Municipality of Lakeshore include, as a Response Plan, the Active Shooter/Hostile Event Response (ASHER) program. The section should include an integrated response program comparable to NFPA 3000, Standard for an ASHER Program.</p>	<p>Monitor findings of the Wheatley explosion.</p>			
	<p>Investigate and include in planning alternative communications between the EOC and emergency site(s) as well as from the Head of Council to the public.</p>	<p>Arrange for the Red Cross to evaluate each reception centre location to assess its suitability as a reception centre, considering the number of residents it may need to accommodate. Also, consider whether the site is suitable for long-term</p>			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		operations, whether there is an emergency power supply, and what amenities are available.			
		Ensure all sites are AODA compliant.			
		Develop a database of the inventory of all building stock based on the OBC.			
		Develop an inventory of all building stock with LWC components, excluding houses, per the OFM Directive 2022-001.			
		LFD to promote the value of residential sprinklers, (i.e., their inclusion during the initial building of new residential occupancies)			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Develop a hydrant maintenance program that complies with the OFC, Article 6.6.4 and NFPA 291, Recommended Practice for Water Flow Testing and Marking of Hydrants			
		Once dry hydrants are in place, develop maps identifying their locations, with circles determining the response distances, which become available to the residents to provide to their insurance provider. This service may permit the residents to take advantage of savings on their insurance premiums.			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		Promote installing dry hydrants to property owners with access to a water supply.			
		LFD lacks the resources to develop and maintain an active pre-incident plan program. Pre-planning before an incident occurs, such as fires in high-rises, is essential for efficient operations and the safety of the firefighters at the incident.			
Fire Service Agreements	Fire departments within the County of Essex and Windsor, inclusive of the LFD, should ensure the local mutual aid plan is reviewed and up to date. It is further recommended that with the updating of Mutual Aid Plans (i.e., 2022) the plan is presented to council with an updated By-Law for enactment.	If the decision is not to enhance response levels to operations (for ice rescues), in that case, it is recommended that a response agreement with a neighbouring fire service that does mitigate ice/water			

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
		rescues at the operations level be implemented.			
	When the current Automatic Aid Agreement with Chatham-Kent is revised and updated, include a defined commitment to regular training that designates the position accountable for completion of this task.	Enter into a response agreement with a neighbouring fire department for the immediate response of an aerial when Lakeshore receives a confirmed fire in residential structures over three storeys, industrial and commercial occupancies.			
	Formally introduce the Medical Tiered Response Agreement with EWEMS to Council and support it with the passage of a by-law once the agreement is reviewed and updated.				
	The Medical Tiered Response Agreement does not provide any guidance for training required to respond to any types of medical and/or trauma related injuries other than those that are cardiac related. An				

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	increased level of training should be considered either within the agreement or through the Fire Department regular training initiatives.				
Finance	Revise the cost projections for the Recue Truck due for acquisition in 2024 to reflect the recent cost increases in the fire apparatus market.	Ensure that warning signage is in place as required at each solar photovoltaic system locations.			
	In 2030, update the cost projections contained in the Capital Forecast for the replacement of the breathing air compressor, fill station, and air storage to reflect anticipated acquisition costs.				
	Finance and fire department administrators work collaboratively to establish a strategy for Council's approval that properly funds the fire department Equipment and Vehicle Reserve in anticipation of the shortfall that is identified to occur in 2025.				

Topic	Fire Master Plan Recommendation	Community Risk Assessment Recommendation	PLAN START	PLAN COMPLETED	COMMENTS
	Add two additional line items to the Capital Forecast for the Fire Department (Hose Replacement and Small Equipment) and that these line items be funded with an annual allocation of funds going forward.				
	The next iteration of the Development Charges By-law considers a revision to the cost allocation for the fire services portion of the assigned fees.				
	<p>Revise the Fees By-Law to include/ specify cost recovery elements for:</p> <ul style="list-style-type: none"> Emergency response to hazardous materials/spill/leak incidents Fire Code Enforcement related costs where the department orders closure of a premises. Fire investigation purposes, rental of heavy equipment to facilitate safety or investigative needs. 				



The Municipality of Lakeshore Community Risk Assessment

Emergency Management Group
September 2024

OFM Regulation 378-18

- Came into effect July 1st, 2019
- Requires every municipality in Ontario to complete a Community Risk Assessment (CRA) by July 1st, 2024
- CRA is to be reviewed and updated annually
- New CRA required every five years

OFM Regulation 378/18

A key focus of this Community Risk Assessment revolves around the Office of the Fire Marshal's recommended Three Lines of Defense for Public Safety:

1. Public Fire Safety Education
2. Fire Code Enforcement Through Inspections
3. Emergency Response Capabilities
4. EMG believes there is a fourth - Emergency Management



CRA profile is based on nine mandatory sections

1. Geographic Profile
2. Building Stock profile
3. Critical Infrastructure profile
4. Demographic profile
5. Hazard Profile
6. Public safety response profile
7. Community services profile
8. Economic profile
9. Past loss and event history profile

CRA Review Concepts

Risk - probability and possibility of an event occurring that will have an adverse effect on the community including the health, property, organization, environment, and/or community.

Probability and Consequences - fire and life safety risks and their prioritization based on probability and consequences of such events on the community.

Mitigation – what can be implemented to either mitigate the risk or prepare for the risk?

Identify Treatment Options for Top Risks

1. **Avoid the Risk** – Implement programs and initiatives to prevent fire/event from occurring
2. **Mitigate the Risk** – Programs and initiatives to reduce the probability and consequence
3. **Accept the Risk** – No specific programs or initiatives will be implemented
4. **Transfer the Risk** – FD transfers the impact or management of the risk to another organization.

Once fire departments have determined the preferred treatment option for each risk, they can plan and implement activities that address those risks.

Risk Summary

New residential developments and established areas

- *Increased residential occupancies results in an increase in call volume*
- *Increased need for public education, such as smoke and CO alarm door to door program.*
- *Light Weight Construction components*
 - ✓ Promote the values of residential sprinklers and hurricane clips for installation during the construction phase

Weather Event

- *Risk of severe weather events – snowstorms, high winds, fog, flooding*
 - ✓ Alertable or Alert Ready (Federal Notification System), public notification apps
 - ✓ Storm sirens

Risk Summary

Specialty Services – Technical Rescue and HAZMAT

- *Technical rescues include trench, rope, confined space, elevator, machinery and ice/water.*
- *Major rail lines run through the Municipality.*
 - ✓ Firefighters trained to the awareness level as a minimum.
 - ✓ Mitigation strategy that includes response agreements with other fire departments

Industries - Agriculture

- *The agriculture sector is one of the primary economic drivers for the Municipality - Risk of fires, HAZMAT due to high quantities of fertilizer, herbicides and pesticides,*
- *Technical Rescues – Grain Bin, Silo and Machinery Entrapment*
 - ✓ Require robust fire prevention program focussing on farm pre-incident planning and sketches.

Risk Summary

Domestic Terrorism

- *Threats and physical harm to community and municipal staff*
- *Active shooter, bomb threats, hostage taking and verbal abuse.*
 - ✓ Municipality should have a response plan to such incidents
 - ✓ Include the response plan in the Municipality's Emergency Response Plan

Fire Prevention's focus is the Office of the Fire Marshal's first two lines of defense:

- *Public education, and Safety standards and enforcement.*
- *Currently inspections based on request, complaint and those mandatory.*
 - ✓ Need to review goals and proposed outcomes to be achieved.
 - ✓ Hire additional fire prevention/public fire and life safety educators

Risk Summary

Highways

- **Highway 401 - high traffic volume daily - unknown volume of hazardous materials**
- **Electric vehicles and battery fires - lithium-ion battery pack.**
 - ✓ *Enhanced training for mitigating EV fires.*
 - ✓ *Extrication training for large vehicles i.e., buses and transport trucks*
 - ✓ *Municipal Emergency Control Group training on HAZMAT incidents*
- **Fire Stations – need for assessments, may require renovations or new stations**
- **Firefighters – lack of available firefighters during the daytime Monday to Friday**
- **Firefighters – A need for additional full-time firefighters**
 - ✓ *Fire Stations - Complete assessments of each fire station*
 - ✓ *Develop a recruitment and retention program for paid-on-call firefighters*

Where Do We Go From Here?

Develop a Community Risk Reduction Plan (Fire Master Plan)

- **Community demographics are rapidly changing** – *what is the focus of fire prevention and public education?*
- **High-risk residents tend to remain underserved** – *vulnerable occupancies, structures that are multi-storey, population intensification.*
- **Additional resources in suppression and fire prevention.**
- **Being prepared for potential hazards** - *just because it hasn't happened, there isn't the need to be prepared.*
- By combining the information in the Community Risk Assessment and the Fire Master Plan, you have a Community Risk Reduction Plan

Conclusion

Although there is work to be completed, it must be noted that during our assessment it was quite evident that:

- The Lakeshore Fire Department is made up of individuals who are committed to reducing the risk of a fire from starting and improving their level of service provision to meet the needs of a growing community.
- EMG would like to thank everyone who assisted in the development of this Community Risk Assessment.

Thank You

Rick Monkman

Emergency Management Group Inc.

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or toll free: 1 (888) 421-0665

Municipality of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, August 13, 2024, 4:30 PM

Council Chambers, 419 Notre Dame Street, Belle River



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

Staff Present: Interim Chief Administrative Officer Justin Rousseau, Corporate Leader - Community Health and Safety Frank Jeney, Corporate Leader - General Counsel Susan Hirota, Corporate Leader - Growth and Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Interim Chief Financial Officer Kate Rowe, Chief Growth Officer Ryan Donally, Chief Workforce Development Officer Lisa Granger, Division Leader - Capital Projects Wayne Ormshaw, Division Leader - Communications and Engagement Alex Denonville, Division Leader - Legal Services Zachary Knox, Division Leader - Legislative Services Brianna Coughlin, Division Leader - Water Management Jason Barlow, Drainage Superintendent Jill Fiorito, Team Leader - Legislative Services Cindy Lanoue, Planner I Ian Search, IT Technical Analyst Erik Pelland

1. Call to Order

Mayor Bailey called the meeting to order at 4:34 PM in Council Chambers.

2. Closed Session

256-08-2024

Moved By Councillor Vogler

Seconded By Councillor Santarossa

Council move into closed session in Council Chambers at 4:34 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 St. Charles Street area.

- b. Paragraph 239(2)(c) of the *Municipal Act, 2001* to discuss a proposed or pending acquisition or disposition of land by the municipality relating to the Duck Creek area.
- c. Paragraph 239(2)(c) of the *Municipal Act, 2001* to discuss a proposed or pending acquisition or disposition of land by the municipality relating to the Denis St. Pierre Water Pollution Control Plant area.
- d. 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 2024 Lakeshore Sports Excellence Hall of Fame inductees.

Carried Unanimously

Council returned to open session at 5:54 PM and Mayor Bailey called a recess at this time.

Mayor Bailey called the meeting back to order at 6:04 PM.

- 3. Singing of O Canada**
- 4. Land Acknowledgement**
- 5. Moment of Reflection**
- 6. Disclosures of Pecuniary Interest**

Councillor Ruston declared a conflict of interest related to Item 15.1 - Tile Loan Application - Tyson Ruston, 0 County Road 46.

- 7. Recognitions**
- 8. Announcements by Mayor**

Mayor Bailey and Council acknowledged the unfortunate passing of Councillor Paddy Byrne on July 25, 2024.

257-08-2024

Moved By Councillor Santarossa

Seconded By Councillor McNamara

Move forward Item 11.1 - Craig Ball - Legacy Recognition for Councillor Paddy Byrne.

Carried Unanimously

11. Delegations

1. Craig Ball - Legacy Recognition for Councillor Paddy Byrne

258-08-2024

Moved By Deputy Mayor Walstedt

Seconded By Councillor Santarossa

Direct Administration to bring a report to Council regarding a legacy naming rights program for former members of Council.

Carried Unanimously

Mayor Bailey called a recess at 6:15 PM and reconvened the meeting at 6:20 PM.

9. Public Meetings under the Planning Act

1. Zoning By-law Amendment ZBA-10-2024 – 475 Rochester Townline Road

Mayor Bailey opened the public meeting at 6:21 PM.

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

Gary Sylvestre, representing the applicant G & C Sylvestre Farms Ltd., was present to answer any questions of Council.

The public meeting concluded at 6:24 PM.

259-08-2024

Moved By Deputy Mayor Walstedt

Seconded By Councillor Ruston

Approve Zoning By-law Amendment Application ZBA-10-2024 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 6 Concession East Ruscom River, Rochester, designated as Part 2, Plan 12R24838; Part of Lots 5 and 6 Concession East Ruscom River, Rochester as in R1125247 except Part 1, Plan 12R12267, Part 1, Plan 12R24838 and Part 1 Plan 12R29786; subject to RO14657 partially surrendered by R254458; subject to an easement in gross over Part 1, Plan 12R23363 as in CE331496; subject to an easement in gross over Parts 1, 2, 3 & 4 on Plan 12R25263 as in CE549039; Town of Lakeshore, being part of the Property Identifier Number 75051-0114(LT), and known municipally as 475 Rochester Townline Road, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (indicated as “475 Rochester

Townline Rd Retained Land” on the Key Map, Appendix B), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 78-2024 during the Consideration of By-laws, all as presented at the August 13, 2024 Council meeting.

Carried Unanimously

10. Public Presentations

1. C4C Housing Lab - Systems Approach Housing Plan

Dr. Anneke Smit, Dorian Moore and Rino Bortolin of C4C Housing Lab provided a PowerPoint presentation regarding a proposed Housing Production Systems Approach for the Municipality of Lakeshore.

260-08-2024

Moved By Councillor Santarossa

Seconded By Councillor McNamara

Direct Administration to bring back a report regarding entering into a formal partnership through a Memorandum of Understanding with the Centre for Cities for the creation and implementation of a Housing Production Systems Approach to address the housing and infrastructure needs of the Municipality of Lakeshore.

Carried Unanimously

12. Completion of Unfinished Business

13. Approval of Minutes

261-08-2024

Moved By Councillor McNamara

Seconded By Councillor Ruston

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

1. July 9, 2024 Regular Council Meeting Minutes

Carried Unanimously

14. Consent Agenda**262-08-2024****Moved By** Councillor Santarossa**Seconded By** Councillor Vogler

Receive the items as listed on the Consent Agenda and endorse the appointments of Kirk Walstedt, Jason Barlow and Antoinetta Giofu to the Essex Region Source Protection Committee.

1. Essex Region Conservation Authority - Appointments to Essex Region Source Protection Committee
2. Closed Meeting Quarterly Report – Q2 2024
3. 2024 By-law Enforcement Second Quarter Activity Report
4. Quarterly Building Activity Report – 2024 Q2
5. 2023 Lakeshore Drinking Water Systems Summary Reports

Carried Unanimously**15. Reports for Direction****1. Tile Loan Application - Tyson Ruston, 0 County Road 46****263-08-2024****Moved By** Deputy Mayor Walstedt**Seconded By** Councillor McNamara

Approve the Tile Loan submitted by Tyson Ruston for tiling work to be performed at 0 County Road 46, Con. SMR E, Part Lot 10 (Roll No. 090.000.01200) in the amount of \$50,000 (including HST) subject to Provincial Funding, as presented at the August 13, 2024 meeting.

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

Conflict (1): Councillor Ruston

Carried

2. Tender Award – 2024 Sidewalk Construction Program

264-08-2024

Moved By Councillor McNamara

Seconded By Councillor Ruston

Award the tender for the 2024 Sidewalk Construction Program to Giorgi Bros (1994) Inc in the amount of \$294,274.77 including applicable HST; and

Approve an additional \$25,000.00, including applicable HST, to complete the sidewalk missing link on Christina Avenue that has been added to the tender, as presented at the August 13, 2024 Council meeting.

Carried Unanimously

3. Lakeshore Fire Services Engine 5 and Tanker 2 Vehicle Replacement

265-08-2024

Moved By Councillor McNamara

Seconded By Councillor Vogler

Approve the purchase of two new pumpers to replace Engine 5 and Tanker 2 from City View Specialty Vehicles for \$2,071,284, and preapprove in the 2025 Capital Budget Item Fire-24-6673 to be paid on delivery in the 2025 budget year, as presented at the August 13, 2024 Council meeting.

Carried Unanimously

4. Housing Accelerator Funding – Round 2

266-08-2024

Moved By Deputy Mayor Walstedt

Seconded By Councillor Kerr

Approve Option #2 (do not support 4 units as-of-right) as presented at the August 13, 2024 Council meeting.

In Favour (4): Deputy Mayor Walstedt, Councillor Kerr, Councillor Ruston, and Councillor Vogler

Opposed (3): Mayor Bailey, Councillor McNamara, and Councillor Santarossa

Carried

5. Establishing a Municipal Heritage Committee and Heritage Act Changes

267-08-2024

Moved By Councillor Santarossa

Seconded By Councillor Vogler

Defer consideration of the report to a Committee of the Whole discussion, requested for October 2024.

In Favour (5): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Santarossa, and Councillor Vogler

Opposed (2): Councillor Kerr, and Councillor Ruston

Carried

6. Delegation of Authority to Execute Conditional Building Permit Agreements

268-08-2024

Moved By Councillor McNamara

Seconded By Deputy Mayor Walstedt

Direct the Clerk to read By-law 81-2024, being a by-law to delegate authority to the Chief Building Official to execute conditional building permit agreements, during the Consideration of By-laws, as presented at the August 13, 2024 Council meeting.

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

Opposed (1): Mayor Bailey

Carried

7. Governing Procurement Policy Update

269-08-2024

Moved By Councillor Ruston

Seconded By Councillor Kerr

Direct the Clerk to read By-Law 77-2024, being a by-law to adopt a Procurement Policy, during the Consideration of By-laws, as presented at the August 13, 2024 Council meeting.

Carried Unanimously

- 16. **Notices of Motion**
- 17. **Reports from County Council Representatives**
- 18. **Report from Closed Session**
- 19. **Consideration of By-laws**

270-08-2024

Moved By Councillor McNamara

Seconded By Councillor Vogler

By-laws 77-2024, 78-2024, 81-2024 and 82-2024 be read and passed in open session on August 13, 2024.

Carried Unanimously

- 1. **By-law 77-2024, Being a By-law to Adopt a Procurement Policy**
 - 2. **By-law 78-2024, Being a By-law to Amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-10-2024)**
 - 3. **By-law 81-2024, Being a By-law to Delegate Authority to the Chief Building Official to Execute Conditional Building Permit Agreements**
 - 4. **By-law 82-2024, Being a By-law to Confirm the Proceedings of the July 9, 2024 Council Meeting**
- 20. **Non-Agenda Business**
 - 21. **Addendum**
 - 22. **Adjournment**

271-08-2024

Moved By Councillor McNamara

Seconded By Councillor Ruston

Adjourn the meeting at 7:59 PM.

Carried Unanimously

Tracey Bailey
Mayor

Brianna Coughlin
Clerk

Municipality of Lakeshore – Report to Council

Corporate Services

Accounting and Revenue



To: Mayor and Members of Council

From: Justin Rousseau, Deputy Chief Administrative Officer/ Chief Financial Officer

Date: June 20, 2024

Subject: 2022 Year- End Financial Ratio and Indicators

Recommendation

This report is presented at the July 9, 2024 Council meeting, for information only.

Strategic Objectives

3b) Modernizing and Enhancing Municipal Functions - Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves

Background

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

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

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

Comments

This report outlines key financial indicators and benchmarks for the Municipality based on the 2022 Audited Financial Statements, in comparison to the prior year ended. Calculation details are shown in the schedule attached to this report.

Liquidity Ratios

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

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

	2022	2021	2020	2019
Current Ratio (ratio of current assets to current liabilities)	7.07:1	10.19:1	8.19:1	6.23:1

The Municipality’s Current Ratio and cash liquidity has decreased from 2021 and sits at a 7.07 to 1 ability to pay off all short-term debts. This has occurred as large construction projects are being financed with internal cash flows, such as the Denis St. Pierre Treatment Plant Expansion.

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

The ratio is at an acceptable level and corrective action is not needed at this time.

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

	2022	2021	2020	2019
Taxes Receivable as a Percentage of Total Tax Revenue	7.57%	7.01%	9.33%	9.97%

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

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

Under the *Municipal Act, 2001* (Section 373), municipalities are provided with the authority to register a tax arrears certificate against a property that is two years in arrears. Lakeshore practice changed to this in 2022 as allowed under the Act.

The ratio reflects a negative trend in terms of increased taxes receivable ratio at year end, however the trend is more to do with the economic stresses on our ratepayers versus the procedures and efforts of Administration.

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

	2022	2021	2020	2019
Accounts Receivable as a Percentage of Total Revenue	24.73%	21.01%	22.78%	24.38%

The ratio reflects a negative trend due to an overall increase of accounts receivable in all areas (taxes, trade, water and drainage); the increase is related to Harmonized Sales Tax credits outstanding at year-end due to progress billings on substantial construction projects. Administration expects the ratios to improve at the conclusion of these projects.

Currently 24.73% of all annual revenue remains uncollected at year end.

The ratio reflects a negative trend; however, no corrective action is needed at this time.

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

Accounts Receivables over Accounts Payable	2022	2021	2020	2019
Total Accounts Receivable	\$16,406,235	\$12,933,553	\$13,749,467	\$14,394,895
Total Accounts Payable	\$14,303,853	\$10,183,863	\$11,434,340	\$12,321,408
Use of Operating Cash Flow	\$2,102,382	\$2,749,690	\$2,315,127	\$2,073,487

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

In 2022, the increase in accounts receivable and the timing of large construction invoices included in accounts payable at year end created a timing difference that was favourable to the Municipality's cash-flow and shows a positive trend from the prior year. Administration will continue to review opportunities to optimize cash-flow going forward.

Financial Leverage Ratios

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

Long-term Debt to Long-term Assets (Cost)	2022	2021	2020	2019
Total Long-term Debt	\$22,346,950	\$24,942,522	\$27,551,544	\$30,002,216
Total Tangible Capital Assets (Cost)	\$573,342,608	\$533,977,826	\$523,978,500	\$499,176,667
Debt as a Percentage of Assets (Cost)	3.90%	4.67%	5.26%	6.01%

The above ratio indicates that 3.90 % of the original asset cost (Cost) of the Municipality's total tangible capital assets is funded by debt.

Long-term Debt to Long-term Assets (NBV)	2022	2021	2020	2019
Total Long-term Debt	\$22,346,950	\$24,942,522	\$27,551,544	\$30,002,216
Total Tangible Capital Assets NBV*	\$381,027,081	\$352,046,166	\$351,088,481	\$336,800,497
Debt as a Percentage of Assets NBV*	5.86%	7.09%	7.85%	8.91%

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

The above ratio indicates that 5.86% of the net book value (depreciated value) of the Municipality's total tangible capital assets is funded by debt.

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

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

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

Long-term Debt to Equity	2022	2021	2020	2019
Total Long-term Debt	\$22,346,950	\$24,942,522	\$27,379,756	\$30,002,216
Accumulated Surplus (Equity)	\$431,057,912	\$403,638,264	\$389,768,084	\$363,562,377
Debt as a Percentage of Accumulated Surplus	5.18%	6.18%	7.07%	8.25%

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

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

Other Financial Management Considerations

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

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

Annual Repayment Limit	2022	2021	2020	2019
Total Revenue for ARL	\$64,654,977	\$59,490,967	\$57,342,378	\$55,260,783
25% of Revenue (Debt Limit) (maximum allowed)	\$16,163,744	\$14,872,742	\$14,335,595	\$ 13,815,196
Actual Principal and Interest Payments	\$3,311,625	\$3,404,197	\$3,582,704	\$ 3,613,872

Additional Room	\$12,852,119	\$11,468,545	\$ 10,752,891	\$ 10,201,324
Percentage of Revenue applied to Debt Repayment	5.1%	5.7%	6.2%	6.5%

At 5.0%, the Municipality is within the maximum ARL for debt service (25%); no corrective action is required at this time.

MMAH considers this ratio a financial flexibility indicator and identifies 'low' risk as a factor of less than five (5) percent. Lakeshore has achieved a 'low' risk rating on this indicator; however it is anticipated that once the debt for the Denis St. Pierre is finalized Lakeshore will return to moderate risk, given the extent of financing required to fund that project.

The following is a rounded estimated cost of Lakeshore's ability to take on debt up to the maximum ARL of 25%. It should be noted that this is not advisable and Lakeshore Long Term Debt Policy has a limit of 15% only to be exceeded under extraordinary circumstances.

Annual Repayment Limit	2022	2021	2020	2019
Maximum Debt Room Estimated at 6% Interest on a 20 Year Debenture	\$145,000,000	\$130,000,000	\$120,000,000	\$115,000,000
Less: Amount Approved for Denis St Pierre Loan	\$45,000,000	\$45,000,000	\$Nil	\$ Nil
Total Available Borrowing Capacity	\$100,000,000	\$85,000,000	\$120,000,000	\$ 115,000,000

Others Consulted

Financial Impacts

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

Positive trends in debt reduction and improved financial stability are being observed with the results of 2022. No significant corrective actions are recommended at this time.

Attachments

Appendix A - 2022 Year End Financial Indicators

Report Approval Details

Document Title:	2022 Year-End Financial Ratio and Indicators.docx
Attachments:	- 2022 Year End Financial Ratios and Indicators.pdf
Final Approval Date:	Aug 23, 2024

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

Prepared and Submitted by Justin Rousseau and Kate Rowe

Approved by the Corporate Leadership Team

**Municipality of Lakeshore
Ratio Analysis & Important Factors
Year ended December 31, 2022**

Liquidity Ratios:	2022	2021	2020	2019
(1) Current Ratio				
Current Assets:				
Cash	\$ 87,557,417	\$ 100,123,363	\$ 86,706,180	\$ 71,065,126
Taxes Receivable	2,976,382	2,635,597	3,344,409	3,335,502
Trade and Other Receivable	7,021,870	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,809,184	3,216,734	3,612,478	3,172,344
Drainage Receivable	2,598,799	3,584,784	2,943,617	4,049,142
Inventories	198,977	198,977	198,977	193,712
Investments	594,315	807,450	1,049,000	777,978
Prepaid Expenses	93,546	128,284	76,263	165,383
Total Current Assets	\$ 104,850,490	\$ 114,191,627	\$ 101,779,887	\$ 86,597,094
Current Liabilities:				
Short Term Indebtedness	\$ 522,825	\$ 1,020,000	\$ 1,000,000	\$ 1,585,000
Short Term Indebtedness	522,825	1,020,000	1,000,000	1,585,000
Accounts Payable and Accrued Liabilities	11,083,725	7,538,280	8,938,846	10,318,334
Deposits	3,083,331	2,492,693	2,323,706	1,812,411
Accrued Interest on Long Term Debt	136,797	152,890	171,788	190,663
Total Current Liabilities	\$ 14,826,678	\$ 11,203,863	\$ 12,434,340	\$ 13,906,408
Current Ratio (A/B)	7.07	10.19	8.19	6.23
(2) Tax Receivable as a percentage of total taxes	2022	2021	2020	2019
Taxes	\$ 39,334,445	\$ 37,572,205	\$ 35,827,531	\$ 33,447,475
Taxes Receivable	\$ 2,976,382	\$ 2,635,597	\$ 3,344,409	\$ 3,335,502
Percentage of Receivables to taxes(A/B)	7.57%	7.01%	9.33%	9.97%
(3) Total Accounts Receivable as a percentage of total income	2022	2021	2020	2019
Total Revenue (less deferred revenue)	\$ 66,337,048	\$ 61,563,088	\$ 60,363,030	\$ 59,047,773
Taxes Receivable	2,976,382	2,635,597	3,344,409	3,335,502
Trade and other Receivables	7,021,870	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,809,184	3,216,734	3,612,478	3,172,344
Drainage Receivables	2,598,799	3,584,784	2,943,617	4,049,142
	\$ 16,406,235	\$ 12,933,553	\$ 13,749,467	\$ 14,394,895
Percentage of Receivables to total income (A/B)	24.73%	21.01%	22.78%	24.38%
(4) Accounts Receivable over Accounts Payable (use of cash flow)	2022	2021	2020	2019
Taxes Receivable	\$ 2,976,382	\$ 2,635,597	\$ 3,344,409	\$ 3,335,502
Trade and other Receivables	7,021,870	3,496,438	3,848,963	3,837,907
Water receivables and unbilled revenue	3,809,184	3,216,734	3,612,478	3,172,344
Drainage Receivables	2,598,799	3,584,784	2,943,617	4,049,142
	\$ 16,406,235	\$ 12,933,553	\$ 13,749,467	\$ 14,394,895
Accounts Payable and accrued liabilities	\$ 11,083,725	\$ 7,538,280	\$ 8,938,846	\$ 10,318,334
Deposits	\$ 3,083,331	\$ 2,492,693	\$ 2,323,706	\$ 1,812,411
Accrued interest on long term debt	136,797	152,890	171,788	190,663
	\$ 14,303,853	\$ 10,183,863	\$ 11,434,340	\$ 12,321,408
Use of cash flow (A-B)	\$ 2,102,382	\$ 2,749,690	\$ 2,315,127	\$ 2,073,487

Municipality of Lakeshore
Ratio Analysis & Important Factors
Year ended December 31, 2022

Financial Leverage Ratios:

(5) Total Long Term Debt to Long Term Assets Ratio				
	2022	2021	2020	2019
Total Debt				
Municipal debt	\$ 22,210,153	\$ 24,789,632	\$ 27,379,756	\$ 29,811,583
Accrued interest	136,797	152,890	171,788	190,633
	<u>\$ 22,346,950</u>	<u>\$ 24,942,522</u>	<u>\$ 27,551,544</u>	<u>\$ 30,002,216</u>
Tangible Capital Assets (NBV)	\$ 381,027,081	\$ 352,046,166	\$ 351,088,481	\$ 336,800,497
Debt as a percentage of Assets (NBV) (A/B)	5.86%	7.09%	7.85%	8.91%
Tangible Capital Assets (Cost)	\$ 573,342,608	\$ 533,977,826	\$ 523,978,500	\$ 499,176,667
Debt as a percentage of Assets Cost (A/C)	3.90%	4.67%	5.26%	6.01%
(6) Total Debt to Equity Ratio				
	2022	2021	2020	2019
Total Debt				
Municipal debt	\$ 22,210,153	\$ 24,789,632	\$ 27,379,756	\$ 29,811,583
Accrued interest	136,797	152,890	171,788	190,633
	<u>\$ 22,346,950</u>	<u>\$ 24,942,522</u>	<u>\$ 27,551,544</u>	<u>\$ 30,002,216</u>
Accumulated Surplus	\$ 431,057,912	\$ 403,638,264	\$ 389,768,084	\$ 363,562,377
Debt as a percentage of Accumulated Surplus (A/B)	5.18%	6.18%	7.07%	8.25%
Annual Repayment Limit (ARL)				
	2022	2021	2020	2019
Net Revenue per ARL schedule calculation	\$ 64,654,977	\$ 59,490,967	\$ 57,342,378	\$ 55,260,783
25% of Revenue (Annual Debt Repayment Limit Allowed)	\$ 16,163,744	\$ 14,872,742	\$ 14,335,595	\$ 13,815,196
Actual Annual Debt Repayment	3,311,625	3,404,197	3,582,704	3,613,872
Additional Room	<u>\$ 12,852,119</u>	<u>\$ 11,468,545</u>	<u>\$ 10,752,891</u>	<u>\$ 10,201,324</u>
Percentage of Revenue applied to Debt Repayment (B/A)	5.1%	5.7%	6.2%	6.5%
Borrowing Limit Max Debt on 6% Loan for 20 Years (rounded)	\$ 145,000,000	\$ 130,000,000	\$ 120,000,000	\$ 115,000,000
Less: Amount Council Approved for Dennis St Pierre (rounded)	(45,000,000)	(45,000,000)		
Remianing Borrowing Capacity	<u>\$ 100,000,000</u>	<u># \$ 85,000,000</u>	<u>\$ 120,000,000</u>	<u>\$ 115,000,000</u>

Municipality of Lakeshore – Report to Council

Corporate Services

Accounting and Revenue



To: Mayor and Members of Council

From: Justin Rousseau, Deputy Chief Administrative Officer/Chief Financial Officer
Kate Rowe, Division Leader- Accounting and Revenue

Date: June 20, 2024

Subject: 2022 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2022 Parkland Dedication Reserve Statement

Recommendation

The Audited Consolidated Financial Statements for the year ended December 31, 2022, be approved;

The Audit Findings Report of KPMG for the year ended December 31, 2022, be received;

Administration be authorized to post the 2022 Consolidated Financial Statements on the Municipality of Lakeshore website;

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2022, be received;

The Development Charges Reserve Funds Statement, for the year ended December 31, 2022, be received; and,

The Parkland Dedication Reserve Statement, for the year ended December 31, 2022, be received, all as presented at the September 10, 2024 Council meeting.

Strategic Objectives

3b) Modernizing and Enhancing Municipal Functions - Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves

Background

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

The *Development Charges (DC) Act*, subsection 43(1), requires the Treasurer of the municipality to annually provide Council with a statement about each Reserve Fund established under the Act. Ontario Regulation 82/98, paragraphs 12 and 13 indicate the information to be included in the report.

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

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

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

Comments

In accordance with these legislative requirements outlined above, this report transmits the following statements for the year ended December 31, 2022:

1. 2022 Consolidated Financial Statements (draft) (Attachment A),
2. Development Charge Reserve Funds Statement (Attachment B),
3. Statement of Revenue and Expenses and Accumulated Net Expense for Building Services (Attachment C), and
4. Parkland Dedication Reserve Statement (Chart Below).

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

The 2022 Consolidated Financial Statements (attached in draft) are prepared in accordance with Canadian generally accepted accounting principles for governments, as recommended by the Public Sector Accounting Board (PSAB) and are a snapshot of the Municipality's financial position and performance that provides important information to financial institutions and the public.

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

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

KPMG's Audit Findings Report provides an overview of the 2022 year-end audit process and assists in the review of the results of the audit of the Consolidated Financial Statements of the Municipality.

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

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

The Statement of Revenue and Expenses and Accumulated Net Expense for Building Services for the year ended December 31, 2022 (Attachment C) outlines the financial results as well as continuity for the building operations and capital reserve funds. The 2022 actual figures include allocated overhead costs (indirect) for building services and exclude costs not related to Building Code Act operations.

Adjustments

Administration spent a considerable amount of time reviewing the audit working papers for the 2022 year-end as account clean up still was necessary following significant adjustments in 2021. The 2021 Audit was also built for the first time in a complete audit package in a paperless format which the auditors prefer versus several piecemeal Excel files for audit evidence.

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

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

Lakeshore has always received unqualified audit opinions meaning that no material misstatements exist in the financial statements. Materiality for the statements in

Lakeshore is viewed as approximately \$1,300,000 in 2022. That means there is a tolerance for presentation errors of this amount in the financial statements.

During the audit preparation work for 2022 several adjustments which have a total impact of \$1,869,071 (\$202,720 of recoveries and \$2,071,791 of expenses) have been made and adjusted. These amounts have been posted to the miscellaneous expense and revenue.

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

Reason	Amount
To record adjustments to the BIA Accounts for 2021	\$1,897
To record OCIF overstatement of revenue for 2021 due to funding adjustment on capital projects	\$1,093,507
Adjustment of unbalanced program database errors and carryforward equity close-out errors	\$976,387
Total Expenses	\$2,071,791

Reason	Amount
Adjustment to the subdivision tree reserve funding for trees installed in subdivisions	\$46,650
Adjustment to Development Planning deposits	\$83,586
Activenet and P2P revenue posting period errors	\$72,484
Total Revenue	\$202,720

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

Council has made significant investments in improving the service level and staffing in the Department of Finance as well have approved a significant Accounting System upgrade to mitigate the risk of computer errors, however, the report does outline a number of risk areas and business processes and internal control weaknesses that need to be addressed for finance to reach a more mature state of business support and advisement. It is anticipated that the year-end for 2023 will also be delayed due to resources and commitments of time to rectify the issues identified. However, once approved, and staffing and better business processes are in place, it is expected to stabilize.

Others Consulted

KPMG- Cynthia Swift- Partner

Financial Impacts

Highlights of the **2022 Consolidated Financial Statements** (Attachment A) include the following:

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

- Cash has decreased by \$12.5 million (13%) due to increased cash outflows and a reduction in reserve funds, primarily from the wastewater reserve. This decrease is largely because the Denis St. Pierre Treatment Plant is being financed through internal cash flows rather than short-term construction loans, which carry a significant interest rate.
- Taxes receivable has increased by 0.3 million (13%). The increase is due to some additional properties reaching tax sale proceedings. This is a negative trend which can be attributed to challenging economic times being experienced by our taxpayers.

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

- Trade and other receivables have experienced an Increase of \$3.52 million (101%) primarily due to an increase of \$2.5 million in HST recoverable on large capital projects and government grants.
- Water receivables and unbilled revenue have increased by \$0.5 million (18%) as water consumption levels rose in 2022 as to did accounts receivables owing.
- Drainage receivables and other Drainage recoverable decreased by \$1.03 million (25%) reflecting amounts due from landowners for new drainage construction projects in progress at yearend and drain maintenance works during the year. There was a

significant backlog of drainage billing due to the resourcing issues at year-end 2021 and this has been corrected in 2022 resulting in a decrease.

- Investment reflects the own debentures of the Municipality A breakdown of the investment is provided in Note 2 to the Consolidated Financial Statements. This amount has decreased by \$0.2 million
- Short-term loans decreased by \$0.4 million (49%) resulting from less borrowing on temporary loans for the construction of municipal drains.
- Accounts payable and accrued liabilities have increased by \$3.5 million (47%) primarily due to fewer large construction payments being due at the end of 2022.
- Deposits for building and planning applications increased by \$0.5 million (24%) as there are several significant developments with planning deposits in 2022, as well as a Hydro One road use agreement deposit. Currently Administration is working on a detailed review of planning applications and deposit accounts looking to clean up business process and make significant adjustments in the 2023 year-end.
- The balance of deferred revenue increased by \$2.01 million (12%) to \$18.5 million. These funds are held as obligatory reserve funds, for a prescribed purpose, and consist of the Development Charges Reserve Funds, Federal Gas Tax Reserve Fund, Provincial Grant (OCIF) Reserve Fund and Others. The increase is a result of collections in the year being greater than capital expense from these reserves. Schedule 2 to the Consolidated Financial Statements provides a summary of the transactions during the year.
- Accrued interest on long-term debt had a decrease of \$0.02M (11%) due to a reduction of loan holdings that require accrued interest calculations.
- Municipal debt decreased by \$2.5 million (10%) to \$22.2 million. The decrease resulted from the annual loan repayment. A breakdown of long-term debt is provided in Note 6 to the Consolidated Financial Statements.
- Employee future benefit obligations have increased by \$1.02 million. This was because in 2022 Administration moved to calculations based on full actuarial assumptions, which are proper accounting principles. The municipalities will contribute to the actuarial liability on a cash basis as actual payments are required. The actuarial valuation/projection considers post-retirement life insurance for members, and corporate obligations for post-retirement health insurance and post-retirement dental insurance. A breakdown of the various components of the employee's future benefit obligations is provided in Note 8 to the Consolidated Financial Statements.
- Accumulated sick leave, as well as landfill closure cost liabilities, saw very little change from 2021.

- Tangible Capital Assets (TCA) at the end of the year have a net book value of \$377 million, an increase of \$25 million (7%). The municipality and developers made a net investment of \$40.3 million in capital assets during the year which largely consisted of asset renewals and improvements for roads, water and wastewater infrastructure. The change to the net book value of TCA includes the annual amortization of the capital assets in the amount of \$14.9 million. The amortization represents the proportionate cost of the assets used up as of 2022, based on their estimated useful life. Schedule 1 of the Consolidated Financial Statements details the activity during the year.
- Inventory of supplies had very little change from 2021.
- Prepaid expenses decreased by \$0.03 million (27%) in 2022 and the main decrease is due to the timing of payment on software licencing and prepaid amounts for the disposal contract in 2021.
- The Accumulated Surplus summarizes the municipality's consolidated equity which identifies the financial position, including TCAs and financial resources of the Municipality. Included in determining the surplus are several expenses mandated by PSAB for financial reporting purposes, for example, employee future benefits, accrued interest on long-term debt, TCA amortization and accrued receivables and payables. Schedule 4 of the Consolidated Financial Statements details the components of the Accumulated Surplus, which indicates the municipality's assets outweigh the municipalities liabilities by \$431 million, an increase of \$15.5 million (3%).
- Reserves and Reserve Funds balances have decreased by \$18.7 million (16%), as disclosed within the Accumulated Surplus position. The main cause for this is the use of reserves to invest in TCA and infrastructure of \$40.3 Million Dollars in 2022. The details of the Reserves and Reserve Funds can be found in Schedule 2 and 3 to the Consolidated Financial Statements, which is the schedule that provides Reserves and Reserve Funds continuity and balances at year-end.

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

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

Revenues:

- Taxation, which includes property taxes and user fees, increased by \$1.7 million (5%) based on the fiscal levy increase, the net impact of in-year assessment changes and increased supplementary tax revenue from new housing, which all account for \$1.7 million.

- Wastewater charges increased by \$0.6 million (9%). The increase reflects the net impact of 2022 wastewater rates applied to a decreased flow volume.
- Water charges increased by \$0.75 million (7%) resulting from applying 2022 water rates against decreased water usage volume, and fees based on an increase in demand for new water service connections.
- Recreation Revenue increased by \$1.3 million (86%) as it began to return to post-pandemic usage and programming.
- Government transfers and Other Revenue increases of \$0.6 Million as grant funding remained consistent from the prior year.
- Deferred Revenue earned is down by \$5.8 million (36%) as the prior year had significant adjustments to funding sources and a reconciliation of development charge projects.
- There was no loss on capital assets decommissioned in 2022.

Expenses:

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

- General government expenses increased by approximately \$2.6 million (40%) primarily due to increases in actuals cost of salaries and benefits and insurance premiums cost charged to the taxation budget centre as well as a significant increase in computer expense and legal expenses in 2022.
- Protection of persons & property expenses increased by \$0.2 million (3%). This increase is due to increased costs in the By-law, OPP and Fire cost increases as well.
- Transportation services expenses increased by \$0.8 million (9%) resulting from an increase in transportation capital expenditures in 2022 over 2021 amounts.
- Environmental Services expenses increased by \$4.1 million (24%) due to more capital expenses in 2022 vs 2021, as well as some cost increases in operating costs in 2022.
- Recreation and Cultural Services expenses increased by \$2.4 million (6%), as Recreation costs returned back to normal levels following the pandemic. There were also increased capital expenses in 2022 versus 2021.

- Planning and Development expenses increased by \$0.08 million (26%) primarily due to staffing cost changes from year to year.

The Annual Surplus of \$15.5 million in 2022 (\$25.7 million in 2021) resulted from the items as outlined above; the surplus includes adjustments based on the consolidation of equity in Union Water and mandatory PSAB reporting requirements which include the recognition of grants revenue as received in the year. As a result of these adjustments, the accrual-based annual surplus reported in the Statements is not comparable to the cash-based budget surplus/deficit reported to the Council.

Highlights of the **2022 Development Charge Reserve Funds Statement** (Attachment B):

- Development Charges of \$6.4 million were collected in 2022.
- Interest income of \$0.05 million was earned on the investment in the reserve fund.
- A withdrawal of \$3.5 million was made to adjust for the cost of the DC-eligible loan payment and adjustments and eligible capital projects that had been internally funded by other municipal reserves.
- An amount reallocation is needed of \$1.7 million for approved funding for the Dennis St Pierre Plant which sits in the wastewater encumbrance reserve.

Highlights of the **2022 Statement of Revenue and Expenses and Accumulated Net Expense for Building Services** (Attachment C) include the following:

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

The 2022 actual figures include allocated overhead costs (indirect) and actual costs for delivery of building services under the Building Code Act.

The statement shows that 2022 resulted in a net deficit of \$272,690, decreasing the accumulated surplus reflected in the Building Services – Operations reserve fund. The net balance of the Building Services reserve funds, equal to the accumulated net surplus, totals \$1.6 million at the end of 2022. It is expected that accumulated surpluses or accumulated expenses will occur over time based on fluctuations in development activity. Any future surpluses from building services will be transferred to draw down on the accumulated expense, and Administration will continue to monitor and provide recommendations with respect to building services fee adjustments and expense containment, as appropriate.

2022 Parkland Dedication Reporting

Chart 1 - 2022 Treasurer's Statement - Parkland Dedication Reserve Fund, shown below, outlines the Parkland Dedication activity for the year ended December 31, 2022. Total cash-in-lieu collections were \$239,000 in 2022.

Parkland Dedication Reserve Funds spent on capital projects totalled \$4,152 for 2022.

An additional \$100,000 was transferred to the encumbrance reserve to convert tennis courts to pickle ball courts.

**Municipality of Lakeshore
Treasurer Statement under Section 42 of the Planning Act
For the Year Ended December 31, 2022**

Parkland Dedication		
Opening Balance		\$588,524
Contributions	\$239,000	
Interest	\$ 15,064	
Adjustment to Prior Years	\$95,378	
Total Funds Available		\$937,966
Less: Capital Projects	\$4,152	
Less: Transferred to Encumbrance Reserve	\$100,000	
Closing Balance		\$833,816

Financial Information Reporting

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

OMPF and Grant Funding can be impacted if the FIR is not filed by September 30th of the following year. In December of 2023 Grant funding was reduced temporarily until the FIR was filed in May of 2024. The Municipality of Lakeshore has historically been late in filing the FIR and Administration has implemented significant process improvements and Council has approved additional staffing to mitigate these concerns moving forward.

Year	Financial Statements Filed	FIR Filed
2022	9/10/2024	5/15/2024
2021	5/10/2023	1/30/2023

2020	3/15/2022	12/16/2021
2019	12/8/2020	10/30/2020
2018	8/14/2019	8/20/2019
2017	10/9/2018	9/19/2018

Attachments

- 2022 Consolidated Financial Statements (audited) (Attachment A),
- Development Charge Reserve Funds Statement (Attachment B),
- Statement of Revenue and Expenses and Accumulated Net Expense for Building Services (Attachment C), and
- KPMG's Audit Findings Report (AFR) (Attachment D)

Report Approval Details

Document Title:	2022 Year End Reporting Audited Consolidated Financial Statements.docx
Attachments:	- Appendix A - 2022 Consolidated Financial Statements.pdf - 2022 - DC Reserve Fund Reporting.pdf - 2022 Building Services Statement.pdf - Lakeshore Audit Finding Report.pdf
Final Approval Date:	Aug 23, 2024

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

Prepared and Submitted by Kate Rowe and Justin Rousseau

Approved by the Corporate Leadership Team

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Consolidated Financial Statements of

**THE CORPORATION OF THE
MUNICIPALITY OF LAKESHORE**

And Independent Auditors' Report thereon

Year ended December 31, 2022

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Financial Statements

Year ended December 31, 2022

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Management's Responsibility for the Consolidated Financial Statements

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

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

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

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

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
Financial assets		
Cash and temporary investments	\$ 87,557,417	\$ 100,123,363
Taxes receivable	2,976,382	2,635,597
Trade and other receivables	7,021,870	3,496,438
Water receivables and unbilled revenue	3,809,184	3,216,734
Drainage receivables	2,598,799	3,584,784
Drainage recoverable from others	477,955	522,940
Inventory held for resale	18,147	18,147
Investments (note 2)	594,315	807,450
	<u>\$ 105,054,069</u>	<u>\$ 114,405,453</u>
Financial liabilities		
Short-term loans (note 4)	\$ 522,825	\$ 1,020,000
Accounts payable and accrued liabilities	11,083,725	7,538,280
Deposits	3,083,331	2,492,693
Deferred revenue (note 5)	18,516,980	16,506,970
Accrued interest on long-term liabilities	136,797	152,890
Net long-term liabilities (note 6)	22,210,153	24,789,632
Post-employment benefits (note 8)	2,323,400	1,293,402
Accumulated vested sick leave (note 9)	586	5,036
Landfill closure cost liability (note 10)	559,120	588,712
	<u>58,436,917</u>	<u>54,387,615</u>
Net financial assets	46,617,152	60,017,838
Non-financial assets		
Tangible capital assets (Schedule 1)	381,027,081	352,046,166
Unfunded capital in progress	3,139,303	3,139,303
Inventories of supplies	180,830	180,830
Prepaid expenses	93,546	128,284
	<u>384,440,760</u>	<u>355,494,583</u>
Contractual obligations and contingencies (notes 13 and 15)		
Accumulated surplus (Schedule 4)	<u>\$ 431,057,912</u>	<u>\$ 415,512,421</u>

See accompanying notes to consolidated financial statements.

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget	2022 Actual	2021 Actual
Revenue:			
Taxation	\$ 39,083,983	\$ 39,334,445	\$ 37,572,205
User charges:			
Wastewater	6,780,636	7,355,767	6,746,241
Water	9,594,321	10,876,214	10,120,029
Recreation	2,936,635	2,869,832	1,542,539
Other	1,055,737	1,302,876	1,331,855
Government transfers	964,890	1,429,681	2,025,610
Other (note 11)	2,084,860	3,168,233	2,224,609
Deferred revenue earned (Schedule 2)	1,888,828	10,096,196	15,898,959
Capital assets decommissioned	-	-	(1,245,635)
	64,389,890	76,433,244	76,216,412
Expenses (note 14):			
General government	6,446,748	9,265,136	6,599,010
Protection to persons and property	9,111,968	9,457,496	9,219,579
Transportation services	9,641,701	10,329,138	9,506,706
Environmental services	18,223,504	21,054,884	16,936,113
Recreation and cultural services	9,283,505	9,064,479	6,583,888
Planning and development	1,661,562	1,716,620	1,626,779
	54,368,988	60,887,753	50,472,075
Annual surplus	10,020,902	15,545,491	25,744,337
Accumulated surplus, beginning of year	415,512,421	415,512,421	389,768,084
Accumulated surplus, end of year	\$ 425,533,323	\$ 431,057,912	\$ 415,512,421

See accompanying notes to consolidated financial statements.

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Annual surplus	\$ 15,545,491	\$ 25,744,337
Amortization of tangible capital assets	11,536,372	9,041,640
Acquisition of unfunded tangible capital in progress	-	(3,139,303)
Acquisition of tangible capital assets	(40,521,358)	(12,301,926)
(Gain) loss on sale of tangible capital assets	(55,132)	989,513
Capital assets decommissioned	-	1,245,635
Proceeds on sale of tangible capital assets	59,203	67,453
	(13,435,424)	21,647,349
Acquisition of inventories	(180,830)	(180,830)
Acquisition of prepaid expenses	(93,546)	(128,284)
Consumption of inventories	180,830	180,830
Consumption of prepaid expenses	128,284	76,263
Change in net financial assets	(13,400,686)	21,595,328
Net financial assets, beginning of year	60,017,838	38,422,510
Net financial assets, end of year	\$ 46,617,152	\$ 60,017,838

See accompanying notes to consolidated financial statements.

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 15,545,491	\$ 25,744,337
Items not involving cash:		
Amortization of tangible capital assets	11,536,372	9,041,640
(Gain) loss on sale of tangible capital assets	(55,132)	989,513
Capital assets decommissioned	-	1,245,635
Change in non-cash operating working capital:		
Taxes, trade and water receivables	(4,458,667)	1,457,081
Prepaid expenses	34,738	(52,021)
Drain receivables and debt recoverable from others	1,030,970	(1,164,107)
Accounts payable, accrued liabilities and deposits	4,136,083	(1,231,579)
Deferred revenue	2,010,010	(4,892,556)
Unfunded liabilities - interest, benefits, landfill	979,863	(18,410)
	<u>30,759,728</u>	<u>31,119,533</u>
Investing:		
Decrease (increase) in investments	213,135	241,550
	<u>213,135</u>	<u>241,550</u>
Capital:		
Acquisition of unfunded tangible capital in progress	-	(3,139,303)
Acquisition of tangible capital assets (net)	(40,521,358)	(12,301,926)
Proceeds on disposal of tangible capital assets	59,203	67,453
	<u>(40,462,155)</u>	<u>(15,373,776)</u>
Financing:		
Debenture principal repayments	(2,579,479)	(2,590,124)
	<u>(2,579,479)</u>	<u>(2,590,124)</u>
Increase in cash and cash equivalents	(12,068,771)	13,397,183
Cash and cash equivalents, beginning of year	99,103,363	85,706,180
Cash and cash equivalents, end of year	<u>\$ 87,034,592</u>	<u>\$ 99,103,363</u>
Supplemental cash flow information:		
Cash and temporary investments	\$ 87,557,417	\$ 100,123,363
Short term capital loan	(522,825)	(1,020,000)
Cash and cash equivalents, end of year	<u>\$ 87,034,592</u>	<u>\$ 99,103,363</u>

See accompanying notes to consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements

Year ended December 31, 2022

1. Significant accounting policies:

(a) Management responsibility:

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

(b) Basis of accounting:

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

(c) Basis of consolidation:

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

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

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

(d) Taxes receivable and related revenues:

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

(e) Government transfers:

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

(f) Non-financial assets:

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

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

(i) Tangible capital assets:

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

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

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

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

(ii) Contribution of tangible capital assets:

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

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

(f) Non-financial assets (continued):

(iii) Inventories:

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

(g) Investments:

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

(h) Inventory:

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

(i) Deferred revenue:

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

(j) County and school boards:

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

(k) Employee future benefits:

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

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

(k) Employee future benefits (continued):

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

(l) Leases:

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

(m) Purchase premium:

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

(n) Use of estimates:

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

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

1. Significant accounting policies (continued):

(o) Liability for contaminated sites:

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

(p) Future accounting changes:

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

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

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

2. Investments:

	2022	2021
Debentures	\$ 594,315	\$ 807,450
	\$ 594,315	\$ 807,450

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

3. Equity in the Union Water Supply System (UWSS):

The equity in the UWSS is made up as follows:

	2022	2021
Cash and investments	\$ 690,523	\$ 739,909
Accounts receivable	42,119	59,655
Accounts payable	(114,047)	(130,936)
	618,595	668,628
Long-term debt	(265,741)	(315,026)
Tangible capital assets	1,856,859	1,649,402
	2,209,713	2,003,004
Reserves	199,367	256,746
Reserve funds	419,229	411,882
	618,596	668,628
Tangible Capital Assets - net book value:		
Water – land, land improvements, buildings and equipment	1,301,045	1,027,776
Water – linear	552,818	540,568
Water – assets under construction	2,996	81,058
	\$ 1,856,859	\$ 1,649,402

Included in the consolidated statement of operations and accumulated surplus is the UWSS share of:

	2022	2021
Amortization expense	\$ 60,537	\$ 50,303
Interest on long-term debt	31,005	35,881

The equity interest of each municipality shall be determined according to their proportional water consumption from the system, with the equity share being updated every four years per the Ownership Agreement. Lakeshore's equity in UWSS was reset to 3.36% effective January 1, 2022. Subsequent to year end, the UWSS was incorporated with share capital. The Municipality received 336 Class A Special Shares in Union Water Supply System Inc., the new corporation. The Municipality has not yet assessed the accounting treatment of this change in ownership for 2023.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

4. Short term loans:

The Municipality has a demand line of credit for current operations and drainage construction. Credit is available to a maximum of \$6,700,000 and bears interest at prime minus 0.25%. All amounts under these facilities are repayable immediately on demand to TD Canada Trust. The balance at the end of the year is \$522,825 (2021 - \$1,020,000) for drainage construction. This loan is offered on an unsecured basis.

5. Deferred revenue:

	2022	2021
Obligatory reserve funds:		
Development Charges Act and Agreements	\$ 11,212,630	\$ 8,042,639
Parking and trees	212,820	167,102
Parkland dedication	833,816	681,625
Federal gas tax	4,337,930	5,599,455
Building code	1,919,784	2,016,149
	\$ 18,516,980	\$ 16,506,970

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

6. Long-term liabilities:

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

	2022	2021
Total debentures payable	\$ 21,944,412	\$ 24,474,606
Share of Union Water System obligations	265,741	315,026
	\$ 22,210,153	\$ 24,789,632

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

6. Long-term liabilities (continued):

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

2023	\$ 2,595,513
2024	2,582,061
2025	2,579,823
2026	2,164,256
2027	2,135,795
Thereafter	10,152,705

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

	2022	2021
Taxation	\$ 10,546,726	\$ 11,247,448
User rates:		
Water	6,887,271	8,076,045
Wastewater	4,298,201	4,897,143
Benefitting landowners	477,955	568,996
	\$ 22,210,153	\$ 24,789,632

Interest rates range from 2.205% to 6.0%. Total interest charges included in reporting on the consolidated statement of operations and accumulated surplus is \$843,149 (2021 - \$925,666). Of this amount, \$195,497 (2021 - \$218,957) was paid from wastewater rates, \$260,746 (2021 - \$289,742) from water rates, \$357,871 (2021 - \$380,074) from tax rates and \$29,035 (2021 - \$36,893) from benefitting landowners.

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

7. Pension agreement:

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

During the year, the Municipality paid \$1,044,178 (2021 - \$979,712) in contributions towards the OMERS plan which are recorded in the statement of operations. At December 31, 2022, the OMERS plan is in an actuarial deficit position, which is being addressed through rate contributions and benefit reductions. Contribution rates are determined by OMERS, based on the funding status of the plan, investment projections and other actuarial assumptions. Ongoing adequacy of the current contribution rates will need to be monitored as fluctuations in the financial markets may lead to increased future funding requirements.

8. Post-employment benefits

The post-employment benefit liability is based on an actuarial valuation performed by the Municipality's actuary. The actuarial valuation was performed on December 31, 2022. The following significant actuarial assumptions were applied in estimating post-employment benefit liability:

- (a) a discount factor of 4.16% (2021 - 4.0%)
- (b) a health care trend rate of 4.4% for 2022

The liability based on the above assumptions at the year-end date is \$2,323,400 (2021 - \$1,293,402).

	2022
Accrued benefit liability, beginning	\$ 1,293,402
Annual expense	277,200
Benefits paid	(98,102)
Unamortized net actuarial loss	850,900
Accrued benefit obligations, end of year	\$ 2,323,400

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

9. Liability for vested sick leave benefits:

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

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

Subsequent to January 1, 2000, 7 sick days per year are granted to all full-time employees, and if unused, may be paid out or accumulated to a maximum of 30 days. At the year end, the liability for the accumulated days amounted to \$286,904 (2021 - \$295,589) and is included in accounts payable.

The liability for these accumulated days, to the extent that they have vested and payment could be taken in cash by an employee upon termination, amounted to \$586 (2021 - \$5,036).

10. Landfill closure cost liability:

Essex County Landfill #3 was closed in 1997 and requires care consisting of hauling and treating leachate for an estimated period of 35 to 40 years. This landfill is the joint responsibility of the Municipality of Lakeshore, Municipality of Tecumseh and City of Windsor. The site is administered by the Essex-Windsor Solid Waste Authority. The liability was calculated assuming a 4% (2021 - 4%) discount rate and 2% (2021 - 2%) rate of inflation using current annual contributions. Payments are made on a bi-monthly basis. The liability calculated using the above assumptions amounted to \$559,120 at the yearend date (2021 - \$588,712).

11. Other income:

	2022	2021
Penalties and interest on taxation	\$ 557,623	\$ 707,925
Investment income	1,500,561	423,754
Permits and licenses	914,134	1,101,183
Miscellaneous	199,983	(8,253)
	\$ 3,172,301	\$ 2,224,609

**THE CORPORATION OF THE MUNICIPALITY OF
LAKESHORE**

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

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

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

	2022	2021
School boards	\$ 12,338,254	\$ 11,966,860
County of Essex	29,001,457	27,783,443
	<u>\$ 41,339,711</u>	<u>\$ 39,750,303</u>

13. Contractual obligation – Ontario Clean Water Agency:

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

14. Contingencies:

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

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

15. Budget amounts:

The Financial Plan (Budget) By-Law adopted by Council on February 1, 2022 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget is unaudited and was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated using surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. In addition, the budget expensed all tangible capital expenditures rather than including amortization expense. As a result, the budget figures presented in the consolidated statements of operations and change in net financial assets represent the Financial Plan adopted by Council on February 1, 2022 with adjustments as follows:

	Budget Amount
Revenue:	
Operating	\$ 65,158,627
Capital	19,012,378
Less:	
Transfers from reserves	(19,781,115)
Total revenue	64,389,890
Expenses:	
Operating	65,158,627
Capital	19,012,378
Less:	
Transfers to reserves	(19,244,353)
Debt principal payments	(2,876,701)
Capital expenditures	(19,012,378)
Add:	
Amortization of tangible capital assets	11,331,415
Total expenses	54,368,988
Budgeted surplus per financial statements	\$10,020,902

THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2022

16. Segmented information:

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

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

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

- (i) General government provides functions of general governance and corporate management comprised of tax levy revenue, council, council services, finance and administration activities.
- (ii) Protection services: are comprised of Police, Fire and Protective Inspection activities including building, by-law enforcement and animal control.
- (iii) Transportation services: includes Roads and related Asset Management and responsibility for road maintenance, hard-top and loose-top maintenance, road patrol, salt, sanding, snow removal, street lighting and administration of facilities.
- (iv) Environmental services: are comprised of water, sanitary and storm sewers, solid waste collection, disposal and recycling.
- (v) Recreation and cultural services: Recreational and cultural services are comprised of parks cultural activities and recreation facilities and responsibility for providing and facilitating the development and maintenance of high quality parks, recreation and cultural services.
- (vi) Planning and development: includes Planning, Agricultural Drainage and Engineering, responsible for administration of land use plans and policies for sustainable development of the Municipality.

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

19. Comparative figures:

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

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Tangible Capital Assets

Schedule 1

Year ended December 31, 2022, with comparative information for 2021

	General					Infrastructure				Assets under construction	Totals	
	Land	Land improvements	Buildings	Equipment	Vehicles	Plants and facilities	Roads	Underground	Bridges		2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$		\$	\$
Cost:												
Beginning of year	6,902,273	14,342,309	67,758,888	29,852,135	8,745,759	75,891,915	133,642,786	168,392,116	7,306,814	21,142,831	533,977,826	523,978,501
Additions	11,252	461,118	896,273	1,938,912	749,391	675,064	4,484,953	395,356	-	41,044,292	50,656,611	15,794,818
Disposals	-	-	-	(144,055)	(60,905)	-	(951,616)	-	-	(10,135,253)	(11,291,829)	(5,795,493)
Donations and transfers	-	-	-	-	-	-	-	-	-	-	-	-
Balance, end of year	6,913,525	14,803,427	68,655,161	31,646,992	9,434,245	76,566,979	137,176,123	168,787,472	7,306,814	52,051,870	573,342,608	533,977,826
Accumulated Amortization:												
Beginning of year	-	3,183,082	12,139,826	14,582,309	5,482,925	15,720,841	86,311,903	40,943,064	3,567,710	-	181,931,660	172,890,020
Amortization	-	346,130	2,107,084	1,150,042	547,889	1,020,146	4,376,869	1,886,921	101,291	-	11,536,372	11,484,954
Accumulated amortization on disposals	-	-	-	(144,054)	(60,903)	-	(947,548)	-	-	-	(1,152,505)	(2,443,314)
Balance, end of year	-	3,529,212	14,246,910	15,588,297	5,969,911	16,740,987	89,741,224	42,829,985	3,669,001	-	192,315,527	181,931,660
Net book value of tangible capital assets	6,913,525	11,274,215	54,408,251	16,058,695	3,464,334	59,825,992	47,434,899	125,957,487	3,637,813	52,051,870	381,027,081	352,046,166

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Deferred Revenue

Schedule 2

Year ended December 31, 2022, with comparative information for 2021

	Balance December 31, 2021	Interest earned	Contributions received	Deferred revenue allocated	Balance December 31, 2022
Parkland	681,625	17,343	239,000	(104,152)	833,816
Development charges	4,880,525	58,941	6,433,295	(5,209,485)	6,163,276
Building Code	2,016,149	24,987	-	(121,352)	1,919,784
Federal Gas Tax	5,599,455	71,916	1,884,502	(3,217,943)	4,337,930
Trees	166,387	2,660	88,050	(45,000)	212,097
Provincial Grants	3,162,114	88,106	3,197,398	(1,398,264)	5,049,354
Parking	715	8	-	-	723
	16,506,970	263,961	11,842,245	(10,096,196)	18,516,980

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Reserves and Reserve Funds

Schedule 3

Year ended December 31, 2022, with comparative information for 2021

	Balance December 31, 2021	Interest earned	Contributions received	Inter fund transfers	Transfer from (to) capital	Transfer from (to) operations	Balance December 31, 2022
Reserve Funds							
Water	19,003,620	282,332	-	4,436,762	(3,613,067)	2,879,679	22,989,326
Union water system	411,882	-	-	-	-	7,347	419,229
Wastewater	(3,900,426)	(117,785)	-	10,969,373	(28,041,301)	1,457,608	(19,632,531)
Future employee benefits	714,999	-	-	-	-	-	714,999
ELK sale proceeds	1,440,753	-	-	-	-	-	1,440,753
	<u>17,670,828</u>	<u>164,547</u>	<u>-</u>	<u>15,406,135</u>	<u>(31,654,368)</u>	<u>4,344,634</u>	<u>5,931,776</u>
Reserves							
Working capital	4,151,022	-	-	425,157	-	(1,362,393)	3,213,786
Contingencies	1,324,661	-	-	553,516	-	(165,000)	1,713,177
Accumulated sick leave	55,130	-	-	-	-	-	55,130
Water operating	1,064,058	-	-	-	-	-	1,064,058
Union water system	256,746	-	-	-	-	(57,379)	199,367
Roads	11,484,177	-	-	(2,913,720)	(3,111,330)	6,097,090	11,556,217
Acquisition of capital assets	47,143,910	-	104,502	(7,496,162)	(6,067,883)	6,553,649	40,238,016
Future operating expenses	5,589,618	-	17,815	284,351	(333,334)	432,950	5,991,400
	<u>71,069,322</u>	<u>-</u>	<u>122,317</u>	<u>(9,146,858)</u>	<u>(9,512,547)</u>	<u>11,498,917</u>	<u>64,031,151</u>
	<u>88,740,150</u>	<u>164,547</u>	<u>122,317</u>	<u>6,259,277</u>	<u>(41,166,915)</u>	<u>15,843,551</u>	<u>69,962,927</u>

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Schedule of Accumulated Surplus

Schedule 4

December 31, 2022, with comparative information for 2021

	2022	2021
Reserves and Reserve Funds:		
Reserve Funds (Schedule 3)	5,931,776	17,670,827
Reserves (Schedule 3)	64,031,151	71,069,323
	<u>69,962,927</u>	<u>88,740,150</u>
Surpluses:		
Tangible capital assets	364,582,283	331,142,905
Deficit - unfunded tangible capital in progress	(3,139,303)	(3,139,303)
General revenue fund	(1,044,902)	175,590
General reduction of user charges	3,768,383	811,193
Benefitting landowners related to special charges and special areas	(51,573)	(178,075)
Unfunded:		
Post employment liabilities and sick leave	(2,323,986)	(1,298,438)
Landfill closure cost liability	(559,120)	(588,712)
Accrued interest on long-term debt	(136,797)	(152,890)
	<u>361,094,985</u>	<u>326,772,270</u>
Accumulated Surplus	<u>431,057,912</u>	<u>415,512,420</u>

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THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Segmented Disclosure

Schedule 5

Year ended December 31, 2022

	General Government	Protective Services	Transportation Services	Environmental Services	Recreation	Planning and Development	Total
Revenue							
Property taxes	39,334,445	-	-	-	-	-	39,334,445
Government transfers	989,870	180,624	24,958	6,300	127,521	100,408	1,429,681
User fees and sale of goods	844,877	106,125	174,148	18,231,981	2,884,432	163,126	22,404,689
Investment income	1,469,832	-	-	-	-	-	1,469,832
Gain or (Loss) on sale of tangible capital assets	55,133	-	-	-	-	-	55,133
Deferred revenue earned	628,404	184,981	1,144,749	7,243,289	804,814	89,959	10,096,196
Other revenues	658,761	899,161	34,619	30,729	19,999	-	1,643,269
	<u>43,981,322</u>	<u>1,370,891</u>	<u>1,378,474</u>	<u>25,512,299</u>	<u>3,836,766</u>	<u>353,493</u>	<u>76,433,245</u>
Expenses							
Salaries, wages and employee benefits	4,673,337	2,659,572	1,792,222	4,181,231	3,255,473	1,424,557	17,986,392
Interest on long-term debt	-	-	-	456,243	357,870	29,036	843,149
Materials	3,097,885	1,011,484	3,466,512	6,547,594	2,390,880	196,401	16,710,756
Contracted services	1,318,046	5,159,906	329,561	5,516,441	356,038	66,626	12,746,618
Rents and financial expenses	45,479	854	-	-	29,137	-	75,470
External transfers	-	486,147	-	707,806	-	-	1,193,953
Amortization	130,389	139,533	4,740,843	3,645,569	2,675,081	-	11,331,415
	<u>9,265,136</u>	<u>9,457,496</u>	<u>10,329,138</u>	<u>21,054,884</u>	<u>9,064,479</u>	<u>1,716,620</u>	<u>60,887,753</u>
Annual surplus (deficit)	<u>34,716,186</u>	<u>(8,086,605)</u>	<u>(8,950,664)</u>	<u>4,457,415</u>	<u>(5,227,713)</u>	<u>(1,363,127)</u>	<u>15,545,492</u>

Figure 1
The Corporation of the Municipality of Lakeshore
Development Charge Reserve Funds Statement
Year Ended December 31, 2022

Description	Services to which the Development Charge Relates						Total
	Non-Discounted Services						
	Services Related to a Highway	Water	Wastewater	Protection(3)	Parks and Recreation(4)	Administration	
Opening Balance, January 1, 2022	5,241,313	(4,576,483)	4,275,345	2,055,089	(2,013,672)	(101,067)	4,880,525
Plus:							
Development Charge Collections	1,605,300	969,452	2,650,703	200,038	895,376	112,426	6,433,295
Accrued Interest	76,121	(59,302)	37,732	27,100	(21,995)	(715)	58,941
Repayment of Monies Borrowed from Fund and Associated Interest	-	-	-	-	-	-	-
Sub-Total	1,681,421	910,150	2,688,435	227,138	873,381	111,711	6,492,236
Less:							
Amount Transferred to Capital (or Other) Funds (1)		1,233,603	1,809,545	6,718	360,916	98,702	3,509,485
Amounts Reallocated			1,700,000				1,700,000
Amounts Loaned to operations for Interim Financing Credits (2)							-
Sub-Total	-	1,233,603	3,509,545	6,718	360,916	98,702	5,209,485
Closing Balance, December 31, 2022	6,922,734	(4,899,936)	3,454,235	2,275,509	(1,501,207)	(88,058)	6,163,276

1 See Attachment 1 for details

2 See Attachment 2 for details

3 Service category includes: Police Services and Fire Services

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

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

Attachment 1
The Corporation of the Municipality of Lakeshore
Amount Transferred to Capital (or Other) Funds - Capital Fund Transactions

Capital Fund Transactions	Gross Capital Cost	DC Recoverable Cost Share					Non-D.C. Recoverable Cost Share				
		D.C. By-Law Period			Post D.C. By-Law Period		Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/Capacity Interim Financing	Grants, Subsidies Other Contributions					
<u>Services Related to a Highway</u>											
Sub-Total - Services Related to Highways	-	-	-	-	-	-	-	-	-	-	-
<u>Parks and Recreation</u>											
ATRC Phase 2 Adjustment to DC supported Debt Principal Balance	360,916	360,916									
Sub-Total - Parks and Recreation	360,916	360,916	-	-	-	-	-	-	-	-	-
<u>Administration</u>											
User Fee Study	23,702	23,702									
Admin- Industrial Growth Study	75,000	75,000	-	-	-	-	-	-	-	-	-
Sub-Total - Administration	98,702	98,702	-	-	-	-	-	-	-	-	-
<u>Protection Services</u>											
Fire Equipment Replacement	6,718	6,718									
Sub-Total - Protection Services	6,718	6,718	-	-	-	-	-	-	-	-	-
<u>Water</u>											
Water Tower Adjustment to DC supported Debt Principal Balance	325,731	325,731									
Water Plant Adjustment to DC supported Debt Principal Balance	907,872	907,872									
Sub-Total - Water	1,233,603	1,233,603	-	-	-	-	-	-	-	-	-
<u>Wastewater</u>											
N Woodslee Plant Adjustment to DC supported Debt Principal Balance	60,397	60,397									
Sewage Plant Adjustment to DC supported Debt Balance	708,278	708,278									
Denis St Pierre-Outfall Sewer Overflow Project	1,040,871	1,040,871	-	-	-	-	1,976,781	-	-	-	-
Sub-Total - Wastewater	1,809,545	1,809,545	-	-	-	-	1,976,781	-	-	-	-

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

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

Attachment 2
Town of Lakeshore
Statement of Credit Holder Transactions

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year 2022	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year 2022
Lakeshore New Centre Estates Ltd.	Wastewater	19,567		17,935	1,632
Alpha Holdings Ltd	Wastewater	2,340		2,146	194
Marcel St John	Wastewater	4,748		4,293	455
1156756 Ontario Ltd	Wastewater	55,845		51,707	4,138
		82,500	-	76,081	6,419

The Corporation of the Municipality of Lakeshore

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

Year ended December 31, 2022

	2022 Budget	2022 Actual	2021 Actual
Revenue:			
Permit fees	1,018,300	928,295	1,119,339
Other revenue	-	-	
	<u>1,018,300</u>	<u>928,295</u>	<u>1,119,339</u>
 Expenses:			
Direct	945,714	966,563	999,214
Indirect	234,422	234,422	140,000
	<u>1,180,136</u>	<u>1,200,985</u>	<u>1,139,214</u>
Net Surplus	(161,836)	(272,690)	(19,875)
Add: Accumulated net expense, beginning of year	-	1,996,274	2,011,715
Add: Transfers & Interest in the year	-	24,986	4,434
Less: Adjustment for Cloud Permit		(16,427)	
Less: prior year adjustment		(85,049)	
Accumulated net expense, end of year	<u>(161,836)</u>	<u>1,647,094</u>	<u>1,996,274</u>
 Building Reserve Fund - Operating:			
Balance, beginning of the year		1,828,651	1,844,488
Net transfer from/(to) operating		(272,690)	(19,875)
Less: Adjustment for Cloud Permit		(16,427)	
Prior Year Adjustment		(85,050)	
Interest income		22,875	4,038
Balance,end of the year		<u>1,477,359</u>	<u>1,828,651</u>
 Building Reserve Fund - Capital:			
Balance, beginning of the year		167,624	167,227
Net transfer from/(to) capital			
Interest income		2,111	397
Balance,end of the year		<u>169,735</u>	<u>167,624</u>

The Municipality of Lakeshore

Audit Findings Report
for the year ended
December 31, 2022

KPMG LLP

Licensed Public Accountants

Prepared August 22, 2024

kpmg.ca/audit

KPMG



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KPMG contacts

The contacts at KPMG in connection with this report are:



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Our refreshed Values

What we believe

 Integrity
We do what is right.

 Excellence
We never stop learning
and improving.

 Courage
We think and act boldly.

 Together
We respect each other
and draw strength from
our differences.

 For Better
We do what matters.



Audit Quality: How do we deliver audit quality?

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

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

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

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

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



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

Doing the right thing. Always.

Audit highlights

Purpose of this report¹

The purpose of this report is to assist you, as a member of Council, in your review of the results of our audit of the financial statements as at and for the period ended December 31, 2022.

Status of the audit

As of August 22, 2024, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

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

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

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

Significant risks and other significant matters

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

Uncorrected audit misstatements

No matters to report.

Control deficiencies

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

Significant accounting policies and practices

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

Other matters

Nothing to report.

Independence

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

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

Audit risks and results

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

Significant risk

Fraud risk from revenue recognition:

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

Fraud risk from management override of controls:

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

Our response

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

Audit risks and results

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

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

Our response

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

Significant findings

- The allowance for doubtful accounts was considered reasonable given the nature of the tax sale process on properties in arrears. Collections for fiscal 2022 were comparable to prior year, therefore it is reasonable that the allowance was relatively consistent year over year.

Audit risks and results

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

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

Our response

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

Significant findings

- No adjustments or differences were identified.

Audit risks and results

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

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

Our response

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

Significant findings

- No adjustments or differences were identified.

Audit risks and results

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

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

Our response

Salaries and benefits:

Our procedures included:

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

Employee future benefits:

Our procedures included:

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

Significant findings

- No adjustments or differences were identified for either area.

Audit risks and results

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

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

Our response

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

Significant findings

- KPMG identified a data input error in the depreciation schedule/calculation. As a result, depreciation was adjusted by \$3.5 million. It is important that schedules are reviewed after preparation to ensure that balances are correct and comparable to prior years.

Uncorrected and corrected audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions.

Uncorrected audit misstatements

We did not identify any uncorrected adjustments.

Corrected audit misstatements

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

Other matters

Professional standards require us to communicate to Council other matters.

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

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

Appendices

Content

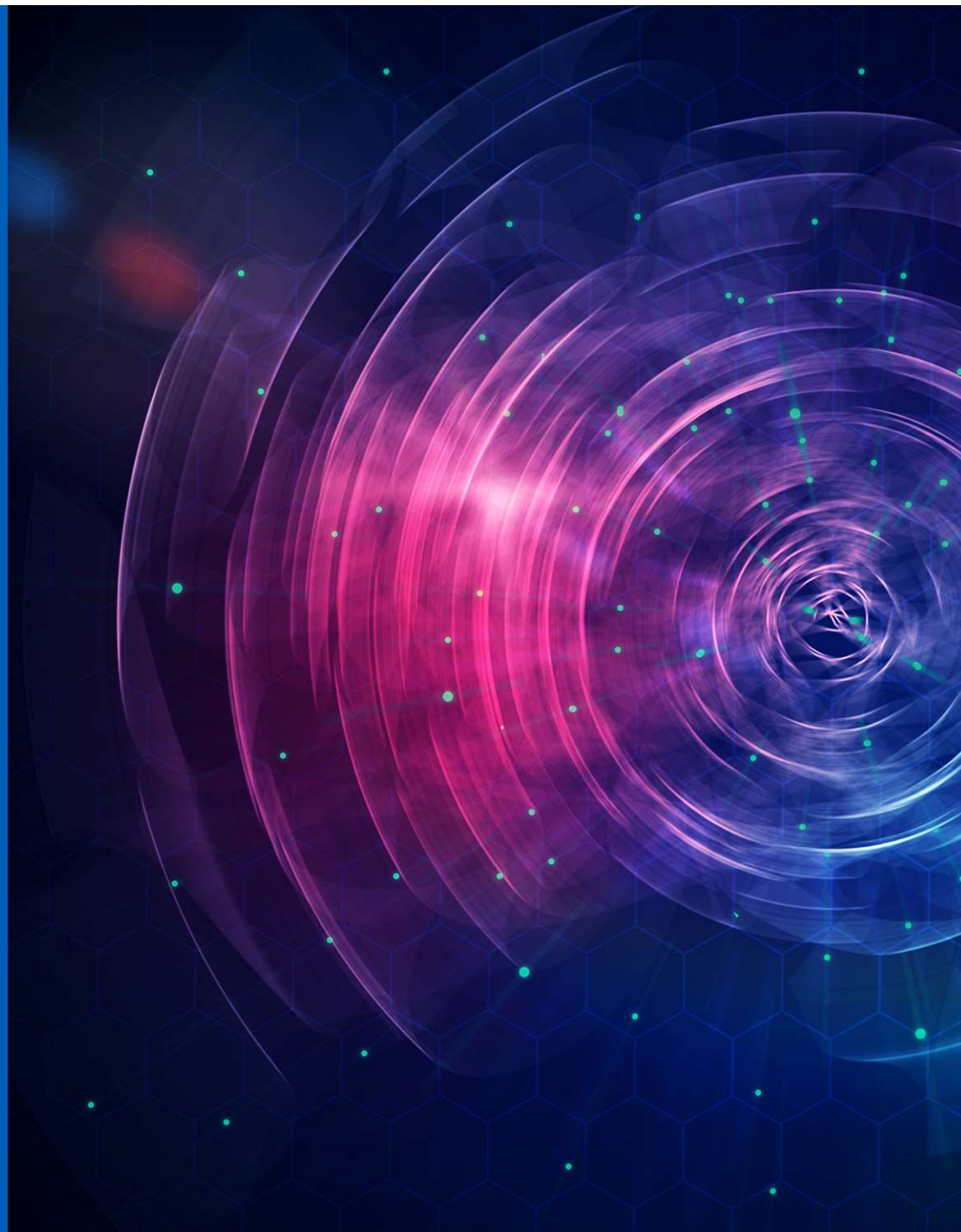
Appendix 1: Other required communications

Appendix 2: Draft audit report

Appendix 3: Management representation letter

Appendix 3: Technology in the audit

Appendix 4: Audit and assurance insights



Appendix 1: Other required communications

Audit Quality in Canada

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

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

Engagement terms

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

Appendix 2: Draft audit report

INDEPENDENT AUDITOR'S REPORT

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

Opinion

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

- the consolidated statement of financial position as at December 31, 2022
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipality as at December 31, 2022, and its results of operations and its changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada

(date)

Appendix 3: Management representation letter

KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, Ontario N8W 5K8
Canada

September 10, 2024

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as "financial statements") of The Municipality of Lakeshore ("the Entity") as at and for the period ended December 31, 2022.

GENERAL:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

RESPONSIBILITIES:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated April 16, 2019, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties;
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.
 - d) providing you with complete responses to all enquiries made by you during the engagement.
 - e) providing you with additional information that you may request from us for the purpose of the engagement.
 - f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.

- g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements or illegal acts, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

SUBSEQUENT EVENTS:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

ESTIMATES:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

GOING CONCERN:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

MISSTATEMENTS:

- 10) We approve the corrected misstatements identified by you during the audit described in Attachment II.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 11) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 12) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

RESERVES, RESERVE FUNDS AND FUNDS:

- 13) With regards to reserves, reserve funds and funds, all reserves are properly accounted for in the books of the Entity. Furthermore, all provisions and charges to the reserves were in accordance with the Municipal Act. Lastly, all reserve funds and their respective assets have been properly accounted for in the books of the Entity and, where necessary, all funds created during the year were approved by Council.

Yours very truly,

By: Mr. Justin Rousseau, Acting Chief Administrative Officer

By: Ms. Kate Rowe, Interim Corporate Leader - Chief Financial Officer

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

FRAUD & ERROR

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Attachment II

Summary of corrected misstatements

#	Account #	Account Name	Description/ Identified During	Error Type	Amount	Income Effect DR (CR)	Balance Sheet Effect					Cash Flow Effect			Statement of Comprehen sive Income - De bit (Credit)		
							DR (CR)	Income effect	Equity at period end	Current Assets	Non-Curre nt Assets	Current Liabilities	Non-Curre nt Liabilities	Operating Activities		Investing Activities	Financing Activities
10	001.90.07 0.0410.10 00.0001 001.90.07 0.0812.10 00.0001	12871 TCA-LINEAR ASSETS 5377 EQUITY-TCA	To adjust amortization expense	Project ed	3,567,359 (3,567,359)	3,567,359 (3,567,359)	- -	- -	- -	- -	- -	- -	- -	- -	- -		
Total effect of corrected misstatements						-	-	-	-	-	-	-	-	-	-		

Appendix 4: Technology in the audit

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

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

Appendix 5: Audit and assurance insights

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

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



kpmg.ca/audit

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KPMG member firms around the world have 227,000 professionals, in 146 countries.



Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor and Members of Council

From: Jill Fiorito, Drainage Superintendent

Date: August 1, 2024

Subject: Tender Award – New Bridge over the Leffler Drain for High Tech Drive

Recommendation

Award the tender for the new bridge over Leffler Drain (High Tech Drive) to Rudak Excavating Inc. in the amount of \$109,697.28 (including applicable HST), as presented at the September 10, 2024 Council meeting.

Strategic Objectives

This does not relate to a Strategic Objective however it is a core service of the Municipality.

Background

The Leffler Drain consists primarily of an open channel along the west side of Patillo Road commencing at the northern limit of County Road 42. It flows northerly, approximately 3,930 metres to a pumping station that outlets into Lake St. Clair.

The lands within the watershed are of mixed agricultural and industrial use. There is little topographic relief. From the Ontario Soil Survey, the principle surficial soil in the study area is described as Brookston Clay, which is defined as having poor natural drainage.

A request for a new road bridge was submitted through Section 78 of the *Drainage Act* by the owner (2869614 Ontario Inc. – Roll No. 210.07255) to prepare an Engineer's Report for the construction of a new bridge to accommodate High Tech Drive.

High Tech Drive will intersect with Patillo Road thereby requiring access over the Leffler Drain.

Comments

A drainage report was completed by Dillon Consulting Limited, dated May 10, 2024, and the above project was publicly advertised on Bids and Tenders on July 9, 2024.

Tenders closed on Friday July 26, 2024, at 12.00 PM. A total of ten (10) tender submissions were received for the project.

Tenderer	Tender Amount (excluding HST)	Tender Amount (including applicable HST)
Rudak Excavating Inc.	\$107,800.00	\$109,697.28
Shepley Excavating & Road Maintenance Ltd.	\$112,523.40	\$114,503.81
Amico Infrastructures Inc.	\$115,300.00	\$117,329.28
South Shore Contracting of Essex County Inc.	\$116,000.00	\$118,041.60
Powerserve Inc.	\$116,900.00	\$118,957.44
J.C.S. Construction Inc.	\$119,600.00	\$121,704.96
Mark G. Contracting Inc.	\$121,710.30	\$123,852.71
Sherway Contracting (Windsor) Limited	\$122,110.30	\$124,259.44
Nevan Construction Inc.	\$146,000.00	\$148,569.60
Murray Mills Excavating & Trucking (Sarnia) Ltd.	\$146,728.00	\$149,310.41

Dillon Consulting Limited reviewed the ten (10) tender submissions and found them to be complete in all respects. No mathematical errors were made and there were no other irregularities identified in the tender received for this work.

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 Rudak Excavating Inc.

The lowest tender received was submitted by Rudak Excavating Inc. in the amount of \$107,800.00 (excluding applicable HST). The Engineer's Estimate was \$118,350.00 (excluding applicable HST). The lowest submitted tender is approximately \$10,500.00 (9.33%) lower than 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

Dillon Consulting Limited and Essex Region Conservation Authority (ERCA) were consulted through this tender process.

Financial Impacts

The financial summary and funding source is as follows:

New Bridge over the Leffler Drain (High Tech Drive)	Total Cost (excluding HST)	Total Cost (including applicable HST)
Construction Tendered Cost	\$107,800.00	\$109,697.28
Engineering and Incidentals	\$17,500.00	\$17,808.00
Total Cost of Construction	\$125,300.00	\$127,505.28

Funding Source	Total (excluding HST)	Total (including applicable HST)
Estimated Landowner Assessment (as per Drainage Report – Schedule C)	\$125,300.00	\$127,505.28
Total Funding	\$125,300.00	\$127,505.28

All costs associated with this project will be 100% borne by the Developer.

Report Approval Details

Document Title:	Tender Award - New Bridge over the Leffler Drain for High Tech Drive.docx
Attachments:	
Final Approval Date:	Aug 21, 2024

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

Prepared by Jill Fiorito

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor and Members of Council

From: Jill Fiorito, Drainage Superintendent

Date: July 31, 2024

Subject: Tender Award – Little Baseline Road Drain East Improvements (Leffler Drain outlet)

Recommendation

Award the tender for the improvements to Little Baseline Road Drain East (the Leffler Outlet) to Murray Mills Excavating & Trucking (Sarnia) Ltd. in the amount of \$111,545.24 (including applicable HST), as presented at the September 10, 2024 Council meeting.

Strategic Objectives

This does not relate to a Strategic Objective however it is a core service of the Municipality.

Background

A request through Section 78 of the Drainage Act for a new access bridge was received by the owner, Dr. Bhan Garg, for the development of a new industrial subdivision. The development includes 13 future industrial lots and a 20-metre-wide road right-of-way referred to as High Tech Drive.

A stormwater management (SWM) facility is proposed to manage the increased runoff expected based on the additional impervious areas within the development.

The proposed location and outlet of the SWM facility necessitates the regrading of the Little Baseline Road Drain East to allow flows from the development to reach the Leffler Drain, which these lands are assessed into.

Comments

A drainage report was completed by Dillon Consulting Limited, dated May 10, 2024, and the above project was publicly advertised on Bids and Tenders on July 9, 2024.

Tenders closed on Friday, July 26, 2024, at 12.00 PM. A total of eleven (11) tender submissions were received for the project and the summary is included below:

Tenderer	Tender Amount (excluding HST)	Tender Amount (including applicable HST)
Murray Mills Excavating & Trucking (Sarnia) Ltd.	\$109,616.00	\$111,545.24
Mark G. Contracting Inc.	\$113,415.00	\$115,411.10
South Shore Contracting of Essex County Inc.	\$135,500.00	\$137,884.80
Sherway Contracting (Windsor) Limited	\$150,500.00	\$153,148.80
Rudak Excavating Inc.	\$152,700.00	\$155,387.52
Shepley Excavating & Road Maintenance Ltd.	\$153,130.00	\$155,825.09
Quinlan Inc.	\$154,184.00	\$156,897.64
Amico Infrastructures Inc.	\$155,650.00	\$158,389.44
Nevan Construction Inc.	\$156,500.00	\$159,254.40
Powerserve Inc.	\$183,300.00	\$186,526.08
J.C.S. Construction Inc.	\$183,500.00	\$186,729.60

Dillon Consulting Limited reviewed the eleven (11) 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 Murray Mills Excavating & Trucking (Sarnia) Ltd.

The lowest tender received was submitted by Murray Mills Excavating & Trucking (Sarnia) Ltd. in the amount of \$109,616.00 (excluding applicable HST). The Engineer's Estimate was \$110,300.00 (excluding applicable HST). The lowest submitted tender is approximately \$684.00 (0.62%) lower than 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

Dillon Consulting Limited and Essex Regional Conservation Authority (ERCA) were consulted through the tender process.

Financial Impacts

The financial summary and funding source is as follows:

Little Baseline Road Drain East (Leffler Outlet)	Total Cost (excluding HST)	Total Cost (including applicable HST)
Tender Cost	\$109,616.00	\$111,545.24
Engineering and Incidentals	\$45,500.00	\$46,300.80
Total Cost of Construction	\$155,116.00	\$157,846.04

Funding Source	Total (excluding HST)	Total (including applicable HST)
Estimated Landowner Assessment <i>(as per Drainage Report – Schedule C)</i>	\$155,116.00	\$157,846.04
Total Funding	\$155,116.00	\$157,846.04

All costs for associated with this project will be 100% borne by the Developer.

Report Approval Details

Document Title:	Tender Award – Little Baseline Road Drain East Improvements (Leffler Drain outlet).docx
Attachments:	
Final Approval Date:	Aug 21, 2024

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

Prepared by Jill Fiorito

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

Municipality of Lakeshore – Report to Council

Legal and Legislative Services

Legislative Services



To: Mayor and Members of Council
From: Brianna Coughlin, Division Leader – Legislative Services
Date: August 6, 2024
Subject: 2022 Council Vacancy – Ward 2 Councillor

Recommendation

Declare the position of Ward 2 Councillor vacant, as required by the *Municipal Act, 2001*; and

Direct that the vacancy be filled through Option #_____, as detailed in the report presented at the September 10, 2024 Council meeting.

Strategic Objectives

This is not related to a Strategic Objective; it is a legislative requirement of the *Municipal Act, 2001* (“Act”).

Background

On July 25, 2024, the Municipality of Lakeshore (“Municipality”) was advised of the sudden and unfortunate passing of Councillor Paddy Byrne, Ward 2 Councillor.

Section 262(1) of the Act provides that when an office of a member of Council becomes vacant due to the death of a member, Council shall declare the office vacant at one of its next two meetings.

When a vacancy on Council occurs, Council is faced with the decision on how to fill the vacant seat for the remainder of the term. The Act provides the following two options:

Filling vacancies

263 (1) If a vacancy occurs in the office of a member of council, the municipality shall, subject to this section,

(a) fill the vacancy by appointing a person who has consented to accept the office if appointed; or

(b) require a by-election to be held to fill the vacancy in accordance with the *Municipal Elections Act, 1996*.

Section 263(5) establishes the rules applying to filling vacancies.

Rules applying to filling vacancies

(5) The following rules apply to filling vacancies:

1. Within 60 days after the day a declaration of vacancy is made with respect to the vacancy under section 262, the municipality shall,

i. appoint a person to fill the vacancy under subsection (1) or (4), or

ii. pass a by-law requiring a by-election be held to fill the vacancy under subsection (1).

2. Despite paragraph 1, if a court declares an office to be vacant, the council shall act under subsection (1) or (4) within 60 days after the day the court makes its declaration.

3. Despite subsections (1) to (4), if a vacancy occurs within 90 days before voting day of a regular election, the municipality is not required to fill the vacancy.

The person appointed or elected to fill a vacancy shall hold the office for the remainder of the term of the person they replaced.

Section 256 of the Act sets out the eligibility requirements for persons qualified to be elected or to hold office as a member of a Council of a local municipality. To be an elector, the person under consideration must, on voting day,

- a) reside in the municipality or be the owner or tenant of land there, or the spouse of such owner or tenant;
- b) be a Canadian Citizen;
- c) be at least 18 years old; and
- d) not be prohibited from voting.

Under section 258(1) of the Act, the following are not eligible to be elected as a member of a council or to hold office as a member of a council:

1. Except in accordance with section 30 of the *Municipal Elections Act, 1996*,
 - i. an employee of the municipality,
 - ii. a person who is not an employee of the municipality but who is the clerk, treasurer, Integrity Commissioner, Auditor General, Ombudsman or registrar referred to in section 223.11 or an investigator referred to in subsection 239.2 (1) of the municipality, or
 - iii. a person who is not an employee of the municipality but who holds any administrative position of the municipality.
2. A judge of any court.
3. A member of the Assembly as provided in the *Legislative Assembly Act* or of the Senate or House of Commons of Canada.
4. Except in accordance with Part V of the *Public Service of Ontario Act, 2006* and any regulations made under that Part, a public servant within the meaning of that Act.

Comments

In determining the best method to fill the vacancy, Council should consider such factors as time to complete the process, costs associated with implementing the selected solution, representative democracy and duration of the vacancy.

Should Council declare the seat vacant on September 10, 2024, Council must choose the option of appointment or by-election by November 9, 2024.

Option 1 – Appoint the person with the next highest votes

As noted above, Council may choose to appoint a person to fill the vacancy. This is often a person who ran in the last election and usually the candidate with the highest number of votes who was not elected as a Council member.

In 2022, there were only two individuals who ran for the position of Ward 2 Councillor: Paddy Byrne (elected) and Michael Hoffman.

Should Council choose Option 1, the Clerk would contact Mr. Hoffman to seek written confirmation of qualification and determine if there is interest in accepting the appointment.

Table 1 - Timeline for Option 1

September 10, 2024	Council declares the seat vacant and selects Option 1 to appoint the person with the next highest number of votes in the 2022 Election
September 11, 2024	Clerk contacts the person with the next highest votes, confirms eligibility and consent of the person to be appointed
October 8, 2024	Council appoints the individual. New Councillor takes the oath of office and commences term
October 2024	Orientation and training of new Councillor
October 22, 2024	First meeting of Council with new Councillor

Option 2 – Appoint a person who applies

Council may choose to appoint a person to fill the vacancy by first requesting letters of interest or applications from persons who wish to serve as Ward 2 Councillor, and appoint a member from those applicants.

The Act does not set out any specific requirements relating to the appointment of a person to fill a Council vacancy, other than those relating to qualifications as specified in section 256 of the Act (see Background section above). In order to be considered for appointment, individuals must meet the eligibility requirements as set out in the *Municipal Elections Act, 1996* (the “MEA”).

The legislated timeline remains the same for the appointment under Option 1 or Option 2; the appointment must be completed within 60 days.

Should Council choose Option 2, the Clerk would bring a further report to Council to approve the procedures for the application process, and then proceed with advertising.

Table 2 - Timeline for Option 2

September 10, 2024	Council declares the seat vacant and selects Option 2 to seek applications from persons who wish to serve as Councillor – Ward 2
September 24, 2024	Council approves the procedures for the application and appointment process
September 25, 2024	Clerk initiates a Notice for Application for Appointment to be distributed through the municipal website, social media and newspaper
October 16, 2024	Deadline to submit applications to the Clerk
October 29, 2024	Special Council meeting to hear applicant delegations to Council (if approved within the procedures)
November 5, 2024	Council appoints the individual. New Councillor takes the oath of office and commences term
November 2024	Orientation and training of new Councillor
November 19, 2024	First meeting of Council with new Councillor

Option 3 – By-Election

Instead of appointing a person to fill the vacancy, Council may choose to proceed with a by-election. Section 65 of the MEA requires that a by-election be conducted as far as possible in the same way as regulation elections. In this case, it would be conducted the same way as the 2022 Election, in-person voting with the use of vote counting tabulators.

If Council chooses Option 3, a by-law will be required to be passed to ensure the Clerk can carry out the by-election. The Clerk would fix Nomination Day not less than 30 days and not more than 60 days after the by-law is passed. Voting day is required to be 45 days after Nomination Day.

While a by-election for Ward 2 would be smaller than a municipal-wide election, the preparations will not be as wide-ranging but will still be extensive. The Clerk would need to review and amend the Elections Procedure manual and Municipal Election Accessibility Plan, to be posted on the municipal website for public view. Election staff training would need to be undertaken and contracts would need to be entered into relating to voting locations, vote counting software and tabulator rentals. In addition, the legislative responsibility for the voters’ list has moved from the Municipal Property Assessment Corporation (MPAC) to Elections Ontario. While this is a welcome change for municipal elections, it is a process that would need to be worked through under tight timelines of the by-election.

Table 3 - Timeline for Option 3

September 10, 2024	Council declares the seat vacant and selects Option 3 to proceed with a by-election
October 8, 2024	Council approves a by-law to hold a by-election (by-law must be passed within 60 days of declaring the seat vacant, therefore must be passed by November 9)
October 2024	Clerk sets the nomination date (Nomination Day must not be less than 30 days and not more than 60 days after the by-law is passed)
November/December, 2024	Nomination Day
January/February 2025	Voting Day (45 days after Nomination Day)
February/March 2025	New Councillor takes the oath of office and commences term
February/March 2025	Orientation and training of new Councillor
February/March 2025	First meeting of Council with new Councillor

Financial Impacts

The table below outlines the estimated financial impacts for each of the options outlined in the report.

Table 4 – Financial Impacts for Option 1, 2 and 3

<p>Option 1</p> <p>Appointment of person with next highest votes</p>	<p>Costs would include Administration’s time for the swearing in of a new Council member and the orientation and training process.</p> <p>There would be no costs related to an election or advertising costs. It is the most time-efficient and cost-effective method.</p>
<p>Option 2</p> <p>Appointment of person that applies</p>	<p>Costs would include Administration’s time for the preparation of the appointment procedures, administration of the application process, for the swearing in of a new Council member and the orientation and training process. There would also be advertising costs, estimated to be \$1,500.</p> <p>There would be no costs related to an election. This option is considered the second most cost-effective method.</p>
<p>Option 3</p> <p>By-election</p>	<p>Administration has not confirmed costs at this time but has estimated to following:</p> <ul style="list-style-type: none"> • software, ePoll kits and tabulator rentals: \$35,000 • advertising: \$5,000 • postage for Voter Information Cards: \$4,500 <p>The total estimated costs are \$44,500, exclusive of Administration’s time for training, conducting the election, the swearing-in of a new Council member and the orientation and training process for the new Council member.</p> <p>This option is considered the most labour-intensive and costly option.</p>

Report Approval Details

Document Title:	Council Vacancy - Ward 2 Councillor.docx
Attachments:	
Final Approval Date:	Aug 21, 2024

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

Prepared by Brianna Coughlin

Submitted by Susan Hirota

Approved by the Corporate Leadership Team

Municipality of Lakeshore – Report to Council

Corporate Services

Accounting and Revenue



To: Mayor and Members of Council
From: Michelle Heslop, Team Leader - Revenue
Date: August 13, 2024
Subject: 2024 User Fee By-Law Schedule Amendments

Recommendation

Direct the Clerk to read By-law 79-2024, being a By-law to Amend By-Law 95-2023 (2024 User Fee By-law), during the Consideration of By-laws, as presented at the September 10, 2024 Council meeting.

Strategic Objectives

5a) Modernize Citizen-Centered Services - Conceiving/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, etc)

Background

The 2024 User Fee By-Law 95-2023 was passed at the December 12, 2023 Council meeting, which included Schedules A – J, then on June 18, 2024 By-Law 69-2024, amendments to the original by-law was passed.

Comments

Administration is proposing three changes to the User Fee By-law.

Schedule A – Building Services:

1. Door Knocker (Building Notice) fee will be used to recover the costs of notices personally delivered to properties requiring action on outstanding permits. The fee is \$8.00. This aligns with the door knocker fee for water services.
2. Failure to Pick up a Permit fee will be charged when an application has been deemed abandoned following a six (6) month period. The Chief Building Official may direct the applicant to pay an additional fee to recover the internal staffing costs to review the application. The fee is \$325.00.

Schedule E – Legal and Legislative Services:

3. Noise By-law exemption permit fee of \$200.00. By-law 16-2024 (Noise By-Law) was approved at the June 11, 2024 Council meeting and will come into effect on September 1, 2024. Under the new by-law, an application can be made to the Clerk for an exemption to the by-law. The proposed fee will capture the administrative costs associated with processing the permit application.

Financial Impacts

User fees and charges for taxation funded service areas are designed to mitigate the costs associated with providing services to individuals. Fees are recommended with consideration to recovering direct program costs, such as program supplies, but generally do not cover the full cost of the service.

Fee revenue is included in annual budget requests to offset the cost of programs and services that must otherwise be recovered through taxation. Revenue impacts of the recommended changes identified above have been provided in the 2024 recommended budget where applicable.

Report Approval Details

Document Title:	2024 User Fee - Schedule Amendments.docx
Attachments:	
Final Approval Date:	Aug 21, 2024

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

Prepared by Michelle Heslop

Submitted by Kate Rowe

Approved by the Corporate Leadership Team

Municipality of Lakeshore – Report to Council

Legal and Legislative Services

Bylaw Services



To: Mayor and Members of Council
From: Rob Sassine, Division Leader - By-law Services
Date: August 16, 2024
Subject: Additional By-law Compliance Officers

Recommendation

Approve Option #3, as presented at the September 10, 2024 Council meeting.

Strategic Objectives

This does not relate to a Strategic Objective however it is a core service of the Municipality.

Background

By-law Compliance Officers are tasked with enforcing the regulatory by-laws passed by Council. By-law Services is currently made up of a Division Leader, 1 Administrative Assistant, 2 full-time By-law Compliance Officers and 1 seasonal summer student. The normal working hours of the division are 8:30 AM to 4:30 PM from Monday to Friday. The work hours of the By-law Compliance Officers are governed by the collective agreement with CUPE which permits some scheduling flexibility (later start times, weekend shifts) from May to October. Scheduling outside of the normal work week or the flexible hours from May to October requires voluntary overtime. The division operates on a complaint basis since current staffing levels do not permit proactive enforcement initiatives.

At the July 9, 2024, meeting, Council approved the following resolution:

247-07-2024

“Direct Administration to bring back a report on adding evening and weekend By-law Compliance Officer(s). Have included in the report what a Friday, Saturday, and Sunday noon to midnight (3 x 12 hr shifts) from possibly May 1st to November 1st could look like; and that the report be brought back prior to the 2025 Budget deliberations.”

Comments

Recently, there has been a dramatic increase in the wait time from the receipt of a by-law complaint to the first site visit. Currently, the wait time is about six to seven weeks. A number of factors are contributing to the delay which are discussed below.

Currently, there are 138 complaints in the queue that are awaiting investigation. The number of by-law complaints has steadily increased year-over-year as illustrated in the table below.

By-law Enforcement Cases Closed

2020	2021	2022	2023	2024
306	440	682	816	1200 (est)

It has also become more difficult to obtain voluntary compliance. When by-law violators fail to comply with orders, it requires significant staff time to prepare the documentation that is necessary to support a prosecution. This includes taking extensive and detailed notes, obtaining photographic evidence and witness statements, arranging for contracted cleanup of properties, supervising cleanups, preparing Part 3 Informations and Summons, attending at the Ontario Court of Justice in Windsor before a Justice of the Peace to swear Informations and Summons, preparing a prosecution brief for the prosecutor and preparing disclosure for the charged party. In addition, many reattendances at the site are necessary to check for compliance during this process and before every court appearance.

Due to the large geographic size of the Municipality of Lakeshore, it often takes a By-law Compliance Officer over 2 hours to complete a single site visit when considering travel time. To promote efficiencies, attempts are made to schedule site visits to remote areas together. Additionally, each By-law Compliance Officer now has a remote printer in their vehicle so compliance orders can be printed and posted to properties during the same site visit.

There has also been a significant increase in the usage of municipal parks on weekends. Due to the volume of concerns around West Beach and the surrounding area, the Lakeshore O.P.P. has requested assistance from By-law Compliance Officers to address concerns such as parking, dogs off leash, and other nuisance concerns. Due to resourcing constraints, the Municipality has been unable to provide any assistance with this request.

For health and safety reasons, Administration does not recommend having a single By-law Compliance Officer work Friday, Saturday and Sunday nights alone. By-law Compliance Officers are in frequent contact with angry and unpredictable individuals. They are legally entitled to enter onto property and into buildings to check for compliance with municipal by-laws without the owner's consent (unless the building

is actually being used as a dwelling). This can lead to confrontations and the need to call for assistance, however, there are some areas of the municipality that have no or intermittent cellular connectivity.

For this reason, Administration recommends that By-law Compliance Officers who work the nightshift always work in pairs.

Option #1

Hire 2 Contract By-law Compliance Officers for the term of May 1st to October 31st.

Shifts

- From May 1st to October 31st, the By-law Compliance Officers would work Friday, Saturday, and Sunday 12:00 noon to 12:00 midnight.

Issues

- Article 3.07(b) of the CUPE Collective Agreement only allows for the use of Temporary Employees for up to 90 calendar days which would require a Memorandum of Understanding (MOU) with CUPE
- As 12-hour shifts are not currently occurring with CUPE, discussions would be required to discuss language in the current contract.
- An MOU may be needed to clarify items such as paid holidays, redefine overtime per shift, sick or vacation requests and the incorporation of additional break times.
- Difficult to attract and retain qualified individuals for short contract positions.
- Difficult to retain the same contract employee year after year, therefore new employees will require training every year.
- At least 90 days of internal training is required for a By-law Compliance Officer to work independently.
- PPE is specifically fitted to each By-law Compliance Officer and would be expensive to acquire for each new hire.

Option #2

Hire 2 Permanent By-law Compliance Officers.

Shifts

- From May 1st to October 31st, the By-law Compliance Officers would work Friday, Saturday, and Sunday 12:00 noon to 12:00 midnight.
- From November 1st to April 30th, these By-law Officers would work Monday to Friday from 12:00 noon to 8:00 PM.

Issues

- As noted previously, the 12-hour shifts are not in the current collective agreement with CUPE and would have to be discussed and may require an MOU.

- The proposed May 1st to October 31st shifts would require the agreement of CUPE.
- In keeping with Article 13.01a(iii) of the CUPE Collective Agreement, By-law Compliance Officers days and hours of work are limited to 7 consecutive hour shifts (excluding lunch) between 8:00 AM to 8:00 PM Monday to Friday from November 1st to April 30th.

Option #3

Hire 2 Permanent By-law Compliance Officers. Option #3 provides the By-law Compliance Officer coverage that is being requested by the Council resolution while adhering to the current CUPE contract. Option #3 will not require any consultation with CUPE as the proposed hours of work are currently found in the exiting contract. Having By-law Officers work 5 consecutive 8-hour shifts will also allow the flexibility for scheduling purposes for Court attendance, required training and other administrative duties.

Shifts

- From May 1st to October 31st, the By-law Compliance Officers would work Wednesday to Sunday from 4:00pm to 12:00 midnight.
- From November 1st to April 30th, the By-law Officers would work Monday to Friday from 12:00 noon to 8:00pm

Issues

- This option does not fully align with the direction in the Council Resolution for 12-hour shifts.

2023 Regional Staffing Level Comparators

Municipality	Staffing Levels	Population	Area (km2)	Cases Closed
Lakeshore	1 Division Leader 2 By-law Compliance Officers 1 Administrative Assistant	40,410	530	816
Leamington	1 Manager 5 By-law Enforcement Officers 1 Public Service staff	29,680	261	1,300 (approx.)

Amherstburg	1 Manager 2 By-law Enforcement Officers 1 Licensing Officer / A.A.	21,936	184	300 (approx.)
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Others Consulted

Manager of By-law Enforcement for other jurisdictions
O.P.P. Lakeshore Detachment

Financial Impacts

Option #1

The cost to cover salary is \$105,000 (2025 rate without pension and benefits)
 Vehicle Lease \$12,000 (recurring)
 Uniform \$2,500 (recurring)
 Bullet Proof Vest \$2,000 (bullet proof vests are custom fit for each Officer)
 Computer \$6,000 (one time cost)
 Training \$6,000 (recurring)

Option #2

The cost to cover salary and benefits is \$230,000 (2025 rate)
 Vehicle Lease \$12,000 (recurring)
 Uniform \$2,500 (recurring)
 Bullet Proof Vest \$2,000 (bullet proof vests are custom fit for each Officer)
 Computer \$6,000 (one time cost)
 Training \$6,000 (recurring)

Option #3

The cost to cover salary and benefits is \$230,000 (2025 rate)
 Vehicle Lease \$12,000 (recurring)
 Uniform \$2,500 (recurring)
 Bullet Proof Vest \$2,000 (bullet proof vests are custom fit for each Officer)
 Computer \$6,000 (one time cost)
 Training \$6,000 (recurring)

Report Approval Details

Document Title:	Additional By-law Compliance Officers.docx
Attachments:	
Final Approval Date:	Aug 27, 2024

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

Prepared by Rob Sassine

Submitted by Susan Hirota

Approved by the Corporate Leadership Team

Municipality of Lakeshore

By-law 65-2024

Being a By-law for the New Road Bridge Over the Leffler Drain (High Tech Drive) in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the new road crossing over the Leffler Drain;

And whereas the report dated May 15, 2024, has been authorized by Dillon Consulting and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$135,850.00;

And whereas \$0.00 is the amount to be contributed by the Municipality of Lakeshore for the drainage works;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$135,850.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.

4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.
 - a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$0.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “New Road Bridge Over the Leffler Drain By-law”.
6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on June 18, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Read a final time and passed in open session on September 10, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Municipality of Lakeshore

By-law 66-2024

Being a By-law for the Little Baseline Road Drain East (Leffler Outlet) in the Municipality of Lakeshore

Whereas pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

And whereas the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the improvement of the Little Baseline Road Drain East;

And whereas the report dated May 10, 2024, has been authorized by Dillon Consulting and the attached report forms part of this by-law;

And whereas the estimated total cost of the drainage work is \$155,800.00;

And whereas \$0.00 is the amount to be contributed by the Municipality of Lakeshore for the drainage works;

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

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$155,800.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
 - a. grants received under section 85 of the *Drainage Act*;
 - b. monies paid as allowances;
 - c. commuted payments made in respect of lands and roads assessed with the municipality;
 - d. money paid under subsection 61(3) of the *Drainage Act*; and
 - e. money assessed in and payable by another municipality.

4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.
 - a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
 - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
 - c. For paying the amount \$0.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
 - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “Little Baseline Road Drain East (Leffler Outlet) By-law”.
6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on June 18, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Read a final time and passed in open session on September 10, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

Municipality of Lakeshore

By-law 79-2024

Being a By-law to Amend By-law 95-2023, 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 95-2023, known as the User Fees By-law, on December 12, 2023;

And whereas Council approved By-law 69-2024, being an amendment to the User Fees By-law, on June 18, 2024;

And whereas Council deems it necessary to amend the User Fees By-Law to replace Schedules “A” through to and including Schedule “J” for the purpose of updating or adding user fees, as recommended by the Team Leader – Revenue at the September 10, 2024 Council meeting;

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

1. By-law 95-2023 shall be amended as follows:
 - a. Schedules “A” through to and including Schedule “J” of By-law 95-2023 are repealed and replaced by Schedule “A” to this by-law.
2. By-law 69-2024 is repealed.
3. This By-law comes into force and effect upon passage.

Read and passed in open session on September 10, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**

2024 User Fee By-Law 95-2023

Schedule A

Growth and Sustainability Building Services

All applications shall be paid for within 6 months of the fee owing or the application shall be rejected and re-application shall be required at the current fees.

Construction - New

Building Permit Fees (building, plumbing & septic) will be charged at twice the applicable rate if any work requiring a permit is commenced prior to receiving a Building Permit.

New Residential (per square foot of living area)	\$1.39
Modular Homes/Relocated Dwellings – per square foot	\$0.54
New Non-Residential (including Mezzanines) per square ft	\$1.02
Finished Basement (per square foot)	\$0.31
Renovation Application after house is completed	15.00 per 1000 ft.
Greenhouses (per square foot)	\$0.05
Greenhouse related Structures – per square foot	\$0.34

Construction - Addition or Renovations

Permit fees for all other construction not shown will be calculated per thousand dollars of the construction cost. The construction cost will be reflective of labour and materials and will be as determined by the Chief Building Official where a valuation is not provided in this schedule.	\$15.00
Detached Garage/Shed (per square foot)	\$0.31
Pole Barn – per square foot (Agricultural Use)	\$0.20

Flat Fees

Inspection fee (no show/not ready for inspection / failed)	\$100.00
Minimum Building Permit fee	\$117.00
Construction Water	\$200.00
Fence Permit	\$71.00
Application for variance to Fence By-law	\$535.00
Application for variance to Sign By-law	\$535.00
Swimming Pool Permit (Above Ground)	\$100.00
Swimming Pool Permit (In-Ground)	\$250.00
Sign Permit	\$88.00
Plumbing Permit (per washroom)	\$113.00
Driveway Approach	\$201.00
Demolition Permit	\$130.00
Deck Permit	\$189.00
Solar Panel Permit - per panel rate (max. \$605; min. \$117)	\$18.00
Lawyer letters (per property inquiry)	\$80.00

Flat Fees (Continued)

Liquor Licence Permit	\$204.00
All 911 Address Signs and Posts	Actual Cost
All 911 Address Signs Only	Actual Cost
911 Sign for undeveloped properties	\$101.00
Tent Permit	\$117.00
Wind Turbines with an output over 1.5 megawatts, per turbine	\$13,590.00
Permit Cancellation Fee	\$100.00
Changes to Permits already issued	\$200.00
Fill Permit	\$250.00
Door Knocker Building Notice	\$8.00
Failure to Pick Up Permit	\$325.00

Indemnity Deposits

**All Indemnity Deposits – refundable up to 3 years from issuance of permit.
Only refunded if all accounts in the Municipality are current.**

Residential	\$3,000.00
Non- Residential (Minor)	\$2,000.00
Non- Residential (Major)	\$5,000.00
Site Plan (Minor)	\$4,000.00
Site Plan (Major)	\$25,000.00
Swimming Pool (Inground)	\$1,000.00
Detached Garage/Shed	\$1,000.00
All Other Construction not listed	\$1,000.00
Demolition Permit Indemnity Deposit	\$1,000.00
Demolition Permit Secondary Dwelling	\$20,000.00
Fill Permit Indemnity (1.5 to 2 acres)	\$2,500.00
Fill Permit Indemnity (2 to 4 acres)	\$5,500.00
Fill Permit Indemnity (4 to 5 acres)	\$7,500.00
Fill Permit Indemnity (over 5 acres)	\$7,500 plus \$2,500 per acre

Part 8 (O.B.C.) Program

Permit - Class 4 – Septic New or Replacement System	\$1,035.00
Permit – Class Tertiary System	\$1,035.00
Permit – Class 4 – Tank Replacement only	\$438.00
Permit - Class 5 – Holding Tank	\$1,035.00

Refund Policy

Percentage below is refunded to applicant	
Application filed, preliminary review of plans performed	80%
Application filed, plans reviewed and permit issued	75%
Additional deduction for each field inspection performed	5%
Permits valued at less than \$100	0%
Refund Administration Fee	\$40.00

2024 User Fee By-Law 95-2023

Schedule B

Growth and Sustainability Community Planning

Official Plan Amendments

Major (see definition below)	\$5,100.00
Minor (see definition below)	\$5,100.00

Zoning By-law Amendments

Major (see definition below)	\$7,500.00
Minor (see definition below)	\$2,500.00
Temporary Use By-law	\$1,941.00
By-law to extend the time limit for a Temporary Use	\$1,267.00
“H” Removal By-law	\$2,459.00
Deeming By-law	\$1,295.00

Site Plan Approval – Minor

Site Plan Approval - Minor	\$6,448.00
Amendment (see definition below)	\$6,133.00

Site Plan Approval – Major

Site Plan Approval - Major	\$12,837.00
Amendment (see definition below)	\$9,147.00

Telecommunications Facilities

Letter of Recommendation without Public Consultation	\$649.00
Public Consultation	\$1,944.00

Subdivision Applications

Subdivision Application	\$6,470.00
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Revisions to Draft Approved Plans

Revisions to a Draft Approved Plan of Subdivision (Red Line Revision)

Minor Revision (see definition below)	\$3,237.00
Major Revision (see definition below)	\$5,277.00
Request to Extend Draft Approval	\$3,408.00
Clearance letter from County	\$1,843.00
Condominium Application	\$6,470.00

Revisions to Draft Approved Plans (Continued)

Revisions to a Draft Approved Plan of Condominium (Red Line Revision)

Minor Revision (see definition below)	\$3,237.00
Major Revision (see definition below)	\$5,277.00
Request to Extend Draft Approval	\$3,408.00
Clearance letter to County	\$1,843.00
Condominium Conversion	\$2,151.00
Condominium Exemption Application	\$2,151.00
Lift Part Lot Control	\$3,406.00
Extend Part Lot Control	\$649.00

Minor Variance, Consent, and Rezoning Applications

Minor Variance Application	\$1,155.00
Amendment when Recirculation Required	\$262.00
Special Hearing	\$649.00
Consent	\$1,470.00

Stamping Fee (Certificate):

For consent, new lot & lot additions	\$132.00
For lease and easement	\$86.00

Other Fees

Compliance Letters	\$132.00
Heritage Permit Application	\$7,239.00
Peer Review of all Specialized Reports/Studies	Actual Costs
OLT Costs	Actual Costs
Photocopies – per page	\$0.32
Information search (per hour)	\$40.00
More than one Open House or Public Meeting Required	\$391.00
Notice to Cancel Public Meeting or Open House	\$262.00
Recirculation of Public Notices	\$262.00
Engineering Review Fee	Actual Costs
Legal Review Fee	Actual Costs
Request for Security Release	\$262.00
Preconsultation Meeting (Stage 1)	\$250.00
Preconsultation Meeting (Stage 2)	\$3,974.00
Temporary Patio Application	\$250.00
New or Amendment to Development or Subdivision Agreement	\$3,607.00

Refund Policy

Refunds for site plan and zoning amendments applications to be refunded as per the Planning Act. Refunds on balance after fee deducted. Where the application is not complete and the deposit has been totally offset by costs, an additional deposit shall be required until the application is complete.

All Deposits – refundable up to 3 years from date of application. Only refunded if all accounts in the Municipality are current.

Refund Administration Fee	\$40.00
After file opened but before circulated	90%
After file circulated but before considered at a public meeting	50%
After file considered at a public meeting	0%

Planning Definitions for Major and Minor

Official Plan Amendments

Major

- Proposes a re-designation or change in land use for a property or properties;
- Requires many changes to the policies and schedules of the Official Plan;
- New golf courses or expansion to existing golf courses;
- New waste management facility or expansion to existing waste management facility (including agriculture waste facilities);
- Expansion to urban boundary or re-designation of Urban Reserve Area;
- Commercial Development over 3,000 square metres;
- Deletion or addition of arterial or collector road, and;
- Any application that due to the broader policy implications of the Municipality would require the need to review or manage studies or any application deemed to be major by the Manager of Development Services.

Minor

- Proposes a small-scale exception to a specific Official Plan standard (e.g. minor change to the number of permitted units, building height, gross floor area; or to add a site specific use limited in scale);
- Proposes a minor change to a specific policy that is limited in scope and typically to one property;
- Maintains the intent and purpose of the Official Plan;
- Shall have limited impact or policy implications beyond the subject lands, and;
- Any application deemed to be minor by the Manager of Development Services.

Zoning By-law Amendments

Major

- Zone Category Change;
- Associated with an Official Plan Amendment;
- Associated with a Plan of Subdivision or Condominium;
- Application involving multiple properties, and;
- Any Application that requires the review of technical support documents or studies (e.g. environmental analysis, transportation studies, retail market studies etc.).

Minor

- Changes within current zone category;
- Re-zoning related to a “surplus lot consent” whereby the remnant parcel of farmland must be re-zoned to ensure that new residential dwellings are prohibited on any vacant remnant parcel of farmland created by the severance.

Planning Definitions for Major and Minor (Continued)

Site Plan Approval

Major

New buildings of any size or additions greater than 929 square metres (10,000 sq. ft) or greater than 3 storeys in building height or;

Comprehensive changes to on-site grading/servicing/drainage or parking affecting lands greater than .6 hectare (1.5 acres) in land area.

Minor

Existing buildings or new additions not exceeding 929 square metres (10,000 sq. ft) or up to 3 storeys in building height or;

Changes to landscaping, parking, grading or drainage areas up to .6 hectare (1.5 acres) in land area, including revisions to building elevations, patios or additions thereto.

Site Plan Amendment

“Major” and “Minor” categories, as listed above, apply where a previous Site Plan has been approved and/or a Site Plan Agreement has been entered into with the Town.

Revisions to a Draft Approved Plan of Subdivision or Condominium (Red-Line Revision)

Major

Major changes to the layout or conditions of draft approval of a draft approved plan.

Minor

Minor changes to the layout or conditions of draft approval of a draft approved plan.

2024 User Fee By-Law 95-2023

Schedule C

Community Services

Fees – Rooms and Pavilions

Cancellation fee - all rentals - minimum 72 hrs notice for refunds	\$40.00
Set up and Take Down (Libro / Comber)	\$60.00
Set up and Take Down (ATRC)	\$30.00
Key Deposit - for non-app access using a key (per key required)	\$200.00
Security Deposit (no alcohol function)	\$250.00
Security Deposit (alcohol function)	\$500.00

Rentals - Park Pavilions

Park Rental: Major Event (Entire Park, Alcohol) (per day)	\$700.00
Park Rental: Major Event (Entire Park, No Alcohol) (per day)	\$350.00
Park Rental: Minor Event (Area of the park, no alcohol) (per day)	\$110.00
Electrical Access (per day)	\$103.00
Community Permit (per hour of staff time)	\$63.00

Sports Facilities and Fields

Soccer or Baseball – Registered league fees, per user per season	\$16.00
Diamond and Field (per day) (non-league)	\$63.00
Additional dragging (first daily groom, no charge) per diamond	\$30.00
Unauthorized use of recreation facilities - infraction per field/diamond	\$250.00
Tennis and Pickleball Court Key (per season)	\$35.00

Special Events

Temporary Road Closure (Special Events) (Minor)	\$100.00
Temporary Road Closure (Special Events) (Major)	\$160.00

Rentals – Community and Recreation Centres

Temporary Road Closure (Special Events) (Minor)	\$100.00
Temporary Road Closure (Special Events) (Major)	\$160.00

Fees

Memorial Tree/ Bench / Plaque	Per Policy
Active Net Payment Processing Fee - Credit Card	2.5 % of transaction
Administration / Refund Fee	\$40.00

Rentals – Community and Recreation Centres

Large Room - ATRC Renaud Room, Libro CC, Comber CC - Non-Profit or Commercial - per day	\$327.00
Large Room - ATRC Renaud Room, Libro CC, Comber CC - Non-Profit - per hour	\$63.00
Large Room - ATRC Renaud Room, Libro CC, Comber CC - Commercial - per hour	\$89.00
Large Room & Kitchen - Alcohol Event - Commercial - per day	\$721.00
Large Room & Kitchen - Alcohol Event - Non-Profit - per day	\$702.00
Small Room - ATRC Program Room, Libro CC - Commercial - per hour	\$63.00
Small Room - ATRC Program Room, Libro CC - Non-Profit - per hour	\$40.00
Kitchen - ATRC Renaud Room, Libro CC, Comber CC - Non-Profit or Commercial - per day	\$197.00
Kitchen - ATRC Renaud Room, Libro CC, Comber CC - Commercial - per hour	\$63.00
Kitchen - ATRC Renaud Room, Libro CC, Comber CC - Non-Profit - per hour	\$40.00
Small Room - Alcohol Event - per day	\$375.00
Small Room + hall and servery (Libro Centre) no alcohol - per day	\$251.00
Small Room - Non-Profit Community group (ATRC, Comber, Libro) -regular business hours, non-fee usage, Mgr Rec approval	Free
Lobby and Common Area - Non-Profit Community group (ATRC, Comber, Libro) -regular business hours, non-fee usage, Mgr Rec approval	Free
Muzzatti Gymnasium - Prime Time - half - non-profit (per hour)	\$30.00
Muzzatti Gymnasium - Prime Time - full - non-profit (per hour)	\$50.00
Muzzatti Gymnasium - Prime Time - full only - commercial (per hour)	\$60.00
Muzzatti Gymnasium - Prime Time - full day rental is charged for 10 hours	max 10
Muzzatti Gymnasium - Non-Prime Time - half - non-profit (September-May 6:00am - 4:00pm)	\$18.00
Muzzatti Gymnasium - Non-Prime Time - full - non-profit (September-May 6:00am - 4:00pm)	\$30.00
Muzzatti Gymnasium - Non-Prime Time - full - commercial (September-May 6:00am - 4:00pm)	\$58.00
Muzzatti Gymnasium - Non-Prime Time - full day rental is charged for 10 hours	max 10
Atlas Tube Recreation Centre Lobby or Common Area(s) - Commercial (per hour)	\$78.00
Altas Tube Recreation Centre Grass Areas -(per day)	\$78.00
TV, Screen, or Sound System (per rental date)	\$29.00
Alcohol Event - per Staff Charge - per rental hour - minimum 2 employees	\$31.00
Tables and Chairs (per rental date) (Libro / Comber)	\$10.00

Recreation Fees (Non Aquatic)

Drop-in Fees (Non Aquatic):

Gymnasium, Program Rooms - per visit:

Pre-School & Senior program (>4 & 55+) no instructor - up to 2 hours	\$5.00
Pre-School & Senior program (>4 & 55+) no instructor - up to 2 hours - 10 visit punch pass	\$45.00
Youth & Adult program (5 to 54) no instructor - up to 2 hours	\$6.00
Youth & Adult program (5 to 54) no instructor - up to 2 hours - 10 visit punch pass	\$54.00

Program Registration (Non- Aquatic):

Recreation Programs: (per session) - Non Aquatic

Pre-school and Senior - (>4 & 55+) instructor led	\$5.50
Youth and Adult (5 to 54) instructor led	\$6.50

Recreation Program Discounts (Discounts are not stackable)

Family Program Registration – 3 or more immediate family members register for programs at full rates	10% discount
ODSP Recipient Program Registration – eligible persons	10% discount
Seniors Program Registration (55 yrs and up)	10% discount
Individual – Multi-Program – 3 or more programs/session	10% discount

Recreation - Camps and Birthday Parties

Camps: (fees include activity fees and supplies)

P.A. Day Camps	\$43.00
Summer Camp - Little Lakeshore 4 yoa (per week)	\$171.00
Summer Camp - Little Lakeshore 4 yoa (Short Week - Canada and Civic Holiday)	\$136.00
Summer Camp - Junior and Senior (per week)	\$161.00
Summer Camp - Junior and Senior (Short Week - Canada and Civic Holiday)	\$128.00
March Break Camp - all ages (per week)	\$161.00

Birthday parties (up to 20 participants)

Ice Birthday Party (Ice 50 mins + program room 2 hours) instructor led	\$381.00
Gym Birthday Party (Gym 50 mins + program room 2 hours) instructor led	\$229.00
Pool Birthday Party (1 hour + program room 2 hours) instructor led	\$317.00

Aquatics

Drop-in Swimming

Pool Lengths and Leisure swim (no instructor)	\$5.59
Pool – Aquatic Exercise (instructor led)	\$6.42

Recreation Swim (no instructor)

Child under 24 months (with paid adult)	Free
Pre-School and Senior (2-4 and 55+)	\$4.00
Youth and Adult (5 -54)	\$4.00

Swim Passes:

Summer Family Swim Pass (Valid from June 26-Labour Day for recreation swims only. Up to 6 immediate family members living in the same household)	\$194.00
Summer Adult Swim Pass (Valid from June 26-Labour Day for recreation swims only)	\$66.00
Summer Youth (up to age 14) Swim Pass (Valid from June 26-Labour Day for recreation swims only.)	\$60.00
Summer Youth (ages 15-17) Swim Pass (Valid from June 26-Labour Day for recreation swims only.)	\$53.00
Summer Organization Swim Pass (Valid for a recognized organization up to 6 people)	\$94.00

Memberships and Pass Cards

Pool Membership (Monthly)	\$46.00
Pool Membership (3 Month)	\$124.00
Pool Membership (6 Month)	\$220.00
Pool Membership (Annual)	\$397.00
Enhanced Pool Membership (Monthly)	\$55.00
Enhanced Pool Membership (3 Month)	\$152.00
Enhanced Pool Membership (6 Month)	\$268.00
Enhanced Pool Membership (Annual)	\$483.00
Swim Pass (10 Sessions)	\$50.00
Enhanced Swim Pass (10 Sessions)	\$58.00

Swimming Lessons – rates per person, per ½ hour:

Child/Youth (regular ratios)	\$9.00
Adult (regular ratios)	\$8.00
Child/Youth (up to age 14) (1:4 ratios)	\$12.00
Youth (age 15-17) (1:4 ratios)	\$11.00
Private Lessons - individual	\$31.00
Private Lessons – 2 participants (per person)	\$20.00
Private Lessons – 3 or more participants (per person)	\$16.00

Pool Rental:

1 hour rental -1 pool, 2 lifeguards max. 24 people (base fee)	\$139.00
Extra Lifeguard for Hourly Pool Rental – per additional lifeguard per hour (added to base fee)	\$32.00

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Schedule D

Community and Protective Services

Fire Services

Letters of Compliance

Fire Prevention Related Letters	\$80.00
Fire Reports for property owners	\$80.00

Fire Inspections

Inspection and certification of premises for liquor license approval	\$148.00
Inspection by request (day care facility, retirement homes, group homes etc) - excluding residential homes	\$83.00
Inspection resulting in Ontario Fire Code Contraventions	\$94.00
Each additional follow-up to close the inspection (phone call, email, site-re-inspection)	\$52.00

Industrial/Commercial Inspections (includes inspection, file review, letter/report development)

Premises smaller than 2,500 m ²	\$175.00
Premises greater than 2,500 m ²	\$222.00

Residential Inspections (includes inspection, file review, letter/report development)

One to Five Storey	\$99.00
Six or More Storey	\$146.00
Special Occasion Permit Inspection	\$43.00
All retrofits	\$439.00
Fire Scene Photographs (each)	\$5.41
Assistance for private standby - Comm'l/Ind'l beyond normal fire protection	Current MTO rates/hour per manned apparatus
Call for Service – Failure to Locate Utilities – per manned fire apparatus	Current MTO rates/hour per manned apparatus
Fire Investigation Reports	\$293.00
Smoke/CO Alarm Inspection- Non Compliance Re Inspection	\$99.00

Fire Safety Plan Review:

Vulnerable Occupancies Small Facilities (up to 5 residents)	\$332.00
Vulnerable Occupancies Large Facilities (over 5 residents)	\$662.00
General – First Plan Initial Review	\$59.00
General – Plan review per review	\$43.00

Fire Inspections (Continued)

Inspections for Propane Dispensing Sites:

Existing 5,000 USWG or less	\$207.00
New/modified 5,000 USWG or less	\$413.00
Existing greater than 5,000 USWG	\$2,059.00
New/modified greater than 5,000 USWG	\$2,059.00
If necessary to retain 3rd party engineer/other firm	Actual Cost

False Alarms

After second false alarm:

First Hour – per manned apparatus	Current MTO rates/hour per manned apparatus
Each additional half hour – per manned apparatus	Current MTO rates/hour per manned apparatus

Open Burn By-law Cost Recovery Formula

After second false alarm:

Fire Administration only attends location	Current MTO rates/hour per manned apparatus
Fire extinguishment – 2nd or more offence	Current MTO rates/hour per manned apparatus and current hourly rate per fire fighter
Fire extinguishment using less than 6 firefighters	Current MTO rate/hour per single manned fire apparatus
Fire extinguishment using greater than 6 firefighters and less than 12 firefighters	Current MTO rates/hour for 2 manned fire apparatus
Fire extinguishment requiring a 2 station response	Current MTO rate/hour for 4 manned fire apparatus

External Services

Recovery – external services cost	Actual Costs
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2024 User Fee By-Law 95-2023

Schedule E

Legislative and Legal Services

Legislative Services

Appeals

Appeal to a Hearing Committee (hearings of all by-laws and statutory hearings but for Committee of Adjustment)	\$104.00
Costs and Disbursements to attend third party appeals	Actual Costs

Permits

Burial Permits	\$16.00
Noise By-Law Exemption Permit	\$200.00

Commissioning Oaths

Commissioning of Oaths - per document	\$10.00
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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)	\$16.00
Non-Resident Small Game (subject to Ministry approval)	\$22.00

Integrity Commissioner

Formal Complaint to Integrity Commissioner	\$10.00
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Liquor Licences

LLBO Acknowledgment Letter	\$26.00
Liquor Licence Permit as per Schedule A - Building Services	\$204.00
Liquor Licence Permit as per Schedule X - Fire Services	\$204.00
Municipal Significance Designation	\$52.00

Lottery Licences

Break open lottery tickets (per box)	\$16.00
Bingo/Raffle Licences	3% of Proposed Prize

Marriage Licences and Fees

Marriage Licence	\$163.00
Marriage Solemnization - Ceremony fee (basic)	\$332.00
Witness Fee	\$26.00

Photocopy Fees

Photocopying (Per Standard Page)	\$0.32
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Property Fees

Damage to Municipal Property	Cost Recovery (reasonable cost recovery efforts made)
Damage to Municipal Property Administration Fee	Minimum \$50.00 or 2% of Property Damage Cost
Land Transfer Inquiries (lands not yet declared surplus)/ Street Closing	\$26.00
Street/Alley Closing Application Fee (less inquiry fee if paid)	\$122.00
Street/Alley Closing Appraisal	Actual Cost
Street/Alley Closing Advertising	Actual Cost

Requests under the Municipal Freedom of Information and Protection of Privacy Act

Miscellaneous Charges per Ontario Regulation 823	Per O. Reg 823
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Vehicle for Hire Licences and Fees

Vehicle for Hire Driver	\$61.00
Vehicle for Hire Driver Renewal	\$49.00
Vehicle for Hire Owner (per vehicle)	\$122.00
Private Vehicles for Hire Driver	\$61.00
Private Vehicles for Hire Driver Renewal	\$49.00
Private Vehicles for Hire Owner (per vehicle)	\$122.00
Private Transportation Company	\$365.00
Limousine Driver	\$61.00
Limousine Drive Renewal	\$49.00
Limousine Driver (per vehicle)	\$122.00
Broker	\$61.00
Replacement of Owner Plate	\$31.00
Replacement of Driver Plate	\$14.00
Transfer	\$44.00

Recovery of Legal Costs

Recovery of legal fees for lawyer associated with tax sales, property disposition (per hour)	\$245.00
Recovery of legal fees for legal assistant (per hour)	\$153.00
Recovery of disbursements	Actual Costs

Police Services

Alarm Registration – Annual	\$24.00
False Alarm Fees:	
Unregistered Premises - Any at fault false alarm call	\$148.00
Registered Premises -Third at fault false alarm and each subsequent call thereafter	\$148.00

Property Standards

Property Standards Remedial Work	Actual cost plus up to 20% admin fee
Yard Maintenance Remedial Work	actual cost plus 20% admin fee, minimum \$200.00

Animal Control and Dog Pound Fees

Dog Pound Accommodation Fee Per Day	\$25.00
Dog Pound Impound Fee - First Visit	\$40.00
Dog Pound Impound Fee - Second Visit	\$71.00
Dog Pound Impound Fee - Third and Subsequent Visit	\$138.00
Dog Tags (Licence)	\$23.00
Dog Tag Late Fee if Purchased after March 31	\$10.00
Replacement of lost dog tag	\$7.00
Kennel Licence - In designated zoning areas only	\$73.00
Dangerous Dog Sign	\$31.00
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
Owner Requested Euthanasia	\$500.00

2024 User Fee By-Law 95-2023

Schedule F

Operations

Public Works Services

Ditching Policy EN120 - Administrative Fee	\$293.00
Encroachment/entrance permit and other miscellaneous works	\$293.00
Indemnity deposit – refundable up to 3 years from issuance of permit	\$1,300.00

Drainage Services

Tile Loans – Inspection Fee	\$184.00
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Engineering Services

Municipal Consent Permit	\$305.00
Lawyer Letters - per property inquiry	\$80.00

Engineering Review Fees

Sanitary Capacity and Allocation Assessment (per submission)	\$2,000.00
Clearance Letter from Operations Division - per development application	\$80.00
Site Plan Engineering Review Fee (per submission)	\$1,500.00
Subdivision Engineering Review Fee (per submission)	\$3,000.00
General Engineering Review Fee (per submission)	\$1,500.00
Minimum Engineering Review Fee (per submission)	\$500.00
Additional Review Fee (in exceedance of 5 submissions) per submission	\$250.00

CLI Application Fees

CLI - Pre-Screening Application (per development application)	\$1,000.00
Sanitary Sewers (per submission)	\$1,500.00
Sanitary Appurtenance (ie. Odour or corrosion control) per item	\$1,500.00
Sanitary Pump Station or Forcemain (per station)	\$3,000.00
Storm Sewers (per submission)	\$1,500.00
Storm Sewers Appurtenance (LID, oil grit separator) per item	\$1,500.00
Storm Pump Station (per station)	\$3,000.00
Stormwater Management Facility (ie. Dry/wet ponds) per facility	\$5,000.00
Water Form 1 (per submission)	\$1,000.00

Construction and Inspection Fees

Mandatory Pre-Construction and Inspection Meetings (per walkthrough)	\$150.00
Additional Walkthroughs (due to deficiencies) per walkthrough	\$100.00
Sign Purchase and Installation (each sign)	\$120.00

Water Services

Water Shut Off	\$36.00
Water Turn On	\$36.00
Water Shut off - After Hours	\$174.00
Water Turn On - After Hours	\$174.00
Water Shut Off/Turn On - for non payment/compliance	\$58.00
Water Disconnect - complete removal of the water service to the curb box	Actual Cost
Water Reconnect - Installation of the water service to curb box. (Buy-in fee under Tariff of Fees By-law is not applicable if done within 5 years of disconnect)	Actual Cost
Water Account Set up Fee	\$40.00
Water Account Late Payment Fee	3% per month
Water Notice (Shut off/turn on - left at residence)	\$8.00

Relocation of Water Service:

Short Service (same side of the road)	\$3,399.00
Long Service (across the road)	\$4,215.00
Inspection Fee - inspect water service when building is demolished	\$100.00
Missed appointment / service refusal	\$58.00
Water Meter 5/8"	Actual Cost plus admin fee
Water Meter 1"	Actual Cost plus admin fee
Water Meter Other	Actual Cost plus admin fee
No access to Meter / Estimating Fee	\$40.00
Water Meter Administration Fee	\$40.00
Manual Water Meter Read (monthly - per property)	\$200.00
Frozen Meter	\$124.00
Meter Testing - where the meter is found to be in proper working order	\$186.00

Water Service Abandonment:

Where all buildings have been removed from a building lot and a water service is requested to be abandoned by the property owner, the water service pipe shall be disconnected at the property line. The service box and rod shall be removed by the owner's contractor or by Municipality forces, at the owner's expense, and inspected by the Municipality; after which the basic charge will no longer be applicable	
Municipality performs the work	\$361.00
Inspection Fee when property owner performs the work	\$72.00

Water Services (Continued)

Water Service Abandonment Reconnection Fee (at property line):

Municipality performs the work	\$361.00
Inspection Fee when property owner performs the work	\$72.00
In the event that the reconnection is done within 5 years of Water Buy-in, reconnection fee shall not be applicable.	
Water Permit - Includes Supplying Water Meter (Actual cost plus administration fee)	Actual Plus Administration

Water and Sanitary Buy-In Fees

Property Located in Water/Sanitary Sewer DC Service Area

No Service Connection Exists - Water (Plus DC Costs)	\$5,892.00
No Service Connection Exists - Sanitary (Plus DC Costs)	\$7,297.00
Service Connection Exists - Pay Only DC Costs	See DC costs

Property Not Located in Water/Sanitary Sewer DC Service Area

Service Connection Exists - Buy-in Water	\$4,781.00
Service Connection Exists - Buy-in Sanitary	\$11,767.00
No Service Connection (Buy- in Fee and costs to physically connect) -water	\$10,672.00
No Service Connection (Buy- in Fee and costs to physically connect) -water Greater than 1"	\$12,078.00
No Service Connection (Buy-in Fee and costs to physically connect) -sanitary	\$19,063.00

Wastewater in South Woodslee

Service Connection Exists - (already paid buy-in)	Actual Cost
No Service Connection Exists (Buy-in Fee and Costs to physically connect	\$12,106, plus actual costs

2024 User Fee By-Law 95-2023

Schedule G

Corporate Services

Administration Fees and Service Charges

Convenience Fee US currency transactions (per item)	\$5.00
Returned Bank Item Charge	\$40.00
Financing Administration Fee (per property)	\$129.00
Interest on trade receivables over 30 days past due per month	1.25%
Penalty and Interest on tax account arrears per month	1.25%
Tax and Water Certificate (each per property inquiry)	\$83.00
Tax and Water Certificate (each per property inquiry within 2 business days)	FALSE
Property Tax/ Water Bill / Invoice Reprint (Duplicate Service)	\$15.00
Additions to the Property Tax Roll	\$40.00
Refund or Misdirected Payment Fee	\$40.00
Debenture Fee (per property)	\$137.00
Ownership Changes	\$40.00
Property Tax Listing for Mortgage Companies	\$14.00

Tax Sale Fees

Final Notice Letter (per property)	\$60.00
Farm Debt Mediation Letter (per property)	\$60.00
Preliminary Work:	
Prepare searches to determine owners, Roll, Legal Descriptions, Prepare and Register Tax Arrears Certificate, Title Search, Mailing First Notices, Statutory Declarations, Prepare and Register Tax Arrears Cancellation Certificate ; Prepare Final Notice Letters, Statutory Declarations for final notice letters	\$1,750.00
Extension Agreement	\$500.00
Tender Process:	
Advertising	Actual Cost
Tender Opening and examination	\$500.00
Prepare and Register Tax Deed	\$1,000.00
Pay Proceeds in Court, Closing File	\$650.00

G.I.S. Mapping

Standard Map Products

Municipal Wide Street Map - (Double Sided – Colour) 11"x17"	Free
Municipal Wide Street Map - (Double Sided – Colour) 18"x34"	\$8.00
Municipal Wide Street Map - (Double Sided – Colour) 24"x50"	\$15.00

Custom Map Products:

Custom Mapping - include any plots larger than 11" x 17" up to maximum size 24" x 50" (per hour)	\$58.00
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2024 User Fee By-Law 95-2023

Schedule H



2024 User Fee By-Law 95-2023 Schedule H

(Applicable taxes will be added to all fees)

Community Services

Arena – Ice Rates

Ice Rentals – hourly rates:

Non-Prime Time: Monday-Friday 6:00am-4:00pm (September-May)	\$122.50
Summer Prime Time: Monday-Friday 6:00am-4:00pm (June-August)	\$183.50
Prime Time: Monday-Friday 4:00pm - 11:00pm (All Weekend)	\$204.00
Same Day Rental	\$148.00
Ice Rental Cancellation Fee – minimum 48 hours notice	\$40.00
Arena Storage Room – registered leagues	Free
Nets (up to 4 included in rental, no more than 6 nets allowed) each	\$6.00
Staff Overtime (remaining in dressing room beyond 30 mins.)	\$50.00
Arena floor (non-ice) (no air conditioning) - non-profit (per hour)	\$62.50
Arena floor (non-ice) (no air conditioning) - Commercial (per hour)	\$82.50
Arena floor - full day rental is charged for 10 hours	max 10
Hydro fee to add temporary A/C (per day/per unit)	\$50.00

Public Skating:

Public Skate session (up to age 14)	\$3.00
Public Skate session (over age 14)	\$3.00
Figure Skating practice (Child/Youth to age 14)	\$12.00
Figure Skating practice (Youth ages 15-17)	\$11.00
Free Weekday Ice Programs	Free
Public Skating sponsorship fee - includes ice & 3 staff	\$275.00

Drop-in Hockey: (full equipment is required)

Child/Youth to age 14	\$5.00
Youth (ages 15-17)	\$5.00
Adult	\$7.00

2024 User Fee By-Law 95-2023

Schedule I



2024 User Fee By-Law 95-2023 Schedule I

(Applicable taxes will be added to all fees)

Community Services

Belle River Marina Rates

Slip Rental –Seasonal:

Fully Serviced - boat or dock whichever is bigger (per foot) plus electrical fee	\$58.00
Un-Serviced - boat or dock whichever is bigger (per foot)	\$46.00
Jet Ski Slip Access - must supply approved floating dock	\$265.00
Jet Ski / Dingy Fee - added to slip	\$230.00

Slip Rental – Monthly:

Docks A and B (Serviced)	\$543.00
Docks C, D, G and F (Serviced)	\$464.00
Docks E (Un-serviced)	\$426.00

Slip Rental - Transient

Slip Rental (per foot)	\$2.00
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Other Fees:

Fully Serviced Dock Electrical Fee (per foot)	\$8.00
Pump Out	\$15.00
Pump Out with \$200 or more in gas, within one transaction	Free
Boat Launch Ramp (Day Pass) tax included	\$15.00
Boat Launch Ramp (Season Pass)	\$190.00
Boat Launch Ramp (Season Pass) - Senior Rate	\$130.00
Chartering Access – Season Pass	\$586.00

2024 User Fee By-Law 95-2023

Schedule J



2024 User Fee By-Law 95-2023 Schedule J

(Applicable taxes will be added to all fees)

Operations

Water Rates

Consumption - per cubic meter	\$1.68
Basic - per month	\$22.55

Wastewater Rates

Consumption - per cubic meter	\$1.99
Basic - per month	\$25.33

Bulk Water Rates

Bulk Water Fill Station Rate - per 1,000 gallons (0.4546 m ³)	\$6.00
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Municipality of Lakeshore
By-law 80-2024
Being a By-law to amend By-law 2-2012,
Zoning By-law for the Municipality of Lakeshore
(ZBA-13-2024)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it expedient and in the best interest of proper planning to further amend By-law 2-2012;

And whereas this amendment will conform with the Lakeshore Official Plan upon the coming into effect of proposed Amendment No. 16 to the Official Plan;

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

1. Section 4.0, Definitions, is amended as follows:
 - a. The definitions for "DWELLING, CONVERTED" and "DWELLING UNIT, SECONDARY" are deleted.
 - b. The following definition for "DWELLING, GARDEN SUITE" is inserted in consecutive alphabetical order of Section 4.0:

DWELLING, GARDEN SUITE – shall mean a small *residential building* that is *accessory*, but not *attached*, to a main *dwelling* on the same *lot*, is designed to be portable, and contains no more than one *dwelling unit* with bathroom and kitchen facilities.
 - c. The following definition for "RESIDENTIAL UNIT, ADDITIONAL" is inserted in consecutive alphabetical order of Section 4.0:

RESIDENTIAL UNIT, ADDITIONAL – shall mean an independent *dwelling unit* within a *single detached, semi-detached or townhouse dwelling*, or within a *building accessory* to a *single detached, semi-detached or townhouse dwelling* on the same lot, which is ancillary and subordinate to a primary *dwelling unit*.
2. Subsection 6.5, Accessory Uses, Buildings and Structures, a) vii), is deleted and replaced with the following:

vii) shall not be built closer than 1.5 m from any *lot line* except that common semi-detached private *garages* or *carports* not used for human habitation may be centred on a mutual *side lot line*;

3. Section 6.0, General Provisions, is amended by the addition of the following as a new subsection 6.7, and subsequent subsections renumbered.

6.7 Additional Residential Units

The following provisions shall apply to *additional residential units*, where permitted as indicated in Table 7.1 of this By-law:

- a) An *additional residential unit* shall be a permitted *accessory use* to a *single detached, semi-detached, or townhouse dwelling*, provided that:
- i) the *lot* has frontage on a public *street, highway, or road*;
 - ii) the *lot* is serviced by a municipal piped water supply;
 - iii) the *lot* is serviced by a municipal sanitary sewer of sufficient capacity to accommodate the additional *residential use*, or by an approved private septic system which meets the requirements of the Ontario Building Code;
 - iv) the *lot* and any buildings thereon meet the requirements prescribed by this By-law for the applicable *zone*; and
 - v) the *additional residential unit* complies with the Ontario Building Code, the Ontario Fire Code, the Ontario Electrical Code, and all other applicable municipal and provincial standards.
- b) A maximum of two *additional residential units* shall be permitted per *lot*. This may include a maximum of two *additional residential units* within the main *dwelling* where there are no *additional residential units* in any *accessory buildings* on the same *lot*, or one *additional residential unit* within the main *dwelling* and one *additional residential unit* in an *accessory building* on the same *lot* where the main *dwelling* contains no more than two *dwelling units*.
- c) An *additional residential unit* shall be provided its own exterior entrance separate from the exterior entrance to the primary *dwelling unit* and shall have no means of internal access to the primary *dwelling unit*, except that access to a primary *dwelling unit* and *additional residential unit* through a common vestibule entry is permitted. The exterior entrance to an *additional residential unit* shall not be permitted on an elevation or façade of the main *dwelling* that faces a *street, highway or road*.

- d) Where an *additional residential unit* is located in the same building as the primary *dwelling unit*, it shall be subject to any regulations applicable to the main *dwelling* according to the applicable zone category.
- e) Where an *additional residential unit* is the sole *use* or one of two or more *uses* in an *accessory building*, said *accessory building* shall comply with the provisions of Subsection 6.5 a), except that:
 - i) Notwithstanding Subsection 6.5 a) vii), an *accessory building* abutting a rear laneway and containing an *additional residential unit* entirely above the first *storey* shall be located a minimum of 0.6 metres from the *rear lot line*;
 - ii) Notwithstanding Subsection 6.5 a) vii), where an *accessory building* contains an *additional residential unit* with a second-storey window facing any property line, said *accessory building* shall be located a minimum of 3.0 metres from the aforementioned property line;
 - iii) Notwithstanding Subsection 6.5 a) ix), an *accessory building* containing an *additional residential unit* shall not exceed a total *gross floor area* of 120 square metres for all *uses*, unless within an *Agriculture zone*, where a maximum combined *gross floor area* of 140 square metres shall be permitted;
 - iv) Notwithstanding Subsection 6.5 a) xi), an *accessory building* containing an *additional residential unit* shall not exceed a height of 6.5 metres, unless within an *Agriculture (A) zone* where a maximum height of 7.5 metres shall be permitted, and shall not exceed the height of the main *dwelling* in any *zone*.
- f) An *additional residential unit* in an *accessory building* shall be located no more than 50 metres from the associated main *dwelling* and no less than 3.0 metres from the main *dwelling* or any other *building* or *structure*;
- g) A *deck* or *balcony* that is associated with an *additional residential unit* in an *accessory building* and that has a height greater than 0.2 m from *grade* shall not be permitted on the side of the *accessory building* closest to the *front lot line*, nor on the side closest to any *side lot line*. The provisions of Subsection 6.12, *Balconies, Decks and Patios*, shall apply.
- h) On lands located within the *Lake St. Clair Shoreline Floodprone Area* and *Inland Floodplain Development Control Area*, an *additional residential unit* shall not be located in a *basement* or *cellar*.

- i) Where an *additional residential unit* is constructed in an *accessory building*, a *garden suite* or *mobile home* shall only be permitted on the same *lot* if used as a *secondary farm dwelling*.
- j) Notwithstanding any other provision of this By-law, the *gross floor area* of an *additional residential unit* shall not exceed 50 percent of the *gross floor area* of the *primary dwelling unit*, except that it can occupy the whole of a *basement*, where permitted.
- k) Only one (1) connection to a municipal water supply shall be permitted per *lot* to service the *primary dwelling unit* and any *additional residential units*.
- l) Where municipal sanitary services are available, *additional residential units* shall not be connected to on-site private septic facilities. Only one connection to municipal sanitary services shall be permitted per *lot* to service the *primary dwelling unit* and any *additional residential units*.
- m) An *additional residential unit* shall not be permitted as an accessory use to a *seasonal dwelling*.

- 4. Section 6.0, General Provisions, is amended by the deletion of Subsection 6.17, Converted Dwelling, in its entirety.
- 5. Subsection 6.41.1, Parking Requirements is amended by the deletion of the third and fourth rows of the “Parking Requirements” table and the insertion of the following under “Residential Uses”:

<i>Single detached dwelling, semi-detached dwelling, converted dwelling, townhouse dwelling</i>	<i>2.0 parking spaces per primary dwelling unit</i>
<i>Duplex dwelling, triplex dwelling</i>	<i>1.5 parking spaces per dwelling unit</i>
<i>Additional residential unit</i>	<i>1.0 parking space per additional residential unit</i>

- 6. Table 7.1 – Permitted Uses is amended by the deletion of “Secondary dwelling unit” and “Converted dwelling”.
- 7. Table 7.1 – Permitted Uses is amended by the addition of “Additional residential unit(s)” The added use shall be permitted in the following zones, by way of placing a dot in each of the corresponding columns:

Residential – Low Density (R1)
 Residential – Medium Density (R2)
 Residential Waterfront – Watercourse (RW1)

Residential Waterfront – Lake St. Clair (RW2)
Hamlet Residential (HR)
Central Area (CA)
Mixed Use (MU)
Agriculture (A)
Urban Reserve (UR)

8. This by-law shall come into force and take effect in accordance with Section 34 of the *Planning Act*, R.S.O. 1990, c. P. 13.

Read and passed in open session on September 10, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna**

Municipality of Lakeshore

By-law 82-2024

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 August 13, 2024 session of Council be adopted and confirmed as if the same were expressly embodied in this By-law.
2. The Mayor or the Deputy Mayor together with the Clerk are authorized and directed to execute all documents necessary to the action taken by this Council as described in paragraph 1 of this By-law and to affix the Seal of the Municipality of Lakeshore to all documents referred to in said paragraph 1 above.

Read and passed in an open session on September 10, 2024.

**Mayor
Tracey Bailey**

**Clerk
Brianna Coughlin**