

# Municipality of Lakeshore

## Regular Council Meeting Agenda



Tuesday, September 9, 2025, 6:00 PM  
Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order
2. Singing of O Canada
3. Land Acknowledgement
4. Moment of Reflection
5. Disclosures of Pecuniary Interest
6. Recognitions
7. Announcements by Mayor
8. Public Meetings under the Planning Act
9. Public Presentations
10. Delegations
11. Completion of Unfinished Business
  1. Short-Term Rentals – update on Ontario Land Tribunal appeal and options for regulation and enforcement of STRs (deferred from the May 20, 2025 Council meeting) 7

**Recommendation:**  
Direct Administration to proceed with Option \_\_\_\_ for regulating Short-Term Rental Accommodations, as presented at the May 20 and September 9, 2025 Council meetings.

2.	<b>Municipal Accommodation Tax for Lakeshore (deferred from the August 12, 2025 Council meeting)</b>	30
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**Recommendation:**

Support the motion from Tourism Windsor Essex Pelee Island Board of Directors as follows: “That the Board of Directors ENDORSES the need to implement a Municipal Accommodation Tax (MAT), throughout the towns/municipalities in Essex County, and encourages all Councils do so in an effort to benefit from the revenue stream derived, thereby supporting tourism infrastructure and marketing programs.

FURTHER, that Tourism Windsor Essex Pelee Island be the designated tourism entity to receive 50% of the monies collected (distribution of revenues to be 50/50 based on the net revenues (total revenues less cost/expenses of collection agency); the City of Windsor to be the collection agency and that Town/Municipal responses are respectfully received by August 31, 2025 in order to plan a path forward.” and

Direct Administration to proceed with the implementation of a Municipal Accommodation Tax and that the use of these funds to offset compliance cost with by-law enforcement and licensing be presented in a future municipal budget, all as presented at the August 12 and September 9, 2025 Council meetings.

12.	<b>Approval of Minutes</b>	
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**Recommendation:**

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

1.	<b>August 12, 2025 Regular Council Meeting Minutes</b>	78
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13.	<b>Consent Agenda</b>	
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**Recommendation:**

Receive the items as listed on the Consent Agenda.

1.	<b>County of Essex Official Plan</b>	90
2.	<b>Committee of Adjustment Meeting Minutes - June 18, 2025</b>	105

14.	<b>Reports for Direction</b>	
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1. **Fire Service Ladder 1 Vehicle Replacement** 111
- Recommendation:**  
Approve the purchase of a new aerial platform ladder truck to replace Ladder 1 from City View Specialty Vehicles for \$2,628,155.52 as described in the 2024 Capital Budget Fire-24-6673, as presented at the September 9, 2025 Council meeting.
2. **Church of the Annunciation (7119 Tecumseh Road) – Removal of Heritage Designation** 115
- Recommendation:**  
Repeal By-law 84-2007 to de-designate the former church located at 7199 Tecumseh Road as a registered heritage property in accordance with the requirements of the *Ontario Heritage Act*, and  
  
Direct the Clerk to read By-law 59-2025 during Consideration of By-laws all as presented at the September 9, 2025, Council meeting.
3. **2023 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2023 Parkland Dedication Reserve Statement** 146
- Recommendation:**  
The Audited Consolidated Financial Statements for the year ended December 31, 2023, be approved;  
  
The Audit Findings Report of KPMG for the year ended December 31, 2023, be received;  
  
Administration be authorized to post the 2023 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, 2023, be received;  
  
The Development Charges Reserve Funds Statement, for the year ended December 31, 2023, be received; and,  
  
The Parkland Dedication Reserve Statement, for the year ended December 31, 2023, be received, all as presented at the September 9, 2025 Council meeting.

15. **Notices of Motion**

**1. Councillor Ruston - HAF Funded Positions**

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**Recommendation:**

Whereas the Municipality of Lakeshore and the University of Windsor Centre for Cities are working collaboratively as “Lakeshore Horizons” for the purpose of completing the deliverables of the Housing Accelerator Fund (HAF) program;

And whereas the 3-year contract positions required to undertake the projects by the HAF deadlines have been authorized by Council;

And whereas Council recognizes the HAF-funded projects as priority projects for the future of the Municipality of Lakeshore;

Now therefore, direct that the Lakeshore Horizons project leads expedite the hiring process for the HAF positions, with final candidate approval by the Chief Administrative Officer and Dr. Smit.

**2. Councillor Ruston - Sewer Development Charges**

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**Recommendation:**

Whereas the Development Charges By-law includes a sewer development charge for properties within settlement areas;

And whereas the new County Official Plan has removed settlement area designation for several properties within the Municipality of Lakeshore;

Now therefore Council directs Administration to proceed with the necessary steps required to remove the sewer development charges for these effected properties in the Development Charges By-law.

### **3. Deputy Mayor Walstedt - Prohibiting Camping on Municipal Property**

216

#### **Recommendation:**

Whereas camping on Municipality of Lakeshore property can create safety, health, and maintenance concerns;

And whereas it may contribute to disorder and impact community well-being;

And whereas, the Municipality is committed to ensuring the safe and responsible use of public lands;

Now therefore be it resolved that:

- Effective immediately, camping is prohibited on all Municipality of Lakeshore property, including parks, sidewalks, and other public lands, unless authorized by the Municipality for designated events or activities.
- The enforcement of this prohibition shall be carried out by the appropriate municipal authorities, including by-law enforcement officers.
- The Municipality shall communicate this policy to the public and provide information on available support services for those experiencing homelessness or housing insecurity.

### **16. Reports from County Council Representatives**

### **17. Report from Closed Session**

### **18. Consideration of By-laws**

#### **Recommendation:**

By-laws 59-2025 and 60-2025 be read and passed in open session on September 9, 2025.

1. **By-law 59-2025, Being a By-law to repeal By-law 84-2007, which designates 7025 Tecumseh Road as being of heritage value or interest under the Ontario Heritage Act (now 7119 Tecumseh Road)**
2. **By-law 60-2025, Being a By-law to Confirm the Proceedings of the August 12, 2025 Council meeting**

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### **19. Non-Agenda Business**

### **20. Addendum**

## 21. Closed Session

### Recommendation:

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 encroachment matter.
- b. Paragraph 239(2)(b), (d) and (f) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees, labour relations or employee negotiations, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, relating to an employee.
- c. Paragraph 239(2)(b), (d) and (f) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees, labour relations or employee negotiations, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, relating to an employee.

## 22. Adjournment

### Recommendation:

Adjourn the meeting at \_\_\_\_ PM.

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

## **Growth and Sustainability**

### **Corporate Leader - Growth and Sustainability**

#### **Legal and Legislative Services**

#### **Corporate Leader – General Counsel**



**To:** Mayor and Members of Council

**From:** Tammie Ryall, Corporate Leader - Growth and Sustainability

Susan Hirota, Corporate Leader – General Counsel

**Date:** April 28, 2025

**Subject:** Short-Term Rentals – update on Ontario Land Tribunal appeal and options for regulation and enforcement of STRs

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#### **Recommendation**

Direct Administration to proceed with Option \_\_\_\_ for regulating Short-Term Rental Accommodations, as presented at the May 20, 2025 Council meeting.

#### **Strategic Objectives**

5b) Modernize Citizen-Centered Services - Bylaw Modernization (including a calendar of bylaw review and effective enforcement strategies/capabilities)

#### **Background**

A Short-Term Rental (STR) accommodation is a form of temporary lodging where all or part of a dwelling is rented out for compensation for a short period of time, usually under 28 days. STRs are typically advertised on online booking platforms such as Airbnb that renters utilize to make reservations and payments.

Unlike a hotel or motel, STRs are generally located in residential areas with no one available on site to monitor and regulate the activities of the renters. In Lakeshore, this has resulted in complaints from neighbouring property owners about their perceived loss of privacy and diminished enjoyment of their homes as well as concerns about problematic renter behaviour such as loud music and parties, outdoor fires, pet issues and the number of vehicles parked on the STR properties and adjacent streets.

At the direction of Council, Administration undertook public consultation on STRs and presented the findings at the September 28, 2021 Council meeting. Subsequently,

Council considered various reports from Administration on whether, and how, to regulate STRs.

After considering the information presented and comments from the public, Council decided to prohibit STRs.

At the July 18, 2023 Council meeting the following motion was passed:

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

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

On October 10, 2023, Council held a public meeting under the *Planning Act* and considered an amendment to the Zoning By-law to prohibit STRs in the Municipality. The following motion was passed:

Approve Zoning By-law Amendment Application ZBA-14-2023 (Zoning By-law 2-2012, as amended), to add the definition of 'Short-Term Rental Accommodation' and add general policies that prohibit Short-Term Rental Accommodations within the Municipality of Lakeshore but continue to permit Bed and Breakfast establishments; and

Direct the Clerk to read By-law 85-2023 during the Consideration of By-laws, all as presented at the October 10, 2023 Council meeting.

The Zoning By-law Amendment, By-law 85-2023 (Appendix A), defines Short-Term Rental Accommodation as:

"200. SHORT-TERM RENTAL ACCOMMODATION – shall mean the commercial use of any residential dwelling unit, or part thereof, or a mobile home or accessory structure on a residential property, used as a place of temporary habitation, lodging or occupancy under authority of a concession, permit, lease, license, rental agreement or similar commercial arrangement authorizing such temporary habitation, lodging or occupancy for a period equal to or less than twenty-eight (28) consecutive calendar days, but does not include a Bed and Breakfast Establishment or Housekeeping Cottage as defined in By-law 2-2012."

The Zoning By-law Amendment further added a general section to the Zoning By-law to state:

"The following provisions shall apply to a Short-Term Rental Accommodation use:

- a) Short-Term Rental Accommodation, as defined by this By-law, shall not be permitted in any zone;
- b) The rental or leasing of any residential property, including agricultural lands, or part thereof, for overnight accommodation for fewer than 28 consecutive days,

shall be subject to the regulations and definitions related to Bed and Breakfast Establishments.”

The effect of the Zoning By-law Amendment was to prohibit STRs in all zones within the Municipality subject to an exception discussed in the Comments section below. A Bed and Breakfast (B&B) Establishment is another form of temporary lodging with its own definition in the Zoning By-law and is distinguished from an STR. A B&B is permitted in a single-detached dwelling in residential zones in the Municipality. The intent of the B&B provisions in the Official Plan and Zoning By-law is to require an owner/occupant of the dwelling to be present on site.

Following the passage of the Zoning By-law Amendment, an individual with a statutory right of appeal filed an appeal to the Ontario Land Tribunal (OLT). Per the *Planning Act*, the filing of the appeal suspended the coming into force of the Zoning By-law Amendment.

Over the course of the next year, negotiations took place with the appellant to canvass settlement opportunities but the discussions were ultimately unsuccessful. The OLT scheduled a three day hearing in October, 2024 but the day before the first day of hearing the appellant advised that they would not be proceeding with the appeal. By correspondence dated October 24, 2024, the OLT formally confirmed that the appellant had withdrawn the appeal and the OLT had closed its file (Appendix B). The effect of the withdrawal of the appeal was that the suspension of the Zoning By-law Amendment was lifted and the amendment was deemed to have come into force on the day it was passed by Council, being October 10, 2023.

As further background information, Council passed the following motion regarding Boarding Lodging and Rooming Houses (BLRHs) on October 24, 2023:

309-10-2023

That Council direct administration to bring forward a draft bylaw amendment that defines Lodging or Boarding Homes within the Municipality of Lakeshore.

And further, that administration prepare a report that speaks to bylaw enforcement around Lodging or Boarding Homes.

Administration brought forward a Zoning By-law amendment to define “Boarding, Lodging, and Rooming House” which was approved by Council and is in effect.

BOARDING, LODGING, AND ROOMING HOUSE – shall mean a building, or part thereof, that contains one or more units where units and/or associated bedrooms are rented or provided to individuals for a period of twenty-eight (28) days or more. Residents of boarding, lodging, and rooming houses share bathroom and/or kitchen facilities, and occupants may be unrelated. This shall not include a hotel, hospital, home for the young or aged or institution if the hotel,

hospital, home or institution is licensed, approved or supervised under any general or special Act.

The amendment did not permit BLRHs in any zone, however, that report to Council did not address enforcement. The Comments section of this report does provide commentary and options for enforcement of BLRHs.

## Comments

Now that the Zoning By-law Amendment is in force, STRs are prohibited in every zone in the Municipality effective October 10, 2023. The *Planning Act*, however, carves out an important exception for those STRs that were legally operating on October 10, 2023. Where a property's use was legally permitted under a prior Zoning By-law but is no longer permitted under a new Zoning By-law Amendment, the property owner is granted the legal right to continue using the land in a way that would otherwise be prohibited. This special exception is referred to legally as a "legal non-conforming use" or more informally as "grandfathered."

Section 34 of the *Planning Act* authorizes municipalities to pass Zoning By-laws. The legal non-conforming use exception is prescribed by subsection 34(9):

34(9) No by-law passed under this section applies,

- (a) to prevent the use of any land, building or structure for any purpose prohibited by the by-law if such land, building or structure was lawfully used for such purpose on the day of the passing of the by-law, so long as it continues to be used for that purpose; or
- (b) to prevent the erection or use for a purpose prohibited by the by-law of any building or structure for which a permit has been issued under subsection 8(1) of the *Building Code Act, 1992*, prior to the day of the passing of the by-law, so long as the building or structure when erected is used and continues to be used for the purpose for which it was erected and provided the permit has not been revoked under subsection 8(10) of that Act.

The courts have further expanded the legal non-conforming use exception. A series of court decisions, including from the Supreme Court of Canada, have established that owners also have the right to evolve or reasonably expand or intensify a legal non-conforming use, provided that the evolution, expansion or intensification does not cause undue adverse impacts on the surrounding neighbourhood or area.

In *Saint-Romuald (City) v. Olivier*, 2001 SCC 57, the Supreme Court of Canada said:

- "In general, merely continuing the precise pre-existing activity, even at an intensified level, is clearly protected, but the intensification may be of such a degree as to create a difference in kind. A family farm which has a few pigs on

the fringe of a town may continue as a legal non-conforming use, but the result may be otherwise if it is sought to expand the pork operation into ‘factory in the country’ type intensive pig farming. While in one sense the ‘use’ has continued, in another sense its *character* has been so altered as to become, in terms of its impact on the community, an altogether different use.”

- “In the more usual type of situation, a non-conforming commercial use in a residential neighbourhood that enjoys increasing business should not be ordinarily penalized for its success by losing its ‘acquired right’ to operate, even if a by-product of that success is some increased traffic and noise.”

Currently, anyone who operates an STR without the benefit of a legal non-conforming use exception (grandfathered) is committing an offence under the Zoning By-law and is subject to prosecution.

It is unknown how many illegal (not grandfathered) STR operators there may be in Lakeshore or the amount of enforcement time the By-law Division will spend investigating complaints about illegal operators (one complaint received to date and currently under investigation).

Likewise, it is also unknown how many legal non-conforming (grandfathered) STRs there are in Lakeshore. In September 2023, Administration reviewed a software search tool (Granicus) that was capable of scanning more than 70 online rental platforms. At that time, 132 active STR listings were identified in Lakeshore. If those STRs were legally operating on October 10, 2023, that could provide a good approximation of how many grandfathered STRs there may be in the Municipality.

Administration is seeking direction from Council on whether the legally grandfathered STRs should be regulated in some manner. There are many reasons why Council may wish to regulate them and other forms of temporary lodging such as B&Bs and BLRHs. Some reasons include ensuring that temporary accommodations offered to the traveling public meet minimum safety standards, creating rules and regulations designed to address and prevent neighbourhood complaints, and having a mechanism to hold bad operators accountable through licence suspensions, revocations and fines.

Another reason for regulating the grandfathered STRs through a licensing regime is to have a mechanism to monitor them and confirm that the legal non-conforming use continues. The legal non-conforming status can be lost if the use is discontinued or abandoned for a long enough period of time although temporary interruptions are generally permitted if there is an intention to resume the use.

In *Mohammed v. Sayers*, 2003 CarswellOnt 5324, the Ontario Divisional Court said:

- “... the Motions Court Judge misconstrued s. 34(9)(a) of the *Planning Act*. Use of the land for residential purposes does not need to be ‘continuous’. Section

34(9)(a) requires only that the land continue to be used for its pre by-law purpose after passage of the by-law.”

- “In *Rotstein v. Oro-Medonte Township* [2002] O.J. No. 4990, Howden J. held that a boat house that had been used by the owners as an occasional residential accommodation since well before the restricting enactment did not lose its status of a legal non-conforming use because of lack of residential use for one or two summers.”

Implementing a robust licensing and enforcement strategy will, however, require additional staffing across several Divisions. Anticipated additional workload in implementing a licensing and enforcement regime for grandfathered STRs includes:

- review of submitted documentation by Planning and Legal to confirm entitlement to legal non-conforming status on October 10, 2023 and continuing entitlement thereafter;
- review by Legislative Services of all required licensing documents, coordination and assessment of input from internal departments, denial or issuance of licence, maintenance of insurance certificates, management of demerit point system, coordination of suspension/revocation/appeal hearings;
- review by By-law to confirm no outstanding orders on the property;
- review by Fire to confirm no outstanding orders on the property, site plan/floor plan shows emergency evacuation plan, sleeping areas, smoke/carbon monoxide alarms, fire extinguisher, egress doors/windows, etc.;
- review by Building to confirm no outstanding orders on the property, review of sufficient septic capacity, dwelling and accessory structures built with permits and inspections;
- review by Planning to ensure Zoning By-law compliance;
- review by Finance to ensure no outstanding property taxes or other unpaid charges;
- on-site inspection by a By-law Officer to ensure the property complies with all municipal regulatory by-laws such as Yard Maintenance, Property Standards, Fence (swimming pool enclosure);
- on-site inspection by a Fire Prevention Officer to ensure working smoke/carbon monoxide detectors, fire extinguishers, compliance with open air burning, maintenance of service equipment, compliance with submitted site plan/floor plan, general fire safety;
- if the rental is by room, and more than four renters who share facilities, detailed on-site inspection and review by both Building and Fire to confirm additional Fire Code and Building Code upgrades for BLRHs have been met;
- investigation, issuing orders, laying charges, preparing disclosure packages and prosecution briefs and attendance in court by By-law Officers, Fire Prevention Officers and Building Inspectors; and
- in-house prosecution by Legal Services of By-law, Building Code and Fire Code charges

On the other hand, there have been relatively few complaints to the By-law Division on an annual basis about STRs (typically less than 12 per year). Most complaints relate to noise and parking issues which can already be addressed using existing regulatory by-laws. Historically, Administration has not experienced chronic or repeat “bad operators” but rather the occasional problematic renter. From a budgetary and complaint perspective, the cost of implementing a licensing and enforcement regime may not be warranted at this time.

The following options are presented for Council’s consideration.

### **Option 1 – Maintain the Status Quo**

Under this option, the Municipality would not implement a licensing regime or actively regulate grandfathered STRs.

The By-law Division would still investigate complaints about non-grandfathered STRs operating in contravention of the Zoning By-law and charge the operator with an offence under the Zoning By-law where sufficient evidence can be gathered.

The By-law Division would also still investigate complaints about STRs not complying with other Lakeshore by-laws such as the Noise By-law, Parking By-law, Yard Maintenance By-law, Property Standards By-law, Fence By-law and Animal Care and Control By-law.

Under this option, Administration would not proactively seek documentation from those STR operators who claim to be legal non-conforming. The assessment of whether the operator is or is not grandfathered would only take place if a complaint is received about an illegal operator and the operator claims to be legal non-conforming. The STR operator would be required to submit documentation that will be reviewed by Planning and Legal. If it is accepted that the STR was legally operating on October 10, 2023 and is therefore grandfathered, the Zoning By-law investigation or prosecution would be discontinued. If not accepted, the operator would be charged with an offence under the Zoning By-law subject to there being sufficient evidence of operating to support a conviction.

If this option is chosen, Administration will continue to monitor the volume and seriousness of any STR-related complaints and will bring back a report to Council for further direction if at any time a licensing regime appears to be warranted.

The downside of this option is that the Municipality will not be taking an active role in addressing or mitigating safety concerns and renters will be left to conduct their own due diligence prior to renting. Another downside is that the grandfathered STR operators will not be subject to any licensing rules or regulations specific to the operation of the STR that may proactively address neighbourhood concerns. This option would be a reactive model only meaning that action will only be taken in response to complaints.

The upside to this option is that no additional staffing requirements are anticipated at this time and the significant costs associated with a licensing and enforcement regime can be avoided.

## **Option 2 – Implement an STR Licensing and Enforcement Regime**

Under this option, Administration will conduct a review of other municipal STR licensing by-laws and prepare a business licensing by-law for grandfathered STRs for Council's consideration that incorporates best practices from other municipalities.

Pursuant to the *Municipal Act, 2001*, a municipality may provide for a system of business licences and may:

- prohibit the carrying on or engaging in the business without a licence;
- refuse to grant a licence or to revoke or suspend a licence;
- impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- impose special conditions on a business in a class that have not been imposed on all businesses in that class in order to obtain, continue to hold or renew a licence;
- impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- licence, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it.

It should be noted that the *Municipal Act, 2001* specifically provides that a municipality shall not refuse to grant a licence by reason only of the location of the business if the business was being lawfully carried on at that location at the time the by-law requiring the licence came into force so long as it continues to be carried on at that location.

It should also be noted that imposing a licensing condition that requires the STR to be used as the operator's primary residence (i.e. owner occupied) would not be legally enforceable as against grandfathered STRs. Those STRs that legally operated on October 10, 2023 without being the operator's primary residence are entitled to continue as such per the *Planning Act*.

Under this option, as a first step in the business licensing process, Administration must be satisfied that the STR is entitled to legal non-conforming status. The STR operator would be required to submit sufficient proof to satisfy Planning and Legal that the STR was legally operating on October 10, 2023 and the *Planning Act* exception applies.

Satisfactory proof may include such documentation as:

- a sworn/affirmed affidavit from the STR operator;
- proof of property ownership;
- booking confirmations;

- booking history from online booking platform(s);
- payment receipts;
- invoices; and
- tax returns

The primary reason for licensing the grandfathered STRs is for public safety. A licensing regime would impose numerous reviews and inspections before a licence would be issued. Failure to comply with the requirements of the licence could result in the suspension or revocation of the licence or additional conditions being placed on the licence.

Other measures that would be imposed as part of the licensing regime include the provision of liability insurance with coverage limits of not less than \$2 million.

Some municipalities that license STRs incorporate a demerit point system into their licensing by-law. The accumulation of demerit points puts the continuation of the licence at risk.

It is also suggested that public consultation take place prior to the implementation of an STR business licensing by-law for the grandfathered STRs. This option has significant staffing and budgetary implications and public input and feedback would be helpful to gauge resident support for the initiative as well as identify the most pressing issues that residents would like to see addressed in a licensing by-law. The typical licensing fee charged to STR operators is unlikely to fully recover all the administrative and enforcement costs.

Under this option, it is also recommended that the Municipality further investigate the purchase of a software search tool such as Granicus to:

- identify online STRs by address;
- identify STR owners;
- analyze unit types (partial homes, entire homes), listing type (single family home, multi family home), median nightly rate, type of booking platform;
- create a rental unit record using listing status, metadata, full-screen screenshots that are time stamped and available in real time;
- provide documented evidence of every address match to support enforcement efforts;
- track status of individual rentals and create case notes on the unit's record;
- assist with compliance monitoring, sending enforcement letters; and
- automatically adding evidence (photographs and listing details) to communications to STR operators.

When investigated in 2023, Granicus also had an option for a 24/7 monitored hotline. Concerned neighbours could call the Granicus STR hotline or report complaints online. The complainant is asked to provide information on the alleged incident and to submit photos, videos or other proof. If the property is a licensed property, the 24/7 hotline

immediately calls and texts the STR operator or their designed emergency contact to seek acknowledgement of the complaint and resolution. The complaint and resolution notes are saved in a database so serial offenders can be held accountable.

If Council selects this option, Administration will engage in public consultation, conduct a comprehensive review of other municipal STR licensing bylaws, draft an STR business licensing by-law based on best practices, and investigate options and pricing for a software search tool (in 2023 the options considered at that time were estimated at \$4,050 annually) and 24/7 monitored hotline.

### **Option 3 Implement Licensing and Enforcement Regimes for STRs, B&Bs and BLRHs**

Option 3 is the same as Option 2 but with the addition of B&Bs and BLRHs.

The primary reason to include the licensing and enforcement of B&Bs and BLRHs is for public safety. In addition, the licensing and review of B&Bs would ensure that there is an owner on site to monitor the activities of guests.

It is currently unknown how many B&Bs or BLRHs may be operating in Lakeshore.

A B&B shares common characteristics with an STR but is owner occupied. There may be less concern about renter behaviour and negative impacts to the neighbourhood given that the owner is on site.

A BLRH is not typically owner occupied and requires additional Fire Code and Building Code upgrades because the rooms are individually rented and the renters do not know each other and do not function as a single housekeeping unit. The additional fire separation requirements are for safety reasons and are designed to give the occupants additional time to escape a burning house.

Under the Fire Code and Building Code, additional requirements apply to BLRHs where:

- the building height does not exceed 3 storeys and the building area does not exceed 600 m<sup>2</sup>;
- lodging is provided for more than four persons in return for remuneration or the provision of services or both; and
- lodging rooms do not have both bathrooms and kitchen facilities for the exclusive use of individual occupants.

A common example of a BLRH is a single family home that is rented by the room to students or temporary workers. Typically, a BLRH is rented for a period that exceeds 28 days and, if so, would not be considered an STR and would not be regulated under Option 2.

As noted under the Comments section of this report, if a grandfathered STR met the definition of a BLRH under the Fire Code and Building Code, an on-site inspection would be required by Fire and Building personnel to ensure that the additional Code requirements have been met. Under this option, BLRHs that are not grandfathered STRs would also be licensed.

By choosing this option, the concerns applicable to the grandfathered STRs are also addressed in the context of B&Bs and BLRHs.

### Financial Impacts

Proceeding with Option 1 does not have any immediate financial impact.

Proceeding with Option 2 or Option 3 is anticipated to create significant workload increases across several Divisions that cannot be assumed by existing staff. To support either of these options, the following staff additions are required:

Staff Addition	Projected Cost
Licensing Coordinator	\$95,000 salary and benefits (estimated) \$6,000 computer (one time cost)
By-Law Officer x 2 (evenings and weekends)  * negotiation with union required re scheduling	\$230,000 salary and benefits (2025 rate) \$12,000 vehicle lease (recurring) \$2,500 uniform (recurring) \$2,000 bullet proof vest (custom fit) \$6,000 computer (one time cost) \$6,000 training (recurring)
Fire Prevention Officer	\$115,000 salary and benefits (2025 rate) \$6,000 vehicle lease (recurring) \$1,000 uniform (recurring) \$3,000 computer (one time cost) \$2,500 training (one time cost)
<b>TOTAL</b>	<b>\$487,000</b>

The work of these additional staff members would not be restricted to solely supporting Options 2 or 3 and they would be available to assist with other tasks of their respective Divisions.

For full cost recovery, the following licensing and user fees are contemplated under Option 2 and Option 3:

<b>Description</b>	<b>Fees</b>
Planning review of legal non-conforming status	\$2,500
Legal review of legal non-conforming status	\$249.90/hour  (same as 2025 user fee charged for recovery of legal fees for lawyer associated with tax sales, property disposition)
Licensing Clerk processing of application	\$500
Fire review	\$80
Fire inspection	\$125
Building review – including change of use permit	\$119
Renovation Permit – for safety items which do not pass Building Code inspection	\$1,000 indemnity deposit  \$15 per \$1,000 construction value
By-law review	\$150
By-law inspection	\$150

Description	Fees
Planning Zoning Compliance letter	\$250
Finance Compliance Letter	\$100

Under Options 2 and 3, Council could also consider implementing a Municipal Accommodation Tax (MAT) as another possible means of offsetting the costs of a licensing and enforcement regime.

Per section 400.1 of the *Municipal Act, 2001*, S.O. 2001, c. 25, a municipality may impose a tax on the purchase of transient accommodation through a by-law subject to certain conditions and exceptions.

Council previously considered a report from Administration on the implementation of a MAT at the March 23, 2021 Council meeting (Appendix C). Council passed resolution #100-03-2021 to “Defer consideration of the Municipal Accommodations Tax Report until after public consultation for Short Term Rentals has occurred.”

If a MAT is implemented, O. Reg. 435/17 (Transient Accommodation Tax) requires that the municipality share the revenue with an “eligible tourism entity”. The eligible tourism entity can only use the revenue for the exclusive purpose of promoting tourism. The regulation does not specifically address what the Municipality can use its portion of the revenue for.

Under any of the three options, Administration can work on an updated report to Council regarding the implementation of a MAT and how the MAT revenue could offset the costs of a licensing and enforcement regime.

## Attachments

Appendix A – Zoning By-law Amendment 85-2023

Appendix B – Ontario Land Tribunal notice

Appendix C – Council Report “Municipal Accommodations Tax (MAT) Report”

## Report Approval Details

Document Title:	Short-Term Rentals – update on Ontario Land Tribunal appeal and options for regulation and enforcement of STRs.docx
Attachments:	-Appendix A – Zoning By-law Amendment 85-2023.pdf -Appendix B – Ontario Land Tribunal notice.pdf -Appendix C – Council Report “Municipal Accommodations Tax (MAT) Report”.pdf
Final Approval Date:	May 19, 2025

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

Prepared by Susan Hirota and Tammie Ryall

Approved by Tyson Cragg

# **Municipality of Lakeshore**

## **By-law 85-2023**

### **Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-14-2023)**

**Whereas** By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

**And whereas** the Council of the Municipality of Lakeshore deems it in the interest of good planning to amend By-law 2-2012;

**And whereas** this amendment is in conformity with the Lakeshore Official Plan;

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

1. Section 4.0 "Definitions" is amended by adding the following as a new paragraph 200 and renumbering subsequent paragraphs accordingly:

**200. SHORT-TERM RENTAL ACCOMMODATION** – shall mean the commercial use of any residential dwelling unit, or part thereof, or a mobile home or accessory structure on a residential property, used as a place of temporary habitation, lodging or occupancy under authority of a concession, permit, lease, license, rental agreement or similar commercial arrangement authorizing such temporary habitation, lodging or occupancy for a period equal to or less than twenty-eight (28) consecutive calendar days, but does not include a Bed and Breakfast Establishment or Housekeeping Cottage as defined in By-law 2-2012.

2. Section 6.0 "General Provisions" is amended by adding the following as a new subsection 6.53 and renumbering subsequent subsections accordingly:

#### **6.53. Short-Term Rental Accommodation**

The following provisions shall apply to a Short-Term Rental Accommodation use:

- a) Short-Term Rental Accommodation, as defined by this By-law, shall not be permitted in any zone;
- b) The rental or leasing of any residential property, including agricultural lands, or part thereof, for overnight accommodation for fewer than 28 consecutive days, shall be subject to the regulations and definitions related to Bed and Breakfast Establishments.

3. This by-law shall come into force in accordance with sections 34 and 36 of the *Planning Act*, R.S.O. 1990, c. P. 13.

Read and passed in open session on October 10, 2023.

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**Mayor  
Tracey Bailey**

---

**Clerk  
Brianna Coughlin**

## Ontario Land Tribunal

655 Bay Street, Suite 1500  
Toronto ON M5G 1E5  
Telephone: (416) 212-6349  
Toll Free: 1-866-448-2248  
Website: olt.gov.on.ca

## Tribunal ontarien de l'aménagement du territoire

655 rue Bay, suite 1500  
Toronto ON M5G 1E5  
Téléphone: (416) 212-6349  
Sans Frais: 1-866-448-2248  
Site Web: olt.gov.on.ca



**Date:** October, 24 , 2024

Brianna Couglin  
419 Notre Dame Street  
Belle River, ON N0R 1A0  
[bcoughlin@lakeshore.ca](mailto:bcoughlin@lakeshore.ca)

**Re:** OLT Case Number: OLT-23-001184  
OLT Lead Case Number: OLT-23-001184  
Municipality/Upper Tier: Municipality of Lakeshore  
Subject Property Address: 1221 Surf Club Drive  
Reference Number(s): ZBA-14-2023

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Subsection 34(23.1) of the *Planning Act* provides;

(23.1) If all appeals to the Tribunal under subsection (19) are withdrawn and the time for appealing has expired, the Tribunal shall notify the clerk of the municipality and the decision of the council is final and binding.

I am writing to advise that the appeal by [**Stephanie Bradt**] was withdrawn by letter dated October.15, 2024.

There are no outstanding appeals in this matter, and our file is closed. As a result, the Tribunal has cancelled the hearing event that was scheduled to commence on [**October.16, 2024**].

Yours truly;

Euken Lui  
Acting Registrar

c.c.  
[jnehmetallah@mccarthy.ca](mailto:jnehmetallah@mccarthy.ca)  
[nenniger@municipallawyers.ca](mailto:nenniger@municipallawyers.ca)  
[apace427@hotmail.com](mailto:apace427@hotmail.com)

# Municipality of Lakeshore - Report to Council

## Community & Development Services

### Economic Development



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

---

#### Recommendation

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

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

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

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

#### Background

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

457-10-2019

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

#### Comments

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

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

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

## Legislation

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

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

## Current State of Short Term Rentals and MAT

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

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

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

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

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

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

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

## Regional Comparators

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

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

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

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

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

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

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

## **Analysis**

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

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

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

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

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

## **Conclusion**

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

## **Others Consulted**

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

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

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

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

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

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

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

## Financial Impacts

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

### Potential Revenue Model:

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

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

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

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

**Attachments:**

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

**Report Approval Details**

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

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

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride

# Municipality of Lakeshore – Report to Council

## Corporate Services

### Deputy Chief Administrative Officer- Chief Financial Officer



**To:** Mayor and Members of Council

**From:** Justin Rousseau, Deputy Chief Administrative Officer- Chief Financial Officer

**Date:** May 28, 2025

**Subject:** Municipal Accommodation Tax for Lakeshore

---

### Recommendation

Support the motion from Tourism Windsor Essex Pelee Island Board of Directors as follows: "That the Board of Directors ENDORSES the need to implement a Municipal Accommodation Tax (MAT), throughout the towns/municipalities in Essex County, and encourages all Councils do so in an effort to benefit from the revenue stream derived, thereby supporting tourism infrastructure and marketing programs.

FURTHER, that Tourism Windsor Essex Pelee Island be the designated tourism entity to receive 50% of the monies collected (distribution of revenues to be 50/50 based on the net revenues (total revenues less cost/expenses of collection agency); the City of Windsor to be the collection agency and that Town/Municipal responses are respectfully received by August 31, 2025 in order to plan a path forward." and

Direct Administration to proceed with the implementation of a Municipal Accommodation Tax and that the use of these funds to offset compliance cost with by-law enforcement and licensing be presented in a future municipal budget, all as presented at the August 12, 2025 Council meeting.

### Strategic Objectives

5b) Modernize Citizen-Centered Services - Bylaw Modernization (including a calendar of bylaw review and effective enforcement strategies/capabilities)

### Background

In 2017, the province enacted O. Reg. 435/17, known as the 'Transient Accommodation Tax' (MAT), which granted municipalities the authority to implement this tax at their discretion. The purpose of the MAT is to support local tourism growth and development

while providing municipalities with an additional source of revenue. It aims to amplify existing tourism investments through marketing and product development. The benefits of the MAT include developing and sustaining local tourism economies, enhancing economic resilience, increasing the return on investment of local tourism offerings through diversified income, and providing revenue or seed funding for municipalities.

Lakeshore Council has reviewed the MAT issue in the past in the following report (Appendix A) and passed the following resolutions:

Resolution #100-03-2021

Defer consideration of the Municipal Accommodations Tax (MAT) Report until after the public consultation process for Short Term Rentals.

Result: Carried

On May 20<sup>th</sup> 2025, Tourism Windsor Essex Pelee Island (TWEPI) made a presentation (Appendix B) and Council passed the following resolution:

Resolution # 130-05-2025

Direct Administration to work with TWEPI and other interested regional municipal partners to bring forward an updated report that would support the implementation of a Municipal Accommodation Tax in Lakeshore, including a draft by-law.

At the same meeting Council also reviewed a report with the financial implications of the enforcement and regulation for the short-term rentals (STR) that are believed to exist in Lakeshore.

## **Comments**

The MAT is governed by specific regulatory requirements and spending guidelines. The portion of MAT allocated to tourism entities is subject to spending restrictions. It must be used exclusively for activities that promote tourism, including the development of tourism-related products.

In contrast, the municipality's portion of MAT revenue is not bound by the same restrictions. Municipalities retain discretion over how to spend their share, provided the expenditures support tourism-related objectives. In the case of Lakeshore and STRs the cost of compliance and licensing would be viewed as an eligible expense.

According to section 400.1 of the Municipal Act, a MAT by-law must include several key components. These include identifying the subject of the tax, specifying the tax rate or the amount payable, and outlining how the tax will be collected.

The by-law may also include additional elements such as exemptions, rebates, penalties, and interest on outstanding amounts. It can further address the assessment of unpaid taxes or penalties, audit and inspection powers, dispute resolution mechanisms, and enforcement measures.

TWEPI is proposing a model like the one they are currently using with the City of Windsor.

The City of Windsor implemented a MAT on October 1, 2018, initially set at 4%. This tax applies to transient accommodations, including hotels, motels, inns, bed and breakfasts, resorts, and short-term rental companies, for stays of 30 days or less. The MAT is applied solely to the purchase price of the accommodation, excluding ancillary services such as meeting room rentals, food and beverage, mini bar, internet, telephone, and room service, provided these are itemized separately on the invoice. All guest invoices are required to include a separate line for the MAT, and the Harmonized Sales Tax (HST) is applicable to the MAT.

Effective April 1, 2025, the City of Windsor increased its MAT rate from 4% to 6%. For accommodations booked and paid in full prior to April 1, 2025, the tax rate remains at 4%. However, if the accommodation was booked before April 1, 2025, but paid on or after that date, the 6% rate applies.

The MAT is collected by a City of Windsor Collection team comprised of one Financial Analyst. These costs are taken off the revenue generated by the MAT, and the net proceeds are allocated equally between TWEPI and the City of Windsor. TWEPI utilizes its portion to promote and develop tourism in the region, while the city's share funds future projects and initiatives aimed at supporting tourism.

Example of \$2,500,000 of MAT Collected:

MAT Collected	\$2,500,000
Less: City of Windsor FA salary and benefit cost (estimated at \$90,000 *1.35 for benefit cost)	(\$121,500)
Less: City of Windsor Overhead Allocation (estimated 15%)	(\$18,225)
MAT To Be Split 50-50	<u>\$2,360,275</u>
Amount for TWEPI	<u>\$1,180,138</u>
Amount for Others in Cost Sharing	<u>\$1,180,137</u>

In the above example, cost for administration represents 5%, which is split 2.5% each by TWEPI and Others in the Cost Sharing, actual results may vary.

It is important to note that since its implementation, the MAT has contributed to the growth of tourism funding in Windsor. Notably, funding has increased by 27% since 2019, reflecting the positive impact of the tax on the city's tourism sector.

### **Lakeshore MAT and STRs**

Based off research and TWEPI presentation, the Municipality of Lakeshore recorded 165 active accommodation listings, including STRs and hotel/motel properties, according to data from MetaBase and Smith Travel Research. These listings reflect a growing tourism presence, with a 50% average occupancy rate over the same period. This level of activity indicates a stable and consistent demand for temporary accommodations in the region.

The implementation of the MAT presents a significant opportunity to offset the financial risks and administrative costs associated with enforcing by-law compliance and licensing for STRs. The total estimated tourism revenue in Lakeshore stands at \$8.6 million, illustrating the economic value of this sector to the local community.

At a 4% MAT rate, the municipality collects approximately \$344,000 in annual revenue, with an even split of \$172,000 each going to the Municipality of Lakeshore and TWEPI. With a 6% MAT rate, this revenue is projected to rise to \$518,000, with both the municipality and TWEPI receiving \$259,000 each.

This increase in MAT revenue can provide a sustainable funding source to cover the costs associated with managing STRs, including by-law enforcement, staff resources, licensing infrastructure, and compliance monitoring. Leveraging these funds ensures that regulatory responsibilities are met without placing undue pressure on municipal budgets, while also maintaining a balanced and well-managed accommodation sector that supports local tourism goals.

Lakeshore Council has been presented with a few options on STR, and they do come with significant cost, estimated as follows:

<b>STAFF ADDITION</b>	<b>PROJECTED COST</b>
Licensing Clerk	 \$100,000 salary and benefits (estimated)  \$6,000 computer (one time cost)

By-Law Officer x 2 (evenings and weekends)  * negotiation with union required re scheduling	\$230,000 salary and benefits (2025 rate) \$12,000 vehicle lease (recurring) \$2,500 uniform (recurring) \$2,000 bullet proof vest (custom fit) \$6,000 computer (one time cost) \$6,000 training (recurring)
Fire Prevention Officer	\$115,000 salary and benefits (2025 rate) \$6,000 vehicle lease (recurring) \$1,000 uniform (recurring) \$3,000 computer (one time cost) \$2,500 training (one time cost)
<b>TOTAL</b>	<b>\$487,000</b>

To help cover these expenses, Administration has proposed annual user fees amounting to \$1,355, along with a one-time fee of \$2,500 for a planning review of legal non-conforming status. Additionally, there will be an hourly charge for legal reviews.

Lakeshore and TWEPI estimates for the number of potential STRs in the area are similar, though not identical, with both ranging between 130 and 150 properties. Based on these figures, annual user fee revenue could be estimated between \$176,150 and \$203,250, with an average of approximately \$190,000. In the first year, assuming full compliance with the municipal process, total revenue could range from \$501,150 to \$578,250, averaging around \$540,000, this is due to the one-time fees being applicable only at the start of the program.

There is a significant risk that many would not comply and continue to operate illegally, and the Municipality would have to charge offenders where sufficient evidence can be collected and upon conviction the Provincial Offences Court would impose fines that are deemed to be reasonable in the eyes of the court.

These factors create a significant risk and financial shortfall that would need to be covered by tax revenue to achieve compliance and control over STRs. This shortfall and financial risk can be offset and mitigated by implementing a Municipal Accommodation Tax (MAT). This tax will provide Lakeshore with the necessary funds to ensure that the costs of additional by-law enforcement, licensing, and fire prevention are borne by visitors to Lakeshore, rather than its taxpayers.

It is recommended that a MAT for Lakeshore be approved. Should Council approve the direction to implement a MAT, a by-Law will be brought back to a later Council meeting.

### Others Consulted

Tourism Windsor Essex Pelee Island was consulted on this report.

### Financial Impacts

The following is a breakdown of annual revenue with MAT tax at different rates proposed by TWEPI after the first year in which user fees for compliance reviews are completed

	<b>MAT 4%</b>	<b>MAT 6%</b>
Total Estimated MAT Revenue	\$344,000	\$518,000
Less: Amount Transferred to TWEPI	(172,000)	(254,000)
MAT retained by Lakeshore	172,000	254,000
Estimated Annual User Fees from STR	<u>190,000</u>	<u>190,000</u>
<b>Total Revenue</b>	<b><u>\$362,000</u></b>	<b><u>\$444,000</u></b>

<b>Total Estimated Cost</b>	<b>\$(487,000)</b>	<b>\$(487,000)</b>
<b>Deficit</b>	<b><u>\$(125,000)</u></b>	<b><u>\$(43,000)</u></b>

Even with a 6% MAT, there remains a deficit of \$43,000, as the cost of compliance exceeds the revenue generated by user fees and the MAT tax. To achieve a break-even, licensing user fees would need to increase by \$310 per STR, or by \$895 per STR to cover the deficit with a 4% MAT.

Without the MAT, the deficit is \$297,000 (\$487,000 - \$190,000), which would require an increase in licensing user fees by \$2,150 per STR to cover the shortfall without relying on taxpayer funding.

## Attachments

Appendix A- MAT report from 2021

Appendix B- Presentation from TWEPI

## Report Approval Details

Document Title:	Municipal Accommodation Tax For Lakeshore.docx
Attachments:	- MunicipalAccommodationsTaxMATReport.pdf - TWEPI Council Presentation 2025 - Lakeshore_compressed.pdf
Final Approval Date:	Aug 1, 2025

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

Prepared by Justin Rousseau

Approved by Tyson Cragg

# Municipality of Lakeshore - Report to Council

## Community & Development Services

### Economic Development



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

---

### Recommendation

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

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

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

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

### Background

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

457-10-2019

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

### Comments

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

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

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

## Legislation

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

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

## Current State of Short Term Rentals and MAT

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

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

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

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

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

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

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

## Regional Comparators

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

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

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

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

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

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

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

## **Analysis**

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

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

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

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

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

## **Conclusion**

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

## **Others Consulted**

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

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

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

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

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

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

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

## Financial Impacts

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

### Potential Revenue Model:

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

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

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

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

**Attachments:**

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

**Report Approval Details**

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

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

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Others Consulted**

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

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



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

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

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

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

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

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

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

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



## **TAX REVENUE - SUPPORTING MUNICIPALITIES**

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

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

### **PROPOSAL FOR MUNICIPALITIES**

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

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

Similar systems work well in other provinces:

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

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

Minister Clark, Municipal Affairs

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

Minister Macleod, Tourism

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

Minister Phillips, Finance

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

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

PRESENTATION TO

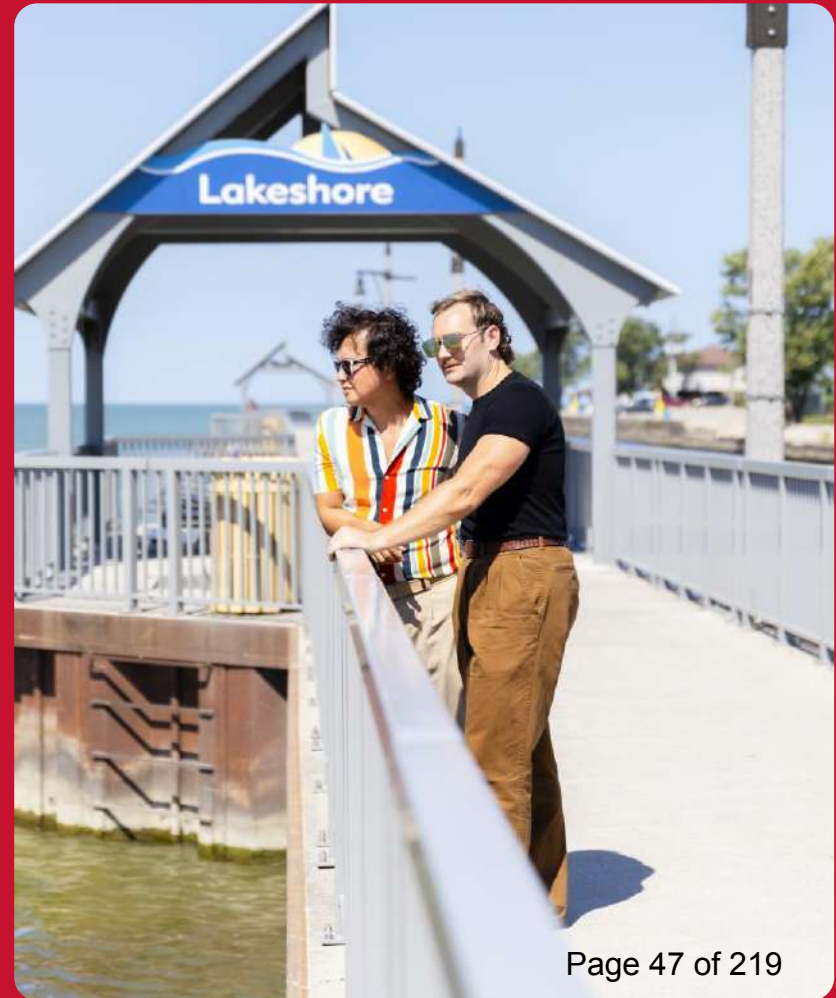
# Municipality of Lakeshore Council

Tuesday, May 20<sup>th</sup>, 2025



WE GO *Together*

[visitwindsoressex.com](https://www.visitwindsoressex.com)



Page 47 of 219

# Our Mission

We are the leading tourism industry collaborative committed to enhancing the economy and quality of life through:

- **Supporting industry development and individual operators**
- **Actively facilitating partner engagement**
- **Effectively marketing our destination**

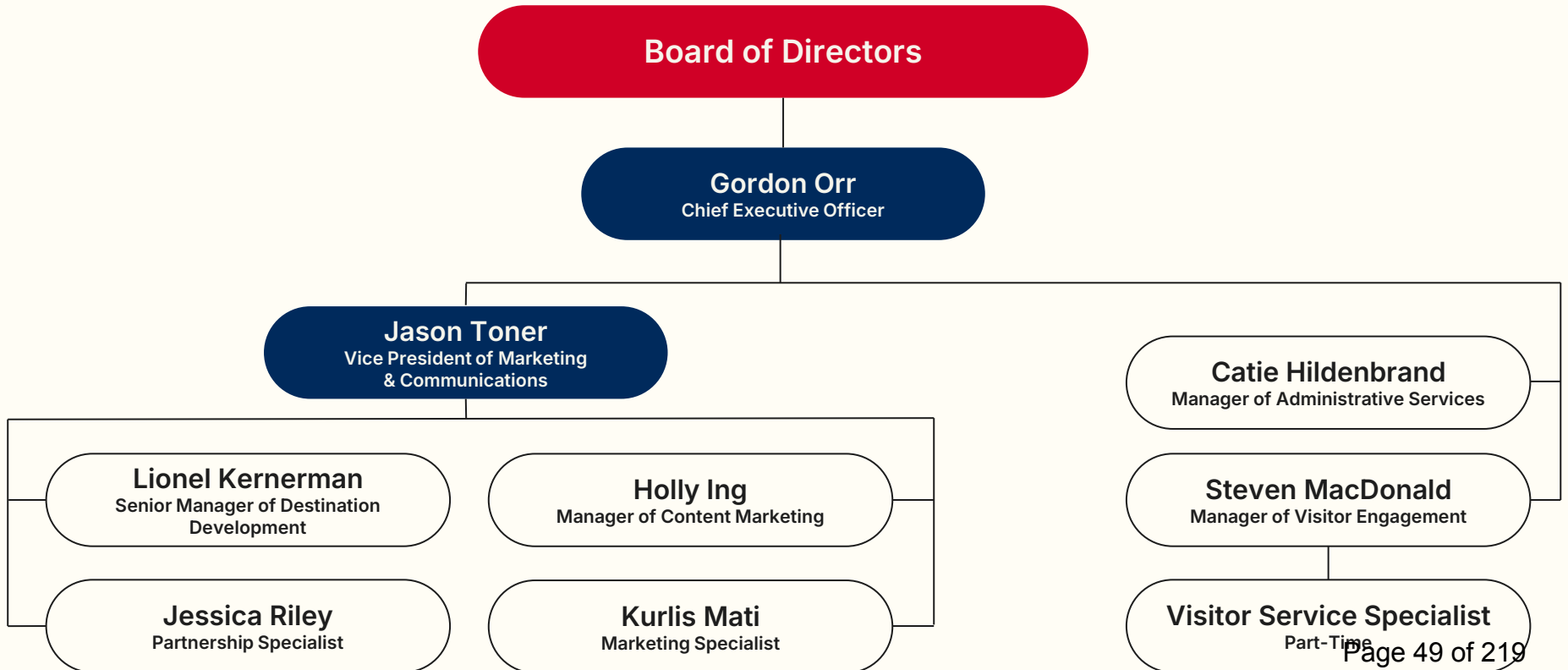


The official Destination Marketing Organization for our region's tourism industry.



ACCREDITED BY:  **DESTINATIONS**  
INTERNATIONAL

# Organizational Chart



# Board of Directors



## Executive

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### **Mayor Crystal Meloche**

Town of LaSalle, Chair

### **Councillor Renaldo Agostino**

City of Windsor, Vice-Chair

### **Gordon Orr\***

Tourism Windsor Essex Pelee Island,  
Secretary Treasurer

*\*Non-voting member*

## Directors

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### **Mayor Drew Dilkens**

City of Windsor

### **Councillor Angelo Marignani**

City of Windsor

### **Jordan Goure**

President and CEO Picsume

### **Warden Hilda MacDonald**

County of Essex

### **Mayor Dennis Rogers**

Town of Kingsville

### **Scott Wilkins**

Owner Dancing Swallows Vineyard

### **Mayor Cathy Miller**

Township of Pelee

### **Natalie Lepine**

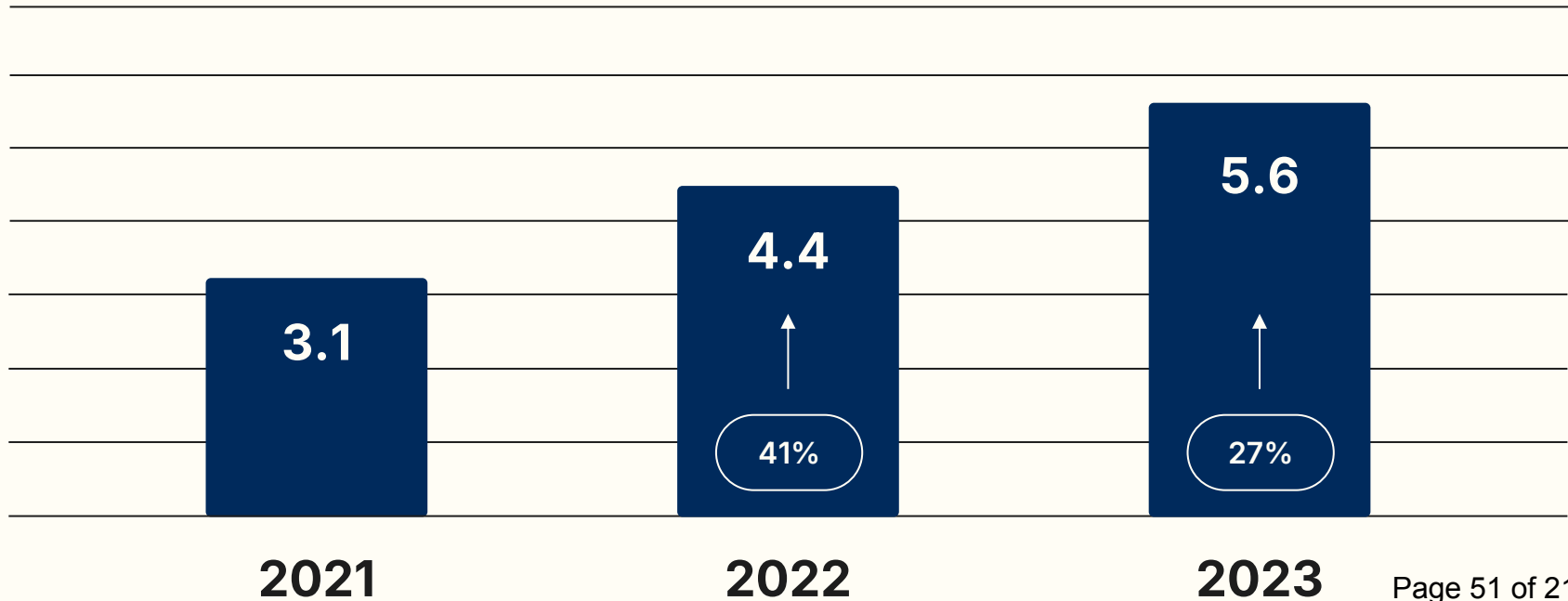
Director, Hotel Sales and Hotel  
Operations, Caesars Windsor

### **Patti Lauzon**

Executive Director Windsor  
Symphony Orchestra

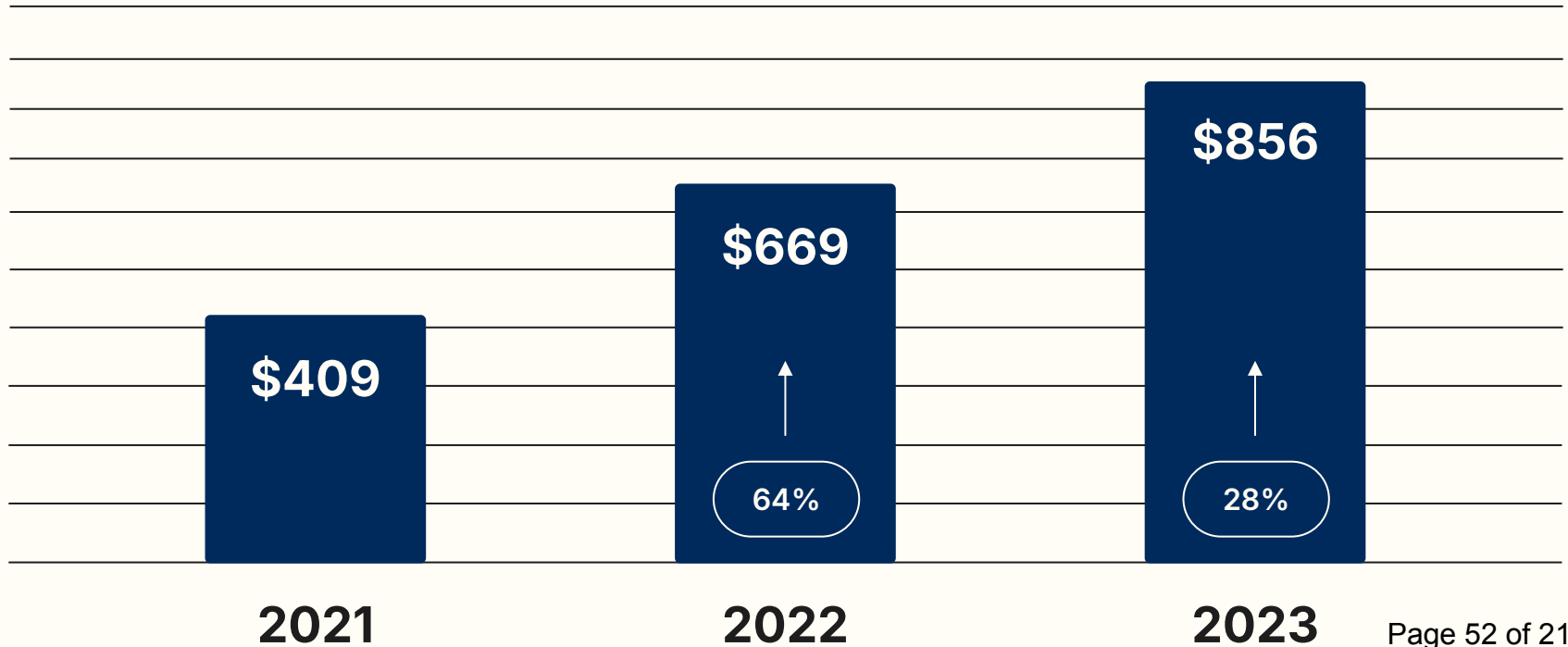
# Visitors

Amount of Visitors in Millions



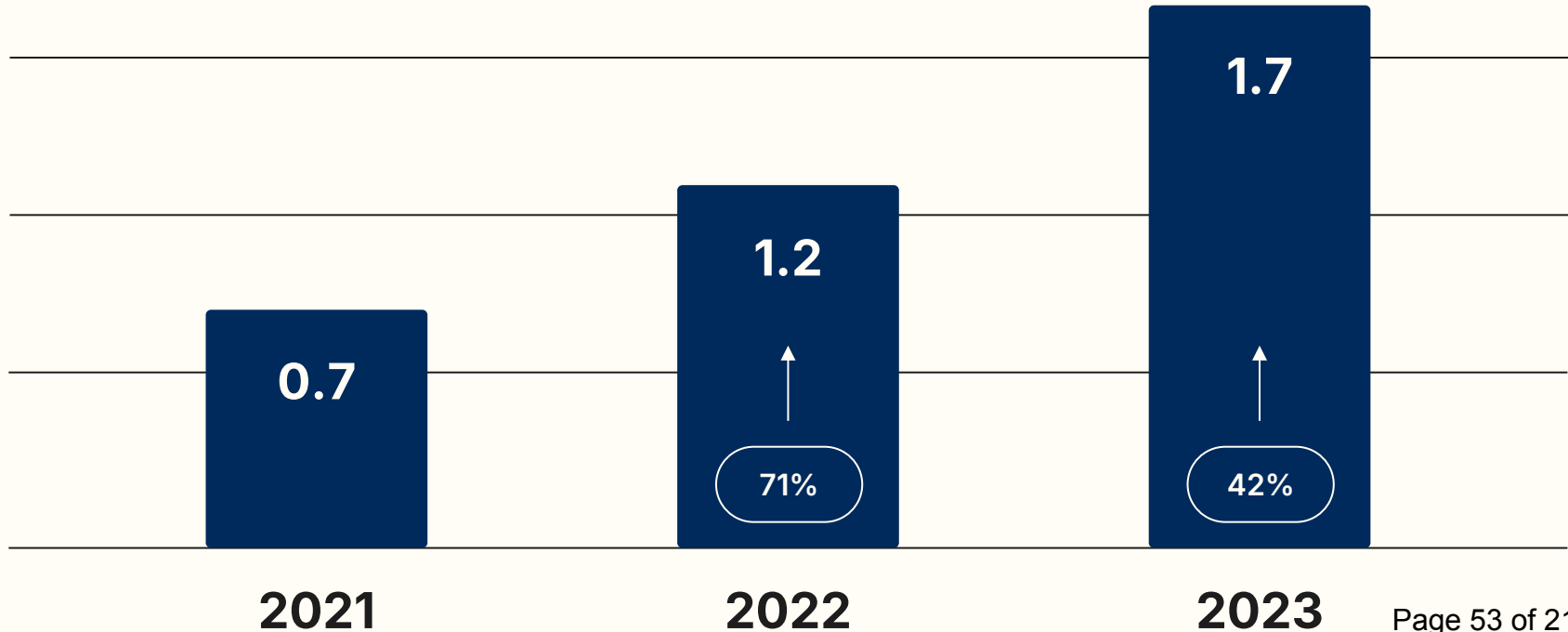
# Visitor Spend

Amount in \$ Millions

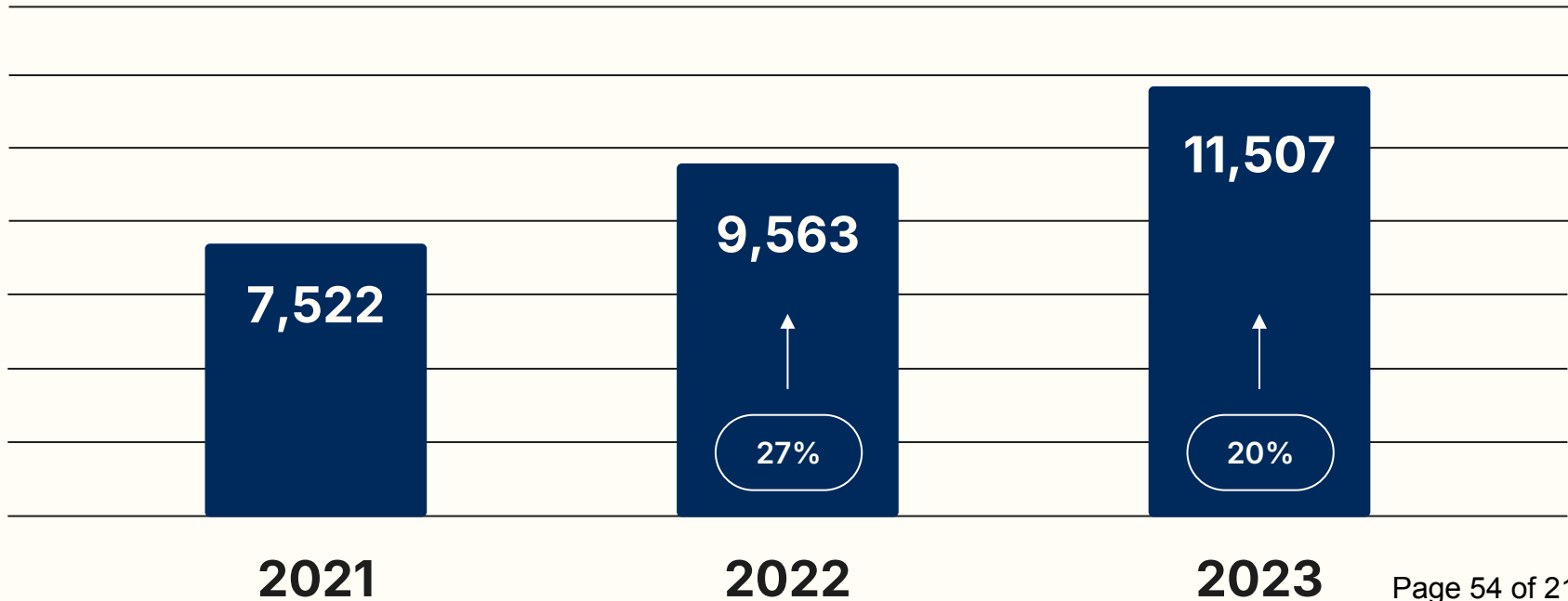


# U.S. / International Visitors

Amount of Visitors in Millions



# Tourism Workforce



# Hotel Indicators

Occupancy Rate

69.8%

Up 0.14%

Average Daily Rate

\$149.62

Up \$5.58

\*Note: YOY December 31, 2024 vs December 31, 2023



## Total Social Reach

# 76.6k



26.6k



16.8k



2.6k



9.8k



20.8k

# Destination Playbook

**DINE**  
**#YQG** BARRELS  
& BREWS  
#CRAFTBEER

**EPIC WINE**  
*Country*

FOOD & DRINK  
PLAY  
-IN-  
YQG

#BARREL TRAIL

VISITWINDSORSESSEX.COM

ARTS & CULTURE

TUFTED TITMOUSE



History  
POUKS  
FROM THIS  
PLACE

#WHISKY

WINDSOR • AMHERSTBURG • ESSEX • KINGSVILLE • LAKESHORE  
LASALLE • LEAMINGTON • TECUMSEH • PEELEE ISLAND

2025

TOURISM WINDSOR ESSEX PEELEE ISLAND  
**DESTINATION  
PLAYBOOK**



World Class  
**GAMING**

WHERE THE PAST  
Meets the Present

**BEST OF  
WINDSOR  
ESSEX**

**TWO-NATION  
DESTINATION**

**COFFEE  
CULTURE**

*Lake to*  
**PLATE**

**ISLAND LIFE**

*Outdoor*  
**ADVENTURE**

**GONE FISHIN'**

2-WHEELED  
ADVENTURE

**TIP OF CANADA**

**FOLLOW THE  
FLAVOURS**

ONE OF A  
Kind  
**Shop  
YQG**

*Pedal & Paddle*  
**BIRDING**

**YQG**  
**WE'RE LOCAL**



**Food & Drink**



**Arts & Culture**



**Outdoor Adventure**



**Entertainment**



## 2024/2025 Official Visitor Guide

259k

Digital Page Views

40k

Print Distribution

276

Advertising Partners

## 2025/2026 Official Visitor Guide

Release date: Thursday April 24th



# *Night* **MARKET** **HOP**

The graphic features the text "Night MARKET HOP" in a stylized font. "Night" is in a white script font, while "MARKET" and "HOP" are in a bold, white, distressed sans-serif font. The text is centered on a dark red background with a subtle grid pattern. Below the word "HOP", there is a white dotted arc with a small white bird icon at its base. Five white location pin icons are scattered around the text: one in the top right, one in the middle right, one in the bottom right, one in the bottom left, and one in the middle left.

# Destination Ontario Partnerships



## 2024 U.S. Digital Campaign:

510k

Unique Visitors

## 2024 U.S. Broadcast Partnership:

21.7m

Viewers

## 2025 Partnerships:

**Winter Seasonal Spotlight - Rest & Relax**  
January & February

**U.S. Digital Campaign**  
May - July & August - September

**Canadian Broadcast Partnership**  
June

**U.S. Broadcast Partnership**  
April & September

ANNUAL GENERAL MEETING

# Save the Date

Thursday June 12th



# Municipal Accommodation Tax (MAT) Purpose & Benefits

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- In 2017, the province enacted **O. Reg. 435/17 ('Transient Accommodation Tax')**, which granted municipalities authority to implement a MAT if they choose to:
- **Purpose of the MAT**
  - To support local tourism growth and development while providing municipalities with another source of revenue.
  - Amplifying existing tourism investments through marketing and product development.
- **MAT Benefits**
  - Developing and sustaining local tourism economics - economic resilience.
  - Increasing the ROI of local tourism offerings through diversified income.
  - Revenue/seed funding for municipalities.

# MAT - Regulatory Overview

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- **Spending Restrictions on Tourism Entity Portion of MAT?**
  - Yes. Their portion of MAT must be spent on activities that promote tourism, which includes the development of tourism products.
- **Spending Restrictions on Municipal Portion of MAT?**
  - No. The municipality retains discretion on how to spend its portion of MAT revenues with an aim to support tourism.

# MAT By-Law Requirements

As per Municipal Act, section 400.1

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- **A MAT By-Law Must State:**

- Subject of the tax to be imposed
- Tax rate or amount of tax payable
- How the tax is to be collected

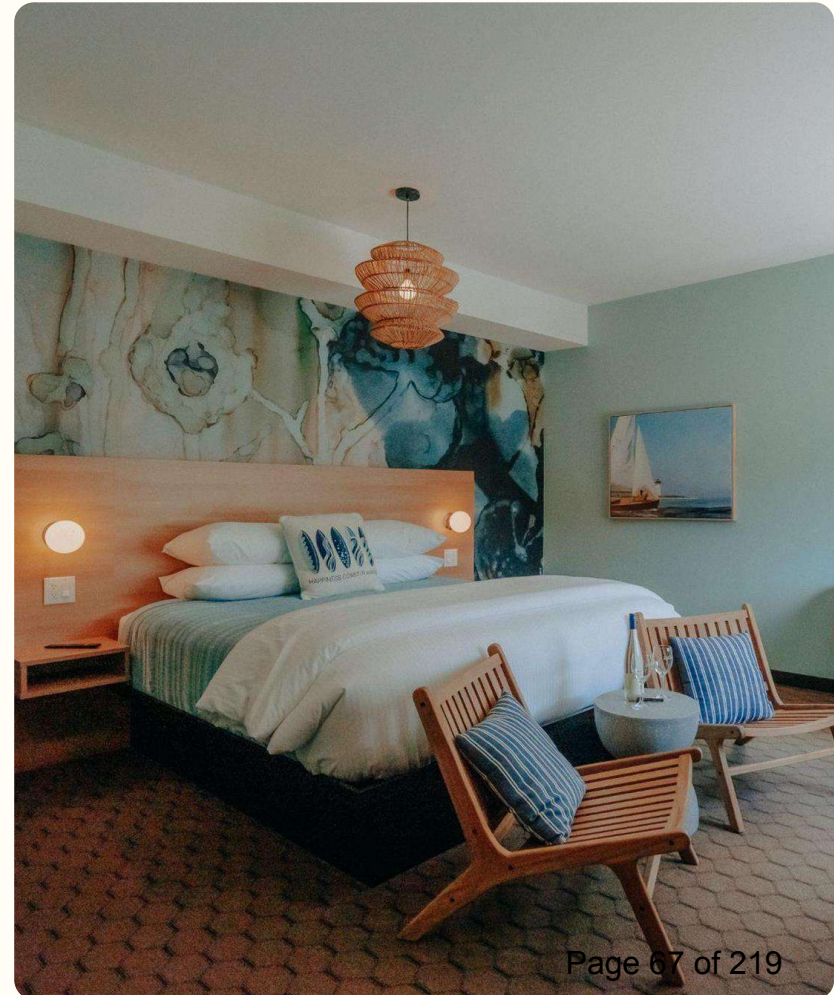
- **Other By-Law Contents**

- Exemptions
- Rebates
- Penalties, interest on outstanding taxes/penalties, assessment of outstanding tax/penalties/interest
- Audit and inspection powers
- Dispute resolution mechanism
- Enforcement measures

# Board Direction

Received direction from our board to investigate the implication of a MAT for Essex County towns/municipalities.

1. **May 2024 - CAO Regional Meeting**
2. **June 2024 - Hosted a MAT Tax Workshop with TIAO**
3. **January 2025 - Hosted a follow-up meeting**
4. **Next Step: April/May 2025 - Visit each municipality/town council meeting**



# MAT- Municipality of Lakeshore

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165

**Accommodation Listings**  
Short Term Rentals & Hotels/Motels

# MAT- Municipality of Lakeshore

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50%

Occupancy Rate

# MAT – Municipality of Lakeshore

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**\$8.6m**

**Total Estimated Revenue**

# MAT – Municipality of Lakeshore

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**\$344k**

MAT 4%

**\$518k**

MAT 6%

**\$172k**

Lakeshore Share

**\$259k**

Lakeshore Share

**\$172k**

TWEPI Share

**\$259k**

TWEPI Share

# MAT- County of Essex

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1,243

Accommodation Listings

\$41.9m

Total Estimated Revenue

\$1.7m

MAT 4%

\$2.5m

MAT 6%

# Proposed Mechanics

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1

## **Collection Agency - Regional Shared Service with City of Windsor**

- 2% or 3% to the municipality/town
- 2% or 3% to Tourism Windsor Essex Pelee Island

2

## **By-law - City of Windsor template**

# Sample By-law

## Corporation of the City of Windsor

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### BY-LAW NUMBER 133-2018

#### A BY-LAW TO ESTABLISH A MUNICIPAL ACCOMMODATION TAX IN THE CITY OF WINDSOR

Passed the 17<sup>th</sup> day of September, 2018.

**WHEREAS** section 400.1 of the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "Act"), provides that the council of a local municipality may pass by-laws imposing a tax in respect of the purchase of transient accommodation within the municipality;

**AND WHEREAS** pursuant to section 400.1 of the *Act* and Ontario Regulation 435/17, the Council of the Corporation of the City of Windsor has approved the imposition of a new Municipal Accommodation Tax on the purchase of transient accommodation in the City of Windsor;

**THEREFORE** the Council of The Corporation of the City of Windsor enacts as follows:

#### **DEFINITIONS**

1. In this by-law,

**"Accommodation"** means Lodging, and the right to use Lodging, that is provided for monetary compensation, whether or not the lodging is actually used, for a continuous period of thirty days or less;

**"Bed and Breakfast"** means a home-based business for the temporary Accommodation of the traveling public located within a single detached

# Growth in Municipal Funding

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## City of Windsor

- MAT in City of Windsor at 4% started on October 1, 2018 and funding has grown since 2019 by by 27%
- Increase to 6% MAT effective April 1, 2025
- City/County Funding - based on 2011 census per capita
  - 2011 - City 55% County 45%
  - 2024 - City 66% County 34%

# In Closing

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## Motion from the Board of Directors

That the Board of Directors ENDORSES the need to implement a Municipal Accommodation Tax (MAT), throughout the towns/municipalities in Essex County, and encourages all Councils do so in an effort to benefit from the revenue stream derived, thereby supporting tourism infrastructure and marketing programs. FURTHER, that Tourism Windsor Essex Pelee Island be the designated tourism entity to receive 50% of the monies collected (distribution of revenues to be 50/50 based on the net revenues (total revenues less cost/expenses of collection agency); the City of Windsor to be the collection agency and that Town/Municipal responses are respectfully received by August 31, 2025 in order to plan a path forward.



*Thank  
You!*



TOURISM  
**WINDSOR  
ESSEX**  
PELEE ISLAND

Windsor • Amherstburg • Essex • Kingsville • Lakeshore • LaSalle • Leamington • Pelee Island • Tecumseh

# Municipality of Lakeshore

## Minutes of the Regular Council Meeting

Tuesday, August 12, 2025, 6:00 PM

Council Chambers, 419 Notre Dame Street, Belle River



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

Staff Present: Chief Administrative Officer Tyson Cragg, Deputy Chief Administrative Officer - Chief Financial 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, Chief Workforce Development Officer Lisa Granger, Division Leader - Bylaw Services Bill Tetler, Division Leader - Capital Projects Wayne Ormshaw, Division Leader - Communication and Engagement Alex Denonville, Division Leader - Legislative Services Brianna Coughlin, Division Leader - Public Works Jeff Wilson, Division Leader - Water Management Jason Barlow, Team Leader - Community Planning Urvi Prajapati, Team Leader - Legislative Services Cindy Lanoue, IT Technical Analyst Erik Pelland, Planner I Ian Search

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### 1. Call to Order

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

### 2. Singing of O Canada

### 3. Land Acknowledgement

### 4. Moment of Reflection

### 5. Disclosures of Pecuniary Interest

### 6. Recognitions

### 7. Announcements by Mayor

### 8. Public Meetings under the Planning Act

**1. Zoning By-law Amendment (ZBA-04-2025) – 16325 Lakeshore Road 301**

Mayor Bailey opened the public meeting at 6:05 PM.

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

Applicant Gary Sylvestre was present to answer any questions relating to the application. There were no other members of the public that wished to speak to the application.

The public meeting concluded at 6:11 PM.

**198-08-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

Approve Zoning By-law Amendment Application ZBA-04-2025 (Zoning By-law 2-2012, as amended), to rezone the lands known legally as, Part of Lot 16, Concession 1, Tilbury, designated as Part 2 on Plan 12R30167; Lakeshore, being part of the Property Identifier Number 75074-0044(LT), and known municipally as 16325 Lakeshore Road 301, from “Agriculture (A)” to “Agriculture Zone Exception 1 (A-1)” zone (indicated as “16325 Lakeshore Rd 301 Retained Land” on the Key Map, Appendix B), in the Municipality of Lakeshore; and

Direct the Clerk to read By-law 54-2025 during the Consideration of By-laws, all as presented at the August 12, 2025 Council meeting

**Carried Unanimously**

**2. Community Improvement Plan for Housing and Main Streets and Rural Economic Development**

Mayor Bailey opened the public meeting at 6:15 PM.

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

Chun Chu, Alyah Fraser and Amy Greenberg from Dillon Consulting were present electronically to present the Community Improvement Plan (CIP).

Rino Bortolin and Anneke Smit from Lakeshore Horizons were present and spoke in favour of the proposed CIP.

Melissa Lauzon from the Belle River Business Improvement Area (BIA) was present and requested that a strategy include options to support CIP implementation specifically for the BIA district.

Resident Argo Pace was present and spoke in favour of the CIP, noting concern regarding short-term rental accommodations.

The public meeting concluded at 7:10 PM.

#### **199-08-2025**

**Moved By** Deputy Mayor Walstedt

**Seconded By** Councillor Santarossa

Approve the 2025 Lakeshore Community Improvement Plan for Housing and Main Streets and Rural Economic Development pursuant to subsection 28(4) of the *Planning Act*;

Direct Administration to transfer \$400,000 from the Economic Development Reserve to the Community Improvement Plan reserve to support the Main Street and Rural Economic Development programs;

Direct the Clerk to read By-laws 56-2025 and 57-2025 during the Consideration of By-laws, all as presented at the August 12, 2025 Regular Meeting of Council; and

Direct Administration to report back to Council in February 2026 with an analysis of effectiveness of the incentives during an initial pilot phase and with any proposed process improvements.

**Carried Unanimously**

#### **200-08-2025**

**Moved By** Councillor Santarossa

**Seconded By** Councillor Hoffman

Direct Administration to bring forward an opportunity to allocate a reasonable funding amount for the Belle River BIA district for CIP implementation at the time of the update report.

**Carried Unanimously**

## **9. Public Presentations**

## 10. Delegations

### 1. Report from Lakeshore Horizons, HAF Initiative 1: Summary Report on Milestones 2, 3 and 4

Crystal Waddell from Lakeshore Horizons provided a PowerPoint presentation as overview of the report.

**201-08-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Santarossa

Receive the report for information only.

**Carried Unanimously**

### 2. Improving Planning and Building Service Delivery Pattern Book - Housing Accelerator Fund Initiative 6

Dorian Moore from Lakeshore Horizons was present and supported the recommendation from Administration.

**202-08-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

Direct Administration to integrate a Pattern Book of standard housing designs into the Development Manual and other pertinent policy documents with the intent to speed up approvals, and to monitor the use and uptake of these designs and report back to Council in one year with any proposed process improvements as presented at the August 12, 2025 Council meeting.

**Carried Unanimously**

**203-08-2025**

**Moved By** Councillor Santarossa

**Seconded By** Councillor McNamara

Move forward item 20.1.

**Carried Unanimously**

## 20. Addendum

### 1. **2025 Affordable Housing Strategy - Housing Accelerator Fund Initiative 4**

Bahar Shadpour, Christine Pacini and Melissa Gibson from SHS Inc. were present electronically to present the proposed Affordable Housing Strategy.

Rino Bortolin from Lakeshore Horizons was present and confirmed support for the proposed plan.

**204-08-2025**

**Moved By** Councillor Santarossa

**Seconded By** Councillor Hoffman

Approve the 2025 Affordable Housing Strategy as presented at the August 12, 2025, Council meeting.

**Carried Unanimously**

## 10. Delegations

### 3. **Industrial and Commercial Land Market Study**

Jamie Cook from Watson & Associates Economists Limited was present electronically and provided a PowerPoint presentation as overview of the study.

**205-08-2025**

**Moved By** Councillor McNamara

**Seconded By** Deputy Mayor Walstedt

Direct Administration to inform the County of Essex of the recommendations in the Industrial and Commercial Market Study (Watson & Associates Economists Limited Final Report) regarding Lakeshore's commercial and employment land needs, to discuss the long-term vision for employment land in Lakeshore and to discuss next steps to determine options for long-term employment area needs;

Direct Administration to report back with the results of the discussions to consider for future employment areas;

Direct Administration to contact the impacted landowners in the Patillo Road/Advance Secondary Plan area to initiate a secondary plan process in 2026 to consider redesignating the 54 net hectares (133 net acres) in

the Patillo Road area from Urban Reserve to Industrial in the Lakeshore Official Plan; and

Direct the Chief Financial Officer to transfer a total of \$23,202 (\$6,602+\$16,600) from the Plans and Studies Reserve to fund the budget variance for the Industrial and Commercial Market Study; all as presented at the August 12, 2025 Council meeting.

**Carried Unanimously**

**11. Completion of Unfinished Business**

**12. Approval of Minutes**

**206-08-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Vogler

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

1. July 8, 2025 Regular Council Meeting Minutes

**Carried Unanimously**

**13. Consent Agenda**

**207-08-2025**

**Moved By** Councillor Vogler

**Seconded By** Councillor Ruston

Receive the items as listed on the Consent Agenda.

1. Building Services Quarterly Report - 2025 - Q2
2. 2025 By-law Enforcement First and Second Quarter Activity Report
3. Closed Meeting Quarterly Report - Q2 2025

**Carried Unanimously**

#### 14. Reports for Direction

##### 1. Tender Award for the Atlas Tube Recreation Centre Parking Lot Rehabilitation

**208-08-2025**

**Moved By** Councillor Hoffman

**Seconded By** Councillor Kerr

Award the tender for the Atlas Tube Recreation Centre (ATRC) Parking Lot Rehabilitation to Quinlan Inc. in the amount of \$125,259.44, including applicable HST, as presented at the August 12, 2025 Council meeting.

**Carried Unanimously**

##### 2. Tender Award for the Denis St Pierre Wastewater Treatment Plant Clarifier Launder Covers

**209-08-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Vogler

Award the tender for the Denis St. Pierre Wastewater Treatment Plant Clarifier Launder Covers to BGL Contractors Corp. in the amount of \$116,006.40, including applicable HST, for a total project cost, including incidentals, of \$129,927.17; and

Authorize a project overage of \$29,927.17 to be funded from the Wastewater Reserve, as presented at the August 12, 2025 Council meeting.

**Carried Unanimously**

##### 3. Tender Award for the Comber Sideroad Watermain Replacement Project, Phase 1

**210-08-2025**

**Moved By** Councillor Vogler

**Seconded By** Councillor Santarossa

Award the Tender for the Comber Sideroad Watermain Replacement (Phase 1) to Amico Infrastructures Inc. in the amount of \$5,748,930.18, including applicable HST; and

Delegate authority to the Corporate Leader – Operations to enter into contract approvals to a maximum amount of \$600,000.00 pertaining to

On-site Engineering and Contract Administration and Contingency Allowance, as presented at the August 12, 2025 Council Meeting; and

Further, direct Administration to proceed to detailed design for Phase 2 in 2025.

**Carried Unanimously**

**4. Award for the Professional Services for the 2026 Bridge Rehabilitation Program**

**211-08-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Kerr

Award the Professional Services for the 2026 Bridge Rehabilitation Program to RC Spencer Associated for at total cost of \$217,898.69, including applicable HST; and

Delegate authority to the Corporate Leader – Operations to enter into contract approvals to a maximum amount of \$105,000.00 pertaining to Geotechnical Investigation, Materials Testing and Excess Soils as well as the required Permitting Approval Costs for a total project cost of \$322,898.69, as presented at the August 12, 2025 Council meeting.

**Carried Unanimously**

**5. Lakeshore Canadiens Agreement Amendment**

**212-08-2025**

**Moved By** Councillor Hoffman

**Seconded By** Councillor Vogler

Direct the Clerk to read By-law 55-2025, being a by-law to authorize the Mayor and Clerk to execute an amendment to the agreement with Canadiens Hockey Inc. (the Lakeshore Canadiens Junior C Hockey Club) to include updated language for the service and sale of alcohol from Concession Room B of the Atlas Tube Recreation Centre, during the Consideration of By-laws, as presented at the August 12, 2025 Council meeting; and

Delegate authority to the Corporate Leader – Community Health and Safety Services, or designate, to approved third-party vendors for the sale and service of alcohol under the terms of the amending agreement, and to execute any related agreements.

**Carried Unanimously**

**6. Lakeshore-Tecumseh Commercial Area Branding Study Update**

**213-08-2025**

**Moved By** Councillor Ruston

**Seconded By** Councillor McNamara

Endorse the Lakeshore-Tecumseh Area Branding package, as presented at the August 12, 2025, Council meeting.

**Carried Unanimously**

**7. Municipal Accommodation Tax for Lakeshore**

**214-08-2025**

**Moved By** Deputy Mayor Walstedt

**Seconded By** Councillor Vogler

Defer consideration to the September 9, 2025 Council meeting.

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

Opposed (1): Councillor Santarossa

**Carried**

**15. Notices of Motion**

**1. Councillor Ruston - County Road 42 Missing Link Sidewalk**

**215-08-2025**

**Moved By** Councillor Ruston

**Seconded By** Councillor Hoffman

Direct Administration to construct the missing sidewalk link along County Road 42 from 2755 County Road 42 to Aimee Street in St. Joachim in 2025 and that the cost be funded from the Trails - New reserve, up to a maximum cost of \$20,000.

**Carried Unanimously**

**2. Councillor Kerr - Provincial Involvement and Support to Address Algae Blooms in the Ruscom River**

**216-08-2025**

**Moved By** Councillor Kerr

**Seconded By** Councillor McNamara

Whereas the Municipality of Lakeshore has observed its first algae bloom in the Ruscom River—an unusual event given typical river flow condition; and

Whereas such blooms are often linked to high nutrient levels, warm temperatures, and low flow, typically stemming from upstream land use; and

Whereas ERCA and the Ministry of the Environment, Conservation and Parks (MECP) are monitoring the river through water sampling, with ERCA expanding efforts through recent grant funding; and

Whereas ERCA has noted challenges in sustaining long-term monitoring and would benefit from additional government support to address nutrient loading and water quality; and

Whereas the Windsor-Essex County Health Unit (WECHU) has issued precautionary advisories, and municipal water remains unaffected;

Now therefore be it resolved that Council direct Administration to prepare and submit a letter, under the Mayor's signature, to the MECP, local MPP, and relevant agencies, requesting increased provincial support to:

- Identify and address nutrient sources in the Ruscom River;
- Support ERCA's long-term monitoring capacity; and
- Collaborate with local partners to prevent future algae blooms;

And further, that the letter be shared with ERCA, WECHU, and local municipal partners for their awareness and support.

**Carried Unanimously**

**217-08-2025**

**Moved By** Councillor Vogler

**Seconded By** Councillor McNamara

Extend the meeting past 9:30 PM.

**Carried Unanimously**

**16. Reports from County Council Representatives**

**17. Report from Closed Session**

**18. Consideration of By-laws**

**218-08-2025**

**Moved By** Councillor Vogler

**Seconded By** Councillor Hoffman

By-laws 33-2025, 53-2025, 54-2025, 55-2025, 56-2025, 57-2025 and 58-2025 be read and passed in open session on August 12, 2025.

**Carried Unanimously**

- 1. By-law 33-2025, Being a By-law to Authorize an Agreement with Enbridge Gas Inc.**
- 2. By-law 53-2025, Being a By-law to Authorize the Use of Optical Scan Vote Tabulators and Accessible Voting Equipment for the 2026 Municipal Election**
- 3. By-law 54-2025, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-04-2025)**
- 4. By-law 55-2025, Being a By-law to Authorize an Amending Agreement with Canadiens Hockey Inc.**
- 5. By-law 56-2025, Being a By-law to Designate the Whole of the Municipality of Lakeshore as a Community Improvement Project Area for the Purpose of Establishing a Community Improvement Plan**
- 6. By-law 57-2025, Being a By-law to Adopt the Community Improvement Plan for Housing and Main Streets and Rural Economic Development**
- 7. By-law 58-2025, Being a By-law to Confirm the Proceedings of the July 8, 2025 Council Meeting**

**19. Non-Agenda Business**

**219-08-2025**

**Moved By** Councillor Kerr

**Seconded By** Councillor McNamara

Due to the sale of ELK Energy, direct Administration to send a letter to ENWIN requesting that the mayor or designate be appointed a seat on the new board.

**Carried Unanimously**

## 21. Closed Session

**220-08-2025**

**Moved By** Councillor Santarossa

**Seconded By** Councillor Hoffman

Move into closed session in Council Chambers at 9:24 PM in accordance with:

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

**Carried Unanimously**

## 22. Adjournment

The meeting was concluded in closed session at 10:55 PM.

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Tracey Bailey  
Mayor

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Brianna Coughlin  
Clerk

**Ministry of  
Municipal Affairs  
and Housing**

Municipal Services Office  
Western Ontario  
2<sup>nd</sup> Floor  
659 Exeter Road  
London ON N6E 1L3  
Tel: 519 873-4020  
Toll Free: 1 800-265-4736

**Ministère des  
Affaires municipales  
et du Logement**

Bureau des services aux municipalités  
de l'Ouest de l'Ontario  
2<sup>e</sup> étage  
659 Exeter Road  
London ON N6E 1L3  
Tél. : 519 873-4020  
Sans frais : 1 800-265-4736



August 15, 2025

Katherine Hebert  
County Clerk  
KHebert@countyofessex.ca

**Re: New County of Essex Official Plan  
MMAH File No.: 37-OP-242686**

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Dear Katherine Hebert,

Please find attached a Notice of Decision regarding the above-noted matter.

If you have any questions regarding this matter, please feel free to contact Ian Kerr, Regional Director, Western Municipal Services Office, by email at [Ian.Kerr@ontario.ca](mailto:Ian.Kerr@ontario.ca), or Erick Boyd, Manager, Community Planning and Development, Western Municipal Services Office, by email at [Erick.Boyd@ontario.ca](mailto:Erick.Boyd@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read "Erick Boyd".

Erick Boyd  
Manager, Community Planning and Development

Cc: Rebecca Belanger, Manager of Planning Services, County of Essex  
(RBelanger@countyofessex.ca)

# DECISION

## With respect to the Official Plan for the County of Essex Subsection 17(34) and Section 26 of the *Planning Act*

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I hereby approve, as modified, the County of Essex Official Plan as adopted by By-law No. 2024-45, subject to the following modifications, with additions in **bold underline** and deletions in **~~bold strikethrough~~**:

1. All references in the County of Essex Official Plan to the various Ministries of the Province of Ontario are replaced with "**the Province**".

2. Section 4.A.1.8 is modified as follows:

The employment and jobs forecast shall be implemented using a forecast of 25 **units jobs** per net hectare for employment lands and 300 square feet per employee for population related jobs.

3. Section 4.A.3.5 is modified as follows:

**~~Expansions to the boundaries of a Secondary Settlement Area are not permitted. However, t~~****The County encourages Local Municipalities to undertake a Local Settlement Area Review in accordance with Section 4.A.9 that may result in the reduction and/or re-alignment of the boundaries in conjunction with the corresponding expansion of a Primary Settlement Area boundary. An amendment to this Plan and the local Official Plan shall be required to alter the boundary of any "Settlement Area".**

4. Section 4.A.4 is modified by deleting 4.A.4.4 as follows and renumbering subsequent sections:

**~~Hamlet boundaries are fixed and will not be altered to accommodate growth. Only adjustments to correct mapping errors may occur.~~**

5. Section 4.A.8.2 is modified by deleting clause d) as follows:

The County Settlement Area Review will include:

**~~d) Removal of Regional Significant Employment Areas to non-employment uses will only be considered through the ten-year County Settlement Area Review.~~**

6. Section 4.A.9.1 is modified as follows:

~~Expansions to the aggregate amount of land within the "Settlement Areas" is not permitted unless a~~ The quantum of Settlement Area expansion required to accommodate projected growth for each local municipality has been identified in Section 4.A.7.3 of this Plan. The County requires each local municipality to undertake a Local Settlement Area Review (LSAR) of its "Settlement Areas" that would identify the most and least appropriate locations for growth ~~The County requires each local municipality to conduct a Local Settlement Area Review (LSAR) of its "Settlement Areas". This review will identify the most and least suitable locations for the Settlement Area expansions outlined in this Plan and/or determine the feasibility of establishing new Settlement Areas or expanding existing Settlement Area boundaries. A LSAR is distinguished from a comprehensive review, as defined in this Plan and the Provincial Planning Statement.~~

7. Section 4.A.9.2 is modified as follows:

~~A LSAR may recommend alterations to the boundary of one or more "Settlement Areas" and may recommend a new Settlement Area. Local municipalities may identify a new settlement area only where it has been demonstrated that infrastructure and public facilities to support the development are planned or available, provided such adjustment would maintain or reduce the aggregate amount of land within the "Settlement Areas" in the municipality. A LSAR may recommend a new settlement area.~~

8. Section 4.A.9.3 h) is modified as follows:

~~When undertaking The preparation of a LSAR, local municipalities shall consider the following follow, at a minimum, the requirements listed below:~~

- h) In the event that the review concludes that one or more "Settlement Area" boundaries should be altered, or a new settlement area is identified, ~~then any adjustment municipality council shall consider must meet~~ the following criteria tests:
- a. That there are no reasonable alternatives which avoid prime agricultural areas.
  - b. There are no reasonable alternatives on lower priority agricultural lands in prime agricultural areas.
  - c. Whether ~~the~~ lands ~~do not~~ comprise specialty crop areas.
  - d. Whether ~~the~~ expansion of any area ~~shall be is~~ limited to only Primary Settlement Areas.

~~e. The aggregate amount of land within all "Settlement Areas" shall be maintained or reduced as a result of the "Settlement Areas" boundary adjustment(s). For example, if a Primary Settlement Area is recommended for expansion, then the corresponding area within an existing Secondary Settlement Area shall be reduced. The areas removed from the Secondary Settlement Area(s) shall be redesignated to "Agriculture" in this Plan and the local Official Plan.~~

~~fe.~~ That the Primary Settlement Area(s) to be expanded are fully serviced with municipal water services, municipal sewage services and stormwater management facilities subject to policy 4.A.9.3 g).

~~gf.~~ The infrastructure and public service facilities which are planned or available are suitable for the development over the long-term and protect public health and safety.

~~hg.~~ The negative impacts from expansions to a Primary Settlement Area boundary on agricultural operations which are near or adjacent to the Primary Settlement Area are mitigated to the extent feasible. Specific policy shall be established in local municipal Official Plans for criteria promoting the establishment of buffers, berms and subdivision design that reduce the impact on surrounding agricultural land, operations and infrastructure. The approval authority may also require the erection of fencing as a condition of approval to reduce trespass on adjacent agricultural land.

~~ih. The new or expanded settlement area facilitates the phased progression of urban development, associated infrastructure, and public service facilities. A new settlement area shall be identified only where it has been demonstrated that the infrastructure and public service facilities to support development are planned or available.~~

~~i. The new or expanded settlement area supports active transportation and is transit and freight supportive.~~

9. Section 4.C.2.1 d) is modified as follows:

Planning for jobs shall be undertaken jointly with Local Municipalities. It is the policy of the County that:

d) Local Municipalities shall ensure compatibility between employment lands and non-employment lands, including the provision of an appropriate transition between employment lands and non-employment lands.

10. Section 4.C.3.2 is modified by adding a new clause f) as follows:

The following are prohibited in all Regional Significant Employment Areas:

- d) office uses not associated with the primary employment use; **and,**
- e) retail / commercial uses not associated with the primary employment use; **and,**
- f) **other sensitive land uses that are not ancillary to uses permitted in the employment area.**

11. Section 4.C.3.4 is modified as follows:

Regional Significant Employment Areas are clusters of employment uses that range from traditional manufacturing, **research and development in connection with manufacturing,** warehousing, goods movement, **associated retail and office, and ancillary facilities.** ~~knowledge and innovation, and offices or office parks.~~ Detailed land use strategies will be implemented in the local municipal Official Plan and Zoning By-law.

12. Section 4.C.3.5 is modified as follows:

~~Removal of lands within Regional Significant Employment Areas shall not be permitted except during the County's Settlement Area review.~~ The County will work with Local Municipalities to review and update employment area minimum density targets through the County's Settlement Area Review. Removal of lands from a Regional Significant Employment Area shall address:

13. Section 4.C.4.2 is modified by adding new clauses i), j), and k) as follows:

Local municipal Official Plans shall include the following:

- i) **Prohibiting residential uses, commercial uses, public service facilities and other institutional uses on Employment Lands;**
- j) **Prohibiting retail and office uses that are not associated with the primary employment use; and**
- k) **Prohibiting other sensitive land uses that are not ancillary to uses permitted on the Employment Land.**

14. Section 4.C.4.3 is modified as follows:

Local Municipalities shall protect and plan for a diverse ~~mix of lot sizes~~ **range and choice of suitable sites** in Employment Lands.

15. Section 4.C.4.4 is modified as follows:

Conversion of Employment Lands to non-employment uses shall only ~~be considered through a Local Settlement Area Review in accordance with the policies of this Plan,~~ be permitted where it has been demonstrated that:

- a) there is an identified need for the removal and the land is not required for Employment Lands uses over the long term;
- b) the proposed uses would not negatively impact the overall viability of the Employment Lands by:
  - a. avoiding, or where avoidance is not possible, minimizing and mitigating potential impacts to existing or planned employment area uses in accordance with policy 3.5 of the Provincial Planning Statement;
  - b. maintaining access to major goods movement facilities and corridors;
  - c) existing or planned infrastructure and public service facilities are available to accommodate the proposed uses; and
  - d) the local municipality has sufficient Employment Lands to accommodate projected employment growth to the horizon of this Plan.

16. Section 5.A.1.2 is modified as follows:

The removal of land from the "Agricultural" designation shall only be considered for settlement area expansions, or identification of settlement areas and limited non-agricultural uses, provided that the following criteria are considered ~~conditions are met:~~

- a) Whether the land ~~does not~~ comprises a specialty crop area;
- b) there is a demonstrated need as part of a Local Settlement Area Review within the planning horizon for additional land to be designated to accommodate the proposed use;
- c) there are no reasonable alternative locations which avoid the "Agricultural" designation;
- d) there are no reasonable alternative locations in the "Agricultural" designation with a lower priority Canada Land Inventory soils classification; and,

- e) impacts from any new or expanding non-agricultural use on surrounding agricultural operations and lands should be mitigated to the extent feasible.

17. Section 5.A.2.1 f) is modified as follows:

The following uses are permitted within the "Agricultural" designation subject to the policies of this section:

- f) Additional residential units in accordance with the provisions in the *Planning Act* and the Provincial Planning Statement (2024). Where two additional residential units are proposed, at least one of these additional residential units is to be located within or attached to the principal dwelling, and any additional residential units shall comply with the Minimum Distance Separation Formulae from livestock operations. The additional residential units shall be compatible with surrounding agricultural operations, have appropriate sewage and water services, address any public health and safety concerns, be limited in scale, be in proximity to the principal farm building cluster and minimize loss of farmland.

18. Section 5.A.6.3 b) is modified as follows:

In Agricultural areas lands shall not be redesignated in local Official Plans for non-agricultural uses except for:

- b) Settlement area boundary expansions, as well as the identification of new settlement areas, that implement the County of Essex Settlement Area Review and the Local Settlement Area Review in accordance with the policies of this Plan. ~~In this instance, upon approval of this Plan, settlement area boundary expansions, as well as the identification of new settlement areas, shall not be permitted in specialty crop areas.~~ Settlement area boundary expansions, as well as the identification of new settlement areas, shall consider whether they comply with the Minimum Distance Separation Formulae, in addition to the other policies of this Plan.

19. Section 5.A.8.2 a) is modified as follows:

Specialty crop areas have the highest protection of Agricultural land in the County. Accordingly, the following shall apply:

- a) ~~Settlement areas are not permitted to expand into Specialty Crop Areas.~~ Where a settlement area expansion is being considered, a Specialty Crop Area Study shall be required as part of the County Settlement Area Review and Local Settlement Area Review.

20. Section 5.B.8.5 is modified as follows:

In agricultural areas,

**a)** extraction of mineral aggregate resources is permitted as an interim use provided that:

**i).** impacts from any new or expanding extraction on the agricultural system are avoided, or where avoidance is not possible, minimized and mitigated as determined through an agricultural impact assessment or equivalent, based on Provincial guidance, and;

**ii).** the site will be rehabilitated back to an agricultural condition.

**b)** Complete rehabilitation to an agricultural condition is not required if:

**i).** the depth of planned extraction in a quarry makes restoration of pre-extraction agricultural capability unfeasible; and,

**ii).** agricultural rehabilitation in remaining areas is maximized.

21. Section 6.A.4 is modified as follows:

The County will conserve ~~and manage~~ its cultural heritage resources ~~and cultural-heritage landscape~~ by requiring technical cultural heritage studies (e.g., a cultural heritage impact assessment, ~~conservation plan and/or archaeological assessment~~) for infrastructure projects.

22. Section 6.A.5 is modified as follows:

The Local Municipalities shall ensure that it has accurate and adequate architectural, structural, and economic information to determine the feasibility of rehabilitation and reuse versus demolition when considering demolition applications for **designated protected** heritage properties. All cultural heritage resources to be demolished, removed or significantly altered shall be subject to technical cultural heritage studies (e.g., ~~archaeological assessment~~ a, heritage impact assessment and ~~conservation plan~~). ~~documented for archival purposes with a history, photographic record and measured drawings prior to demolition or alteration: The recommendations of~~ technical cultural heritage studies, such as documentation for archival purposes, shall be the responsibility of the applicant in consultation with relevant municipal heritage committees.

23. Section 6.C.2 is modified as follows:

Development and site alteration shall not be permitted on lands containing archeological resources or areas of archeological potential unless significant archeological resources have been conserved ~~by~~ in accordance with the recommendations of an

archaeological assessment carried out by a consultant archaeologist licensed under the *Ontario Heritage Act*, removal and documentation or preservation on site, or the land has been investigated and cleared or mitigated following clearance from the Province. Where significant archeological resources must be preserved on site, only development and site alteration will be permitted only where the archaeological resources have been assessed, documented, and conserved, which maintain the heritage integrity or the site, as outlined in the assessment, will be permitted. Any alterations to known archaeological sites will only be performed by a licensed archaeologist.

24. Section 8.B.2 b) iv) is modified as follows:

In addition to policy 8.B.1, for any known human made hazards local Official Plans shall include the following:

b) policy direction for the re-use of contaminated and hazardous sites and adjacent lands specifically including:

iv) Where ~~contamination has been identified~~ there is a change of land use to a more sensitive use than the previous, the requirement for a letter "Record of Site Condition Acknowledgement Letter" from the Ministry of the Environment, Conservation and Parks acknowledging receipt of a "Record of Site Condition" and filing to the Environmental Registry prior to development approvals being granted.

25. Section 11.B.2 is modified as follows:

Provincial Highways are under the jurisdiction of the Ministry of Transportation (**MTO**) and ~~are subject to permit control and approval under the *Public Transportation and Highway Improvement Act*~~. In addition to all municipal requirements under the *Planning Act*, Ministry of Transportation approvals and permits are required for land development, change in land use, access, signs, works or activities within MTO's permit control area under the *Public Transportation and Highway Improvement Act*. Direct access to a provincial highway is discouraged and often prohibited, access to Provincial Highways, where permitted, and for the construction of buildings, structures and signs in proximity to the Provincial Highways. All applicants proposing new development or changes to existing development on lands adjacent to a Provincial Highway are advised to consult with the Ministry of Transportation prior to making formal applications under the *Planning Act*.

26. Table 11-1 is modified as follows:

COUNTY ROAD ALLOWANCES				
Road No.	Road Name	From	To	Designated road allowance (metres - up to the maximum)
1	Lauzon Parkway Extension	Hwy 401	Hwy 3	50

2	CR 42	City/County Boundary	CR 43	40
3	CR 42	CR 43	Shiff Drive	35
4	CR 42	Shiff Drive	St. Alphonse Ave	30
5	CR 42	St. Alphonse Ave	CR 19	35
6	CR 42	CR 19	W Puce Rd	36
7	CR 42	W Puce Rd	Puce River Bridge	36
8	CR 43	City Boundary at CPR Tracks	Shields Ave	50
9	CR 43	Shields Ave	CR 42	50
10	CR 43	CR 42	760m south of CR 42	50
44	<b>CR 19</b>	<b>CPR South</b>	<b>HWY 3</b>	<b>40</b>
42	<b>CR 22</b>	<b>CR 25</b>	<b>West Belle River Rd</b>	<b>36 m</b>
<u>11</u>	<u>CR 19</u>	<u>VIA rail</u>	<u>Sylvestre Drive</u>	<u>40</u>
<u>12</u>	<u>CR 19</u>	<u>Hwy 3</u>	<u>225m south of CR 42</u>	<u>40</u>
<u>13</u>	<u>CR 19</u>	<u>225m south of CR 42</u>	<u>CR 22</u>	<u>37</u>
<u>14</u>	<u>CR 20</u>	<u>120 m East of Woodbridge Lane</u>	<u>400 m West of Union Avenue</u>	<u>30.95</u>
<u>15</u>	<u>CR 20</u>	<u>400 m West of Union Avenue</u>	<u>Sherk Street</u>	<u>28.29</u>
<u>16</u>	<u>CR 22</u>	<u>City boundary</u>	<u>East of Lesperance Rd</u>	<u>55</u>
<u>17</u>	<u>CR 22</u>	<u>CR 19</u>	<u>Old Tecumseh Rd</u>	<u>45</u>
<u>18</u>	<u>CR 22</u>	<u>Old Tecumseh Rd</u>	<u>IC Roy Dr</u>	<u>40</u>
<u>19</u>	<u>CR 22</u>	<u>IC Roy</u>	<u>West Belle River Rd</u>	<u>40</u>
20	CR 3	Todd Lane	Cahill Drain	30
21	CR 3	Cahill Drain	Meagan Dr	30
22	CR 7	Cousineau Rd	Sandwich W Pkwy	35

27. Section 11.G.6 is modified as follows:

All proposed residential or other sensitive use development within 75 metres of a railway right-of-way will be required to undertake noise and vibration studies in accordance with MECP's Environmental Noise Guideline NPC-300, to the satisfaction of the local municipality in consultation with the appropriate railway, and shall undertake appropriate measures to mitigate any adverse effects from noise and vibration that were identified.

28. Sections 12.D.2 b) and c) are modified as follows:

When submitting an application to amend this Plan, the applicant shall provide supporting documentation, to the satisfaction of the County of Essex, which adequately addresses the following:


- b) Whether the amendment proposes a new settlement area or the expansion of a "Settlement Area" boundary ~~which has been justified as part of a Comprehensive Review or~~ according to a Local Settlement Area Review.
- c) Whether the amendment proposes the conversion of lands within an employment area to non-employment uses which has been justified according to Section 4.C.3.5 of this Plan ~~as part of a Comprehensive Review that demonstrates that the land is not required for employment purposes over the long-term and that there is a need for the conversion.~~

29. Definition of "archaeological resources" under Section 13 is modified as follows:

Archaeological resources ~~means~~ includes artifacts, archaeological sites and marine archaeological sites, as defined under the Ontario Heritage Act. The identification and evaluation of such resources are based upon archaeological ~~fieldwork as defined~~ assessments carried out by an archaeologist licensed under the *Ontario Heritage Act*.

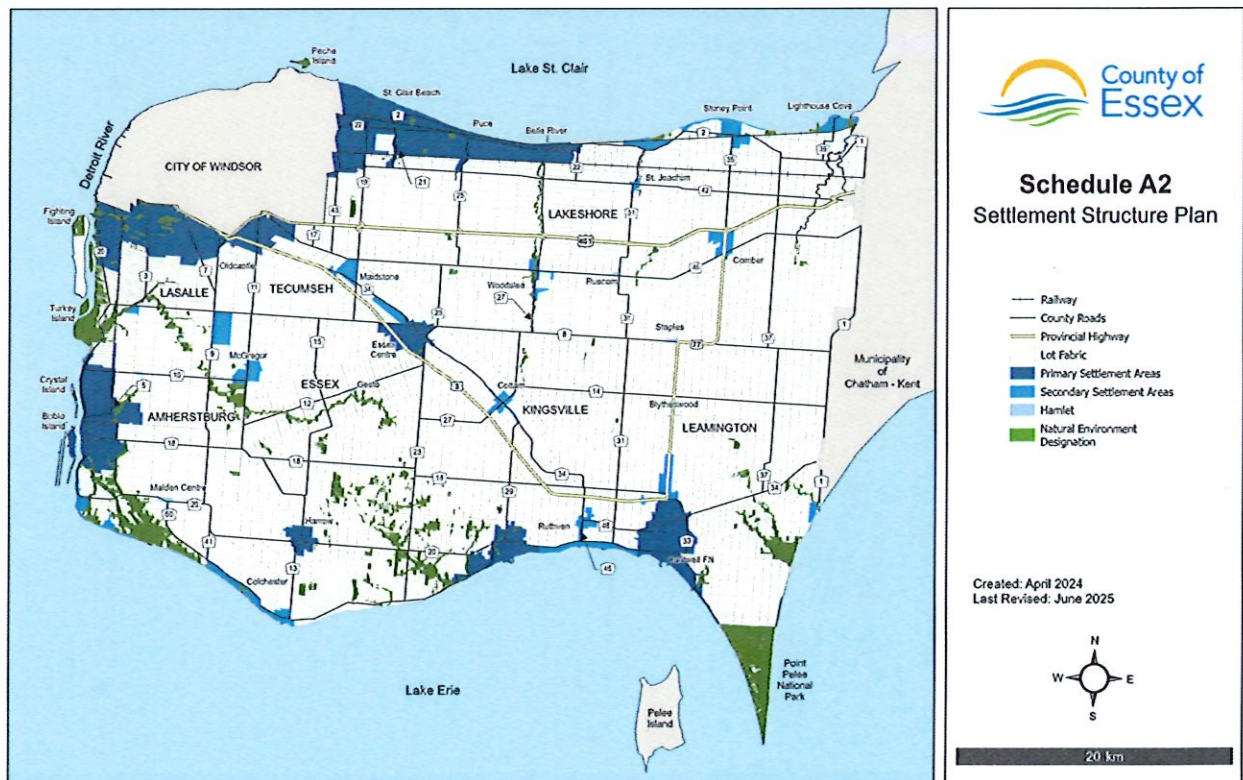
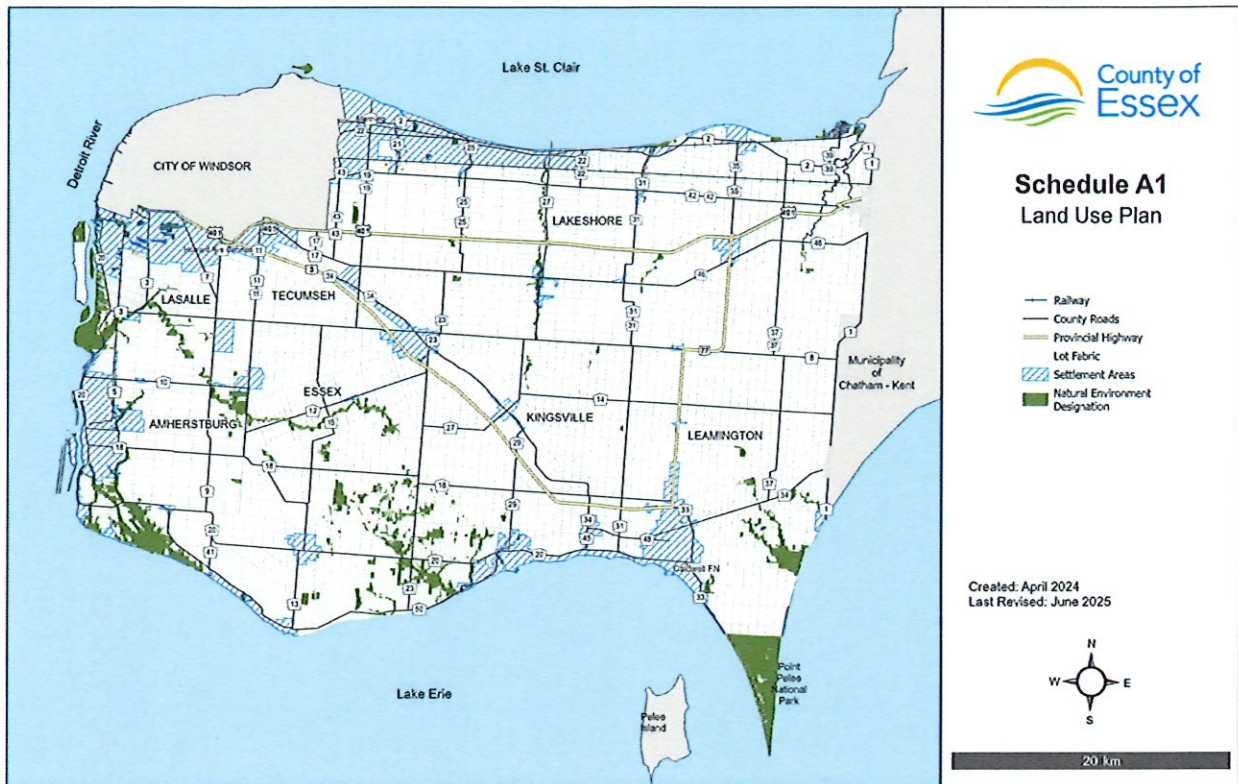
30. Schedules A1, A2, and B are replaced with the schedules found in Appendix A.

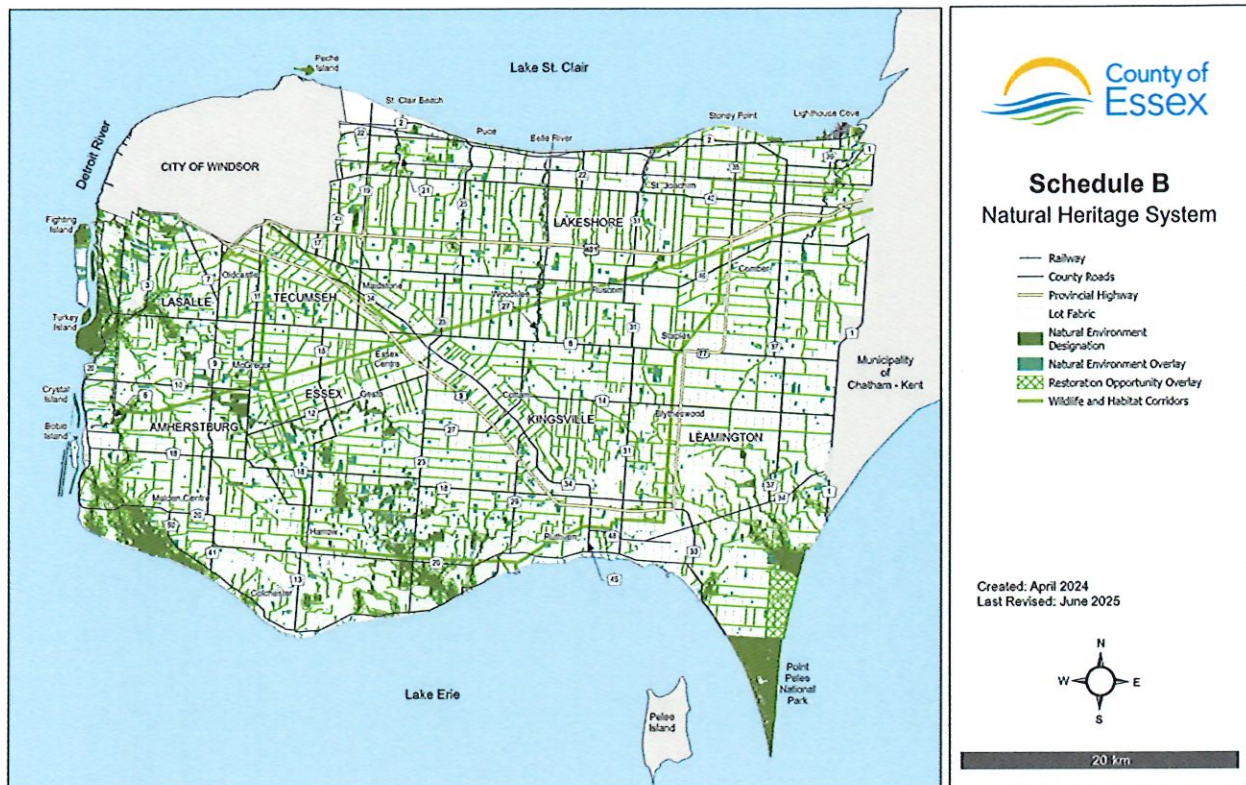
Dated at London this 15<sup>th</sup> day of August, 2025



Ian Kerr, Acting Assistant Deputy Minister  
Municipal and Housing Operations Division  
Ministry of Municipal Affairs and Housing

## Appendix A





File No.: 37-OP-242686  
Municipality: County of Essex  
Subject Lands: All lands within the County of  
Essex

Date of Decision: August 15, 2025  
Date of Notice: August 15, 2025

---

## NOTICE OF DECISION

With respect to an Official Plan Amendment  
Subsection 17(34) and 26 of the *Planning Act*

---

A decision was made on the date noted above to approve, with 30 modifications, the County of Essex Official Plan, as adopted by By-law 2024-45.

### **Purpose and Effect of the Official Plan**

The County of Essex Official Plan replaces the current County Official Plan to ensure consistency with provincial land use policies. The Official Plan sets out goals, objectives and direction to guide growth and development to the 2051 planning horizon. Settlement area boundary expansions are proposed to accommodate the anticipated urban land needs of the County.

The 30 modifications to the Official Plan have been made to address provincial legislative and policy direction related to settlement area boundary expansions, additional residential units in prime agricultural areas, cultural heritage and archaeology, land use compatibility, employment areas, mineral aggregate extraction in prime agricultural areas, and transportation planning, among other matters.

The Official Plan applies to all lands within the County of Essex, excluding the City of Windsor and the Township of Pelee.

### **Decision Final**

Pursuant to subsections 17(36.5) and (38.1) of the *Planning Act*, this decision is final and not subject to appeal. Accordingly, the County of Essex Official Plan, as approved with modifications by the Minister, came into effect on August 16, 2025.

### **Other Related Applications**

None.

### **Getting Additional Information**

Additional information is available on the County of Essex website:

<https://www.countyofessex.ca/en/doing-business/comprehensive-official-plan-review-2021-2023.aspx>

or by contacting the Ministry of Municipal Affairs and Housing:

Ministry of Municipal Affairs and Housing  
Municipal Services Office – West  
659 Exeter Road, 2nd Floor  
London ON N6E 1L3



## Municipality of Lakeshore

### Minutes of the Committee of Adjustment Meeting

Wednesday, June 18, 2025, 6:00 PM

Council Chambers, 419 Notre Dame Street, Belle River

Members Present: Chair Mark Hacon  
Member Ron Barrette  
Member Nancy Flagler-Wilburn  
Member Linda McKinlay  
Member Jeremy Prince

#### 1. Call to Order

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

#### 2. O Canada and Land Acknowledgement

#### 3. Disclosures of Pecuniary Interest

#### 4. Public Meetings under the Planning Act

##### a. A-06-2025 - 10654 St. Clair Road

Chair Hacon opened the public meeting at 6:05PM.

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

Mark Haller (Applicant) and Dan Amicone (Designer) were present and spoke in favour of the application.

Chair Hacon asked the applicants if they had any questions or concerns. There was no questions or concerns.

Chair Hacon asked the audience if they had any questions or concerns. There was no questions or concerns from the audience.

Chair Hacon asked the Committee members if they had any questions or concerns.

Member Flager-Wilburn asked what the height of the existing accessory building (garage) is.

Dan Amicone replied that he was not familiar with the existing height of the garage.

Ian Search shared a picture of the existing garage.

Ian Search responded that the existing garage is quite tall. The height of the new accessory building will vary in different locations. Overall, the average height of the proposed building is around 5 meters.

Member McKinlay asked if the main building is going to be a dwelling. Mark Haller confirmed that is correct.

Member McKinlay asked if the garage will be built first or the main building. Ian Search stated that the accessory building has to be developed at the same time, or the new house has to be built first on the subject property.

Member Barrette asked what the square footage of the new house will be. Dan Amicone confirmed it would be larger than the proposed accessory building.

Member Barrette asked if there was any comments received from the neighbours. Ian Search responded that there were no comments received.

The public meeting concluded at 6:21 PM.

### **36-06-2025**

**Moved By** Member Barrette

**Seconded By** Member Flager-Wilburn

Approve minor variance application A/06/2025, 10654 St. Clair Road, to permit the following reliefs from the Lakeshore Zoning By-law (2-2012) for the development of a new accessory building on the Subject Property:

- Relief from Subsection 6.5 a) ix) to permit the new accessory building to have a maximum gross floor area of 155 m<sup>2</sup> (1,668.41 ft<sup>2</sup>), whereas Subsection 6.5 a) ix) states that an accessory building shall not exceed a gross floor area of 55 m<sup>2</sup> (592 ft<sup>2</sup>), for each accessory building on a lot in an R1, R2, R3, RW1, RW2, RM or HR zone.
- Relief from Subsection 6.5 a) xi) to permit the new accessory building to have a maximum height of 5.0071 metres (16.428 feet), whereas Subsection 6.5 a) xi) states that an accessory building shall not exceed 5 metres (16.404 feet) in height unless within an Agriculture Zone.

Impose the following conditions on the minor variance approval:

The development of the new accessory building will proceed in conformance with the drawings submitted for the minor variance

application to the satisfaction of the Building Department, including exterior finishes (face brick, stone accent, etc.);

The main building/dwelling on the subject property (to be developed prior to the accessory building, or developed at the same time as the accessory building) is to be larger than the accessory building in terms of gross floor area, lot coverage and height, to the satisfaction of the Building Department;

The accessory building indicated as “Existing Vinyl Sided Garage” on the site plan drawing be removed from the subject property/demolished in accordance with the site plan drawing, to the satisfaction of the Building Department;

The section of the subject property protruding into the St. Clair Road municipal right-of-way is transferred to the Municipality of Lakeshore, to the satisfaction of Community Planning;

Include the following Notice in the Notice of Decision:

The owner must contact the Municipality of Lakeshore to apply for the appropriate permissions under the Zoning By-law or the Building Code, as the case may be, if the intention is to permit a commercial or residential use of any kind in the accessory building now or in the future.

**Carried Unanimously**

**b. A-11-2025 - 8705 County Road 46**

Chair Hacon opened the public meeting at 6:21 PM.

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

John Burrows (Applicant) was present virtually and spoke in favour of the application.

Chair Hacon asked the applicant if they had any questions or concerns. No questions or concerns were noted.

Chair Hacon asked the audience if they had any questions or concerns. There was no questions or concerns from the audience.

Chair Hacon asked the Committee members if they had any questions or concerns.

Member McKinlay asked if the tractor currently on the property represents the proposed setback from the street. John Burrows confirmed this as correct.

Chair Hacon asked the Committee members if they had any questions or concerns. There were no questions or concerns from the Committee members.

The public meeting concluded at 6:33 PM.

**37-06-2025**

**Moved By** Member Flager-Wilburn

**Seconded By** Member McKinlay

Approve Minor Variance Application A/11/2025, 8705 County Road 46 (subject property), to permit the following reliefs from Lakeshore Zoning By-law (2-2012) for the expansion of an existing "Agricultural Service and Supply Establishment" on the subject property.

- Relief from subsection 6.5 c) ii) to permit items for sale to be displayed within an "Outdoor Display and Sales Area" on a permanent basis, whereas subsection 6.5 c) ii) only permits items for sale to be displayed during the operating hours of the business.
- Relief from subsection 6.40 c) to permit a reduced setback of 2.27 m from the side lot line for an "Outdoor Storage Area", whereas subsection 6.40 requires a setback of 4.5 m.
- Relief from subsection 6.40 c) to permit a reduced setback of 3.27 m from the rear lot line for an "Outdoor Storage Area", whereas subsection 6.40 requires a setback of 7.5 m.
- Relief from subsection 6.40 d) to permit a reduced setback of 1.44 m from the front lot line for the "Outdoor Display and Sales Area", whereas subsection 6.40 d) requires a setback of 7.5 m.

**Carried Unanimously**

**5. Completion of Unfinished Business**

**6. Approval of Previous Meeting Minutes**

**a. May 21, 2025 Meeting Minutes**

**38-06-2025**

**Moved By** Member Barrette

**Seconded By** Member Flager Wilburn

Approve the May 21, 2025 Committee of Adjustment Minutes.

**Carried Unanimously**

**b. April 16, 2025 Meeting Minutes**

**39-06-2025**

**Moved By** Member McKinlay

**Seconded By** Member Flager-Wilburn

Approve the April 16, 2025 Committee of Adjustment Minutes.

**Carried Unanimously**

**7. New Business**

**a. B-02-2025 - 1078 Countryview Lane - Condition Change to Provisional Consent**

Chair Hacon opened the public meeting at 6:34 PM.

The Planner provided the recommendation from Administration to remove the park fee condition of the provisional consent approval.

Courtney Sinclair was present virtually and spoke in favour of the condition change.

Chair Hacon asked the applicant if they had any questions or concerns. No questions or concerns.

Chair Hacon asked the audience if they had any questions or concerns. There was no questions or concerns from the audience.

Chair Hacon asked the Committee members if they had any questions or concerns.

Chair Hacon asked Administration if a park fee would ever be collected in the future with respect to the lot.

Ian Search stated that if development occurs in the future, then a park fee will be required at the time of building permit.

The public meeting concluded at 6:42 PM.

**40-06-2025**

**Moved By** Member Barrette

**Seconded By** Member McKinlay

Change the conditions of provisional consent (file: B/02/2025) by removing condition number 7, which reads as follows:

*That a Parkland Dedication fee be imposed on the granting of this application in the amount specified by Lakeshore Parkland Dedication By-law 110-2024, and that such fee shall be paid prior to the stamping of the Deed;*

and, deem the change of the provisional consent conditions as a minor condition change under Subsection 53 (26) of the Planning Act.

**Carried Unanimously**

Member McKinlay stated that she would like to discuss site visits for Committee of Adjustment items at the next Committee of Adjustment meeting.

## **8. Adjournment**

**41-06-2025**

**Moved By** Member Prince

**Seconded By** Member Barrette

The Committee of Adjustment adjourn its meeting at 6:43 PM.

**Carried Unanimously**

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Mark Hacon  
Chair

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Ian Search  
Secretary-Treasurer

# 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 8, 2025  
**Subject:** Fire Service Ladder 1 Vehicle Replacement

---

### Recommendation

Approve the purchase of a new aerial platform ladder truck to replace Ladder 1 from City View Specialty Vehicles for \$2,628,155.52 as described in the 2024 Capital Budget Fire-24-6673, as presented at the September 9, 2025 Council meeting.

### Strategic Objectives

1a) Building and Stewarding Municipal Infrastructure - Update Asset Management Plan

### Background

In the 2024 Capital budget, Council approved developing fire truck specifications and placing orders that will allow us to lock in pricing and take advantage of available scheduling slots with the intent to receive the trucks within the lifecycle timeframes identified including the replacement of the aerial platform ladder in 2026.

Fire Underwriters Survey (FUS) is a national organization that provides data on public fire protection for insurance companies. Municipalities are assessed by FUS to establish appropriate fire insurance rates for residential and commercial properties. FUS recommend vehicle replacement cycle of 20 years for front line apparatus and 2nd line apparatus by 25 years. As Lakeshore continues to grow as a medium sized municipality front line apparatus may need to be replaced at 15 years to maintain the same grading.

Fire Underwriters Survey has identified these timelines recognizing that delaying the replacement of vehicles could add to overall maintenance costs, impact emergency response and influence insurance costs for residents. Our existing fleet is aging and there are seven fire apparatus that are reaching their end of service life and coming due for replacement over the next five years. Six of the vehicles include four engines and two tankers. Current 2025 pricing for the replacement for each of these apparatuses is valued at \$1,200,000. Our next due vehicle for replacement is our aerial platform ladder (Ladder 1) which was manufactured in 2004 and purchased used in 2012.

A review of the entire fleet is underway. There are opportunities to potentially reduce the fleet and or change the apparatus type serving the community when apparatus is replaced in the next several years which could reduce the overall cost. This would however need to be coordinated in conjunction with the building of new fire stations. A report will be brought to Council shortly outlining future fleet and facility replacement considerations.

## Comments

The Association of Municipalities of Ontario (AMO) created Local Authority Services (LAS) Municipal Buying Group in 1992 which is a preferred provider of competitively priced business services for Ontario municipalities and includes firefighting apparatus manufacturers. The program allows the manufacturer/dealer to access more discounts than going through a formal tender process. This process is allowed through Lakeshore's Purchasing Policy.

Buying Groups are allowed under Section 7 of the Procurement Policy which states the following:

### 7.0 Cooperative Procurement and Buying Groups

#### 7.1 Permitted

The Procurement Office is authorized to enter into arrangements with area municipalities, local boards and other public bodies or authorities for the purchase of Deliverables on a cooperative or joint basis where there are economic advantages to doing so; provided that under any such approved arrangement the methods used are competitive and that all approvals from the relevant Approval Authorities are received before committing to the joint purchase process. The Purchasing Specialist shall maintain a list of approved Buying Groups.

Through the LAS Municipal Buying Group, Administration consulted with three manufacturers and provided them with a list of requirements for a replacement aerial platform ladder for budgeting consideration for 2026. Two manufacturers provided pricing with City View Specialty Vehicles offering an aerial platform ladder demo unit that is currently available with an estimated delivery of April 2026.

Description	Cost (excluding applicable HST)	Costs (including applicable HST)
City View Specialty Vehicles	\$2,570,200.00	\$2,615,435.52
E-One	\$2,900,000.00	\$2,951,040.00

Administration is coming forward ahead of the 2026 budget to seek approval from Council to purchase this demo vehicle as this pricing provided from City View Specialty Vehicles is only honored until September 19, 2025. Building times for fire aerial platform apparatus typically take between 36 and 44 months and having the opportunity to take advantage of a delivery this quick is rare. Additionally, fire apparatus costs have been increasing at a rate of 8-10% annually over the last several years, pushing replacement costs near \$3 million.

The final cost in the recommendation also includes items required after production to outfit the truck to meet our fire service needs. Some of those items include:

- In-cab helmet holders (unable to wear helmets in cabs)
- Radio equipment installation including base radio and portable radios
- Vehicle decal identification
- Miscellaneous equipment mounting brackets
- Vehicle data terminal

## Financial Impacts

The following is a summary of the financial impact of completing the purchase of this aerial platform ladder. At the time the order is placed a deposit of 15% (\$385,530.00) would be due with the balance being paid in full at the time of delivery in 2026.

Item	Total Tender Amount (excluding HST)	Total Tender Amount (including applicable HST)
Lakeshore Ladder 1	\$2,570,200.00	\$2,615,435.52
Additional Outfitting	\$12,500	\$12,720
<b>Total</b>		<b>\$2,628,155.52</b>

Currently there are no import tariff from the United States into Canada for firefighting vehicles however it is unknown how long this will continue.

The current balance of the Fire Vehicles and Equipment Reserve is \$3,000. For the 2026 budget, administration is proposing a contribution of \$452,000 to this reserve. However, this amount will not be sufficient to cover the planned expenditures.

As a result of the upcoming purchase, the reserve is projected to remain in a deficit position for approximately six years. To address this, administration will need to recommend annual increases to the reserve contribution in future budgets or allocate year-end surplus funds to help offset the shortfall.

It's important to note that a \$2.5 million increase to the fire reserve was deferred during last year's budget deliberations. This amount represents the estimated funding required to address the aging fleet and fire service infrastructure.

### Report Approval Details

Document Title:	Fire Service Ladder 1 Vehicle Replacement.docx
Attachments:	
Final Approval Date:	Sep 2, 2025

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

Prepared by Jason Suchiu

Submitted by Frank Jeney

Approved by Susan Hirota, Justin Rousseau and Tyson Cragg

# Municipality of Lakeshore – Report to Council

## Growth and Sustainability

### Planning Services



**To:** Mayor and Members of Council

**From:** Tammie Ryall, RPP, MCIP – Corporate Leader – Growth and Sustainability

**Date:** August 8, 2025

**Subject:** Church of the Annunciation (7119 Tecumseh Road) – Removal of Heritage Designation

---

### Recommendation

Repeal By-law 84-2007 to de-designate the former church located at 7199 Tecumseh Road as a registered heritage property in accordance with the requirements of the *Ontario Heritage Act*, and

Direct the Clerk to read By-law 59-2025 during Consideration of By-laws all as presented at the September 9, 2025, Council meeting.

### Strategic Objectives

This does not relate to a Strategic Objective; however, it is a core service of the Municipality.

### Background

The subject property, 7119 Tecumseh Road, is the location of the former Church of the Annunciation (Appendix A). The property is currently designated under Part IV of the Ontario Heritage Act by By-law 84-2007. WSP was retained by the Municipality of Lakeshore to prepare a Cultural Heritage Memorandum outlining the process and next steps to be undertaken to de-designate the property now that the former church has been demolished and all heritage attributes removed (Appendix B). The designating By-law 84-2007 refers to the municipal address as 7025 Tecumseh Road. However, the church property was assigned the address of 7119 Tecumseh Road when the house was severed from the church property around the year 2009.

### Comments

The owner of the subject property applied for a demolition permit in 2020 which was considered, but not granted. The owner applied again in 2022 and included a

Heritage Impact Assessment with an inventory of salvageable materials. Engineering assessments at that time confirmed that the structure was beyond feasible repair. A peer review of the Heritage Impact Assessment identified heritage attributes to be salvaged as a condition for the demolition request. The demolition request was approved by Council on November 29, 2022, without including conditions for the conservation of the heritage attributes.

As the building has been demolished, all heritage attributes have been removed, and the subject property is vacant, it is recommended to remove the heritage designation on the site by rescinding the By-law. Administration contacted the owner, and the owner supports the de-designation.

On May 6, 2025, Council passed the following motion regarding this matter:

123-05-2025

Direct Administration to publish notice of the intent to repeal the by-law designating the property at 7119 Tecumseh Road in accordance with the requirements of the Ontario Heritage Act, as presented at the May 6, 2025, Council meeting.

Notice of the intention to repeal the designating by-law was published on August 8, 2025, for 30 days. As of the writing of this report, no written submissions have been received.

### **The Ontario Heritage Act**

The Ontario Heritage Act gives municipalities the authority to protect heritage properties and archaeological sites through Part IV and V of the Act. The Act empowers Council to "designate" individual properties as being of "cultural heritage value or interest" if they meet at least two of the nine criteria of Ontario Regulation 9/06 for determining whether it is of cultural heritage value or interest.

Once a Council designates a property, it is recognized through a by-law and added to a "Register" maintained by the municipal clerk. The subject property is currently designated under Part IV of the Ontario Heritage Act through by-law 84-2007, however the existing conditions of the property have been altered since the designating by-law was approved as noted above.

The Building has been demolished and all heritage attributes have been removed from the subject property, therefore there are no attributes to be conserved and the designating by-law no longer serves a purpose.

### **Ontario Heritage Toolkit**

The Ministry of Citizenship and Multiculturalism (MCM) publication, "Designating Heritage Properties: A Guide to Municipal Designations of Individual Properties under the Ontario Heritage Act" (referred to as the Ontario Heritage Toolkit), includes guidance on the process of repealing a designation by-law.

### **Lakeshore Official Plan**

Section 4.2.3.1 of the Official Plan addresses Cultural Heritage Resources and states:

- a) The Town will encourage the preservation of significant built heritage resources and cultural heritage landscapes and may use the Ontario Heritage Act to do so.
- g) The Town will also maintain a list of properties worthy of designating under the Ontario Heritage Act and endeavour to have these properties designated. Signage will be erected to indicate that a property is a designated heritage property.
- h) The Town will encourage the preservation and enhancement of the unique cultural and heritage significance of the francophone community in Stoney Point/Point-Aux Roches.
- j) To ensure that heritage properties remain in their context, the relocation of heritage buildings or structures will be discouraged.

Section 4.2.3.5 of the Official Plan regarding Development Policies provides direction for the conservation and protection of cultural heritage resources whenever considering development or redevelopment that has the potential to impact those resources.

### **Lakeshore By-law 84-2007**

The designating by-law for Stoney Point Church, By-law 84-2007, indicates that the church was constructed in 1905 and was the only church commission for Louis Caron Junior in Ontario. The church reflected the traditions of church building in Quebec with Romanesque revival style architectural features. The church included pressed tin accents along the roofline, a pipe organ installed in 1911, stained glass windows, and other features identified as heritage attributes.

As mentioned above, the building has been demolished and none of the heritage attributes remain on-site.

### **Heritage De-designation Process**

Under Section 31 of the Ontario Heritage Act, the council of a municipality may initiate the process to pass a by-law to repeal the existing designation by-law for a designated property. This process is outlined in detail in the attached Heritage Report prepared by WSP and includes:

- The Municipality must notify the property owner and the Ontario Heritage Trust of the intention to repeal the designation by-law
- the notice must be posted publicly on the municipality's website and in a local newspaper.
- If no objection is received within 30 days, Council may proceed with the repeal.
- If an objection is submitted, Council must consider the objection within 90 days and may withdraw the notice of intention to repeal the by-law, or proceed.
- Once Council adopts the by-law to repeal the designation, notice must be provided to the property owner, the public and the Ontario Heritage Trust. If

an appeal is submitted within 30 days, then an Ontario Land Tribunal appeal process will commence.

Following the direction of Council passed by motion on May 6, 2025, Municipal staff published notice of the intent to repeal the designating by-law of the subject property. Notice was published on August 8, 2025, and the 30-day deadline to register an objection was on September 7, 2025. No objections were received by that date.

## **Conclusion**

It is recommended that the designation by-law for the property at 7119 Tecumseh Road be repealed under the Ontario Heritage Act. The heritage attributes listed in the designating By-law are no longer present on the subject property. Council agreed to publish notice of the intent to repeal the designating by-law. Notice was published and no objections have been received by the Municipality.

The next step in the process is for Council to formally repeal the designating By-law 84-2007. If repealed, staff will then provide notice to the property owner, the public and the Ontario Heritage Trust. If no appeals are submitted within 30 days, then the repeal will be final.

## **Financial Impacts**

There are no budget implications related to the Recommendation. The costs associated with preparing the Technical Memo were covered under the Division Consulting Budget.

## **Attachments**

Appendix A – Key Map

Appendix B – Technical Memorandum re: Heritage Planning Administrative Process for De-designating (now demolished) heritage property - Stoney Point Church (7119 Tecumseh Road), Municipality of Lakeshore, Ontario

## Report Approval Details

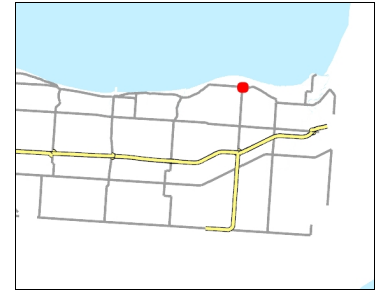
Document Title:	Church of the Annunciation (7119 Tecumseh Road) – Removal of Heritage Designation.docx
Attachments:	- Appendix A – Key Map.pdf  - Appendix B – Technical Memorandum re: Heritage Planning Administrative Process for De-designating.pdf
Final Approval Date:	Sep 2, 2025

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

Prepared by Tammie Ryall

Approved by Susan Hirota, Justin Rousseau and Tyson Cragg

# Key Map - 7119 Tecumseh Road



## Legend

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

1:1,611



Notes:

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



## CULTURAL HERITAGE MEMORANDUM

**DATE** March 5, 2025 **Project No.** CA0006255.2409

**TO** Tammie Ryall, Corporate Leader- Growth and Sustainability  
Municipality of Lakeshore

**CC** Matt Alexander, MCIP, RPP Practice Lead Planning, Landscape Architecture and Urban Design

**FROM** Vibhuti Joshi, Cultural Heritage Specialist  
Heidy Schopf, Cultural Heritage Team Lead

**EMAIL** [Vibhuti.joshi@wsp.com](mailto:Vibhuti.joshi@wsp.com)  
[Heidy.Schopf@wsp.com](mailto:Heidy.Schopf@wsp.com)

**RE: HERITAGE PLANNING ADMINISTRATIVE PROCESS FOR DE-DESIGNATING (NOW DEMOLISHED)  
HERITAGE PROPERTY – STONEY POINT CHURCH (7119 TECUMSEH ROAD), MUNICIPALITY OF  
LAKESHORE, ONTARIO**

### 1 INTRODUCTION

WSP Canada Inc. (WSP) was retained by the Municipality of Lakeshore (the Client) to prepare a Cultural Heritage Memorandum (the memo) for the Stoney Point Church (Church of the Annunciation) formerly located at 7119 Tecumseh Road (formerly addressed 7025 Tecumseh Road), The Municipality of Lakeshore, Ontario (the subject property). The subject property is currently under a private ownership and is designated under Part IV of the *Ontario Heritage Act* through by-law 84-2007 APPENDIX A (later amended under by-law 32-2017).

The subject property contained a Romanesque Revival church with French Canadian Roman Catholic architectural influences. Over time, the structure deteriorated, and the owner proposed to demolish the church in 2020 due to the structural condition and health and safety issues with the structure. Since the application expired, a new demolition application was submitted in 2022, which included a Heritage Impact Assessment (HIA) with an inventory of salvageable materials and an updated structural report. Engineering assessments confirmed that the structure was beyond feasible repair and posed a danger to public safety and wellbeing. Further investigation of unsafe conditions led to the issuance of an Order to Comply and a Property Standards Violation, prompting the completion of a scoped HIA and a commemoration strategy by the Heritage Advisory Committee active at that time (The Municipality of Lakeshore, 2022).

Prior to the council meeting, a peer review of the previously completed scoped HIA and commemoration strategy was conducted. This review focused on the conservation strategy and provided revised recommendations for the heritage attributes to be salvaged as a condition for the development request approval under the *Ontario Heritage Act* (The Municipality of Lakeshore, 2022). The demolition request was approved per Section 34 of the *Ontario Heritage Act*. However, at that time the Council did not support the recommended actions to remove and relocate a list of heritage attributes to a storage location prior to demolition. As shared by planning staff, the motion to preserve the heritage attributes was not passed. As a result, the demolition company removed the heritage attributes from the building and sold them to private individuals before demolishing the building. The municipality does not have the heritage attributes of the Stoney Point Church in municipal storage.

As shared by the Municipality of Lakeshore planning staff during virtual meeting held on November 25, 2024, the owner is planning to apply for the de-designation of the former church property per Section 32 of the *Ontario Heritage Act* since all heritage attributes have been removed. To facilitate the removal of heritage designation from the subject property, the client has requested WSP to advise of heritage administrative process to guide both the Client and the applicant on next steps.

This memorandum provides an overview of the Municipality of Lakeshore's extant heritage conservation process and is structured as follows:

- 1) **Section 1 (Introduction):** Provides context for the heritage planning process review.
- 2) **Section 2 (Planning Policy Framework):** Outlines the provincial and municipal planning framework, which informs decisions that affect land use planning matters, including key changes since the Official Plan was last reviewed.
- 3) **Section 3 (Recommended Heritage Planning Administrative):** To outline the administrative process for the subject property to be de-designated followed by repeal of the existing by-law 84-2007 (later amended under by-law 32-2017) in accordance with the *Ontario Heritage Act*. This section provides direction on the following:
  - Requirements to repeal a designation by-law by owner's initiative
  - Application process for removal of designation
  - Approval/refusal process as per council's decision indicating role of the council in decision making, appeal process, and pre-requisites for registration of a new by-law.

## 2 PLANNING POLICY FRAMEWORK

Heritage properties are subject to provincial and municipal planning and policy requirements, as well as guidance developed at the federal and international levels. These have varying levels of authority at the local level, though generally are all considered when making decisions about heritage properties.

### 2.1 Provincial Legislation and Policies

#### 2.1.1 Planning Act

Development and land use on privately owned or municipally owned property in Ontario is subject to the *Planning Act*, R.S.O. 1990, c.P.13 (Government of Ontario 1990a). The *Planning Act* lays out the "ground rules" for land use planning in Ontario and includes direction for the provincial and local administration on planning matters in the province. The *Planning Act* also enables municipalities to develop Official Plans, which are to set goals, objectives, and policies to manage and direct local land use (Government of Ontario 1990b). Under the *Planning Act*, planning authorities are responsible for local planning decisions and creating local planning documents (i.e. Official Plans, Secondary Plans, and Heritage Conservation District Plans) that are consistent with the Provincial Planning Statement (PPS) and other applicable provincial legislation, such as the *Ontario Heritage Act*.

#### 2.1.2 Provincial Planning Statement

The PPS (2024) prioritizes the long-term conservation of the Province's cultural heritage resources, including built heritage resources, cultural heritage landscapes, and archaeological resources as they provide environmental,

economic and social benefits. It is in the provincial interest to protect and utilize these resources effectively over a long term.

Section 6.2 states:

- 1) A coordinated, integrated and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies, boards, and Service Managers including:
- 3) Managing natural heritage, water, agricultural, mineral, and cultural heritage and archaeological resources;

Section 4.6 also details the conservation of cultural heritage and archaeology through the following five (5) policies:

- 1) Protected heritage property, which may contain built heritage resources or cultural heritage landscapes, shall be conserved.
- 2) Planning authorities shall not permit development and site alteration on lands containing archaeological resources or areas of archaeological potential unless the significant archaeological resources have been conserved.
- 4) Planning authorities shall not permit development and site alteration on adjacent lands to protected heritage property unless the heritage attributes of the protected heritage property will be conserved.
- 5) Planning authorities are encouraged to develop and implement proactive strategies for conserving significant built heritage resources and cultural heritage landscapes.
- 5) Planning authorities shall engage early with Indigenous communities and ensure their interests are considered when identifying, protecting and managing archaeological resources, built heritage resources and cultural heritage landscapes.

### 2.1.3 Ontario Heritage Act

The *Ontario Heritage Act*, R.S.O. 1990, c. O.18, gives municipalities and the provincial government powers to protect heritage properties and archaeological sites (Government of Ontario 1990b). For provincially owned and administered heritage properties, compliance with the Ministry of Citizenship and Multiculturalism (MCM) Standards and Guidelines for the Conservation of Provincial Heritage Properties (MCM S&Gs) is mandatory under Part III of the *Ontario Heritage Act* and holds the same authority for ministries and prescribed public bodies as a Management Board or Cabinet directive.

For municipalities, Part IV and Part V of the *Ontario Heritage Act* empowers council to “designate” individual properties (Part IV), or properties within a Heritage Conservation District (HCD; Part V), as being of “cultural heritage value or interest” (CHVI). Evaluation for CHVI under the *Ontario Heritage Act* (or significance under PPS 2024) at the municipal level is guided by O. Reg. 9/06, which prescribes the criteria for determining cultural heritage value or interest. O. Reg. 9/06 has nine categories of absolute or non-ranked criteria:

- 1) The property has design or physical value because it is a rare, unique, representative or early example of a style, type, expression, material or construction method;

- 2) The property has design or physical value because it displays a high degree of craftsmanship or artistic merit; or,
- 3) The property has design or physical value because it demonstrates a high degree of technical or scientific achievement.
- 4) The property has historical value or associative value because it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community;
- 5) The property has historical value or associative value because it yields, or has the potential to yield, information that contributes to an understanding of a community or culture; or,
- 6) The property has historical value or associative value because it demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.
- 7) The property has contextual value because it is important in defining, maintaining or supporting the character of an area;
- 8) The property has contextual value because it is physically, functionally, visually or historically linked to its surroundings; or,
- 9) The property has contextual value because it is a landmark.

A property needs to meet two criterion of O. Reg. 9/06 to be considered for designation under Part IV of the *Ontario Heritage Act*. If found to meet two or more criterion, the property's CHVI is then described with a Statement of Cultural Heritage Value or Interest (SCHVI) that includes a brief property description, a succinct statement of the property's cultural heritage significance, and a list of its heritage attributes. In the *Ontario Heritage Act*, heritage attributes are defined slightly differently to the PPS 2024 and directly linked to real property; therefore, in most cases a property's CHVI applies to the entire land parcel, not just individual buildings or structures.

Once a municipal council decides to designate a property, it is recognized through a by-law and added to a "Register" maintained by the municipal clerk. A municipality may also "list" a property on the Register to indicate it as having potential cultural heritage value or interest. At present, the lot is vacant but designated under Part IV of the *Ontario Heritage Act* through by-law 84-2007 and amended by-law 32-2017 (only the legal description was changed) as designation applies to the whole parcel.

#### **2.1.4 More Homes Built Faster Act (Bill 23)**

Bill 23 was passed by the provincial government and received royal assent on November 28, 2022. Schedule 6 of Bill 23 amends the *Ontario Heritage Act*, which impacts processes and planning approvals related to listed and designated heritage properties. The amendments came into effect on January 1, 2023, and all municipalities are required to comply with the changes. A high-level summary of the Designation changes to the *Ontario Heritage Act* made through Bill 23 are summarized below (ERO 2024):

- Designation
  - A Notice of Intention to Designate may only be issued for properties that are on a municipal heritage register.

- A property must meet two or more criteria of O. Reg. 9/06 to be designated under Part IV of the OHA.

Based on the review of the *Ontario Heritage Act*, the changes introduced through Bill 23 are mainly process/or procedural related. There is no specific information regarding the repeal of existing designation by-laws for Part IV properties.

#### **2.1.4.1 Ontario Heritage Toolkit**

The Ministry of Citizenship and Multiculturalism (MCM) Designating Heritage Properties: A Guide to Municipal Designations of Individual Properties under the Ontario Heritage Act. The Ontario Heritage Tool Kit (MCM 2006) serves as a guide for municipal councils, staff and municipal heritage committees (MHCs), land use planners, heritage professionals and organizations, property owners, and others. It outlines the steps regarding the designation process, including but not limited to dealing with request for demolition, repeal of designation by law.

Per Section 29 of the *Ontario Heritage Act*, Part IV designation is recognized as a protection measure under the Act. Section 6. Of the *Ontario Heritage Toolkit* (MCM 2006) provides information regarding repeal of designation bylaws for Part IV properties in rare cases when a property is proposed to be relocated/ demolished. A property owner may apply for the repeal of the by-law designating their property, it is important to understand the owner's concerns. The municipality, through the municipal heritage committee or staff, are encouraged to engage in discussions with the owner. Since properties are designated to protect and conserve them for future generations, repealing a designation by-law is a serious matter that requires careful consideration. If the property owner decides to proceed with a repeal request and it is unsuccessful, they cannot reapply for a repeal until 12 months have passed since the decision.

## **2.2 Municipal Legislation and Policies**

### **2.2.1 The Town of Lakeshore Official Plan (Approved November 22, 2010)**

The Town of Lakeshore Official Plan (Official Plan) (Town of Lakeshore 2010) provides policy direction regarding protection and enhancement of the Town's identity and history through careful management of cultural heritage resources for the benefit of the community.

Section 4.2.3.1 Cultural Heritage Resources of the Town's Official Plan contains policies applicable to heritage conservation as listed below:

- a) Town will encourage the preservation of significant built heritage resources and cultural heritage landscapes and may use the *Ontario Heritage Act* to do so.
- g) The Town will also maintain a list of properties worthy of designating under the *Ontario Heritage Act* and endeavour to have these properties designated. Signage will be erected to indicate that a property is a designated heritage property.
- h) The Town will encourage the preservation and enhancement of the unique cultural and heritage significance of the francophone community in Stoney Point/Point-AuxRoches.
- j) To ensure that heritage properties remain in their context, the relocation of heritage buildings or structures will be discouraged.

Similarly, Section 4.2.3.3 Heritage Properties or Districts and Section 4.2.3.5 Development Policies include the following policies for designating certain properties and managing cultural heritage resources at the time of development applications:

#### 4.2.3.3 Heritage Properties or Districts

- a) The Town may utilize the *Ontario Heritage Act* to conserve, protect and enhance the cultural heritage resources of the Town through the designation of individual properties, heritage conservation districts containing significant cultural heritage landscape characteristics and archaeological sites.

#### 4.2.3.5 Development Policies

- a) New development and redevelopment will have regard for heritage resources and will, wherever feasible, incorporate these resources into any plan that may be prepared for such new development or re-development within the Town.
- b) The Town will encourage the conservation and protection of cultural heritage resources or the mitigation of adverse effects on cultural heritage resources through conditions of consent and subdivision approval and agreements.
- c) In areas considered to be of architectural or historical value, the Town will encourage the preservation of the architectural or historical buildings or sites to be included in proposals for redevelopment, intensification or infill.
- d) The Town may consider amendments to the Zoning by-law, including increased density provisions, which would facilitate the restoration of a historical facility.
- e) The Town will, when appropriate for specific development proposals, consider excluding designated heritage resources from the parking requirements of the Zoning by-law to facilitate the retention of heritage resources.
- f) The Town will ensure that it has accurate and adequate architectural, structural and economic information to determine the feasibility of rehabilitation and reuse when considering demolition applications for designated heritage properties.
- g) The Town will ensure that all cultural heritage resources to be demolished or significantly altered are documented for archival purposes with a history, photographic record and measured drawings prior to demolition or alternation and that such documentation will be the responsibility of the applicant in consultation with the Heritage Committee and the Ministry of Culture [now MCM].
- h) The Town will ensure that development and site alteration on land adjacent to a designated heritage resource is evaluated and that it is demonstrated that the heritage attributes of the designated heritage resource will be conserved. (Official Plan) (Town of Lakeshore 2010).

### 3 HERITAGE ADMINISTRATIVE PLANNING PROCESS FOR STONEY POINT CHURCH

#### 3.1 Requirements to Repeal a Designation By-Law by Council's Initiative

The Stoney Point Church was demolished, and no heritage attributes remain. Per Section 31 of the *Ontario Heritage Act*, the council of a municipality may initiate the process to pass a by-law to repeal the existing designation by-law 84-2007 APPENDIX A (later amended under by-law 32-2017). The *Ontario Heritage Act* recommends that council consult with the municipal heritage committee to inform the repeal process. However, the Municipality of Lakeshore does not have a municipal heritage committee at present. Accordingly, council may, through a repealing by-law, consent to the application per *Ontario Heritage Act* (Section 31, Subsection 8). The process to repeal the by-law is outlined below.

#### Repeal of a Designation By-Law Amendment Process

- 1) **Requirements to repeal the designation by-law by an application:** Planning staff are required to notify the property owner, and the Ontario Heritage Trust either in a meeting or in writing. At the same time, staff should inform property owner of their right to object and guide them through the process per Section 31 of the *Ontario Heritage Act*.

- 2) **Notice Requirements and Objection Period:** Notices must include the municipality's intention to repeal the designating by-law, property details, statement of cultural heritage value (as presented in the designation bylaw), application information, and objection procedures. This information must be posted on the municipality's official website and in local newspapers. If no objection is received within 30 days, the Council may proceed with refusal or consent to the application. Notice of refusal is served to the property owner. If an objection is submitted, the council must consider it within 90 days of the objection period ending. Additionally, council may withdraw the notice of intention to repeal the bylaw.
- a. **Notification and Appeal:** If council approves, a by-law is passed to repeal the designation, notifying the property owner, public, and the Ontario Heritage Trust. Appeals can be made to the Ontario Land Tribunal (OLT). Appeals must be submitted within 30 days, including reasons and fees. The OLT will hold a hearing and may dismiss or allow appeals in whole or in-part, directing council actions accordingly. In the case of multiple notices of appeals, the repealing by-law is registered against the property once all appeals are resolved, and the property is removed from the heritage designation.
  - b. **Recommendations and Conditions:** The demolition application from December 2022 included recommendations and conditions from council. Once these recommendations and conditions are met, a by-law to repeal the designation shall be brought forward.
  - c. **Registration of Bylaw:** Given that the church located at 7119 Tecumseh Road was demolished and no heritage attributes remain, the municipal planning staff may bring forward a staff report to council to initiate the designation repeal process for by-law 84-2007 (later amended under by-law 32-2017). The municipal clerk will then register the repealing by-law on the title of the subject property and remove references to the property from a heritage perspective. Planning staff will determine all administrative costs and issue notices accordingly.

### 3.1.1 Notification Process for Removal of Designation

As a first step, municipal planning staff must notify the property owner and Ontario Heritage Trust of their intention to repeal the designating by-law via a letter or email. Planning staff shall also let owner know about their right to object.

Once both the property owner and Ontario Heritage Trust are notified, planning staff shall publish a notice of intention to repeal the designating by-law. Generally, this notice is published in a local newspaper to inform the community of the application to repeal the heritage designation. Additionally, it is recommended that an online notice be posted on the municipal website by the Planning staff.

Generally, the notice of intention to repeal a by-law shall contain the following information as per the *Ontario Heritage Act* (Section 31, Subsection 4):

- a) *An adequate description of the property so that it may be readily ascertained;*
- b) *A statement of the reason for the proposed repealing by-law; and,*
- c) *A statement that notices of objection to the repealing by-law may be served on the clerk within thirty days of the date of publication of the notice of intention in a newspaper having general circulation in the municipality.*

Per the *Ontario Heritage Act* (Section 31, Subsection 5), the application is subject to objections by property owner or the public. Objections can be made within 30 days of following the publication of the repeal notice in the local newspaper and municipal website. The municipal clerk must confirm the reasons for the objection if objections are received during the 30-day time period.

Planning staff must ensure that notice of intention to repeal the designation by-law follows the requirements outlined in *Ontario Heritage Act* (Section 31, Subsection 5).

### **3.1.2 Role of Council in Decision Making**

Since the Municipality of Lakeshore does not have a municipal heritage committee, council is the decision-making authority for the designation repeal process. Once the 30-day objection period ends, council shall review the application and any objections and issue a decision to either refuse or consent to the application within 90 days after the end of objection period.

If any objections received within the 30 day objection period, planning staff are required to present a staff report to council outlining the objections or considerations within 90 days as per the *Ontario Heritage Act* (Section 31, Subsection 6).

During the 90 day period, council may also withdraw the notice of intention to repeal the designation bylaw. If council decides to do so, the municipal clerk must notify the property owner, Ontario Heritage Trust, or objectors per the *Ontario Heritage Act* (Section 31, Subsection 7).

When council consents to the application, a by-law shall be passed to repeal the designation under Section 31 of the *Ontario Heritage Act*. A copy of the repealing by-law and notice of the decision will be served to the property owner, objectors, and the Ontario Heritage Trust.

### **3.1.3 No Objections or Withdrawal**

If no objections are received within 30 days of objection period and council decides not to withdraw the notice, a by-law shall be passed by council to repeal the designation under Section 31 of the *Ontario Heritage Act*.

Generally, the following are to be served on the property owner, Ontario Heritage Trust, or objectors per the *Ontario Heritage Act* (Section 31, Subsection 8):

- i) *A copy of the repealing by-law; and,*
- ii) *A notice that any person who objects to the repealing by-law may appeal to the Tribunal [OLT] by giving the Tribunal and the clerk of the municipality, within 30 days after the date of publication under paragraph 2, a notice of appeal setting out the objection to the repealing by-law and the reasons in support of the objection, accompanied by the fee charged by the Tribunal*

Planning staff must ensure that a notice of the repealing by-law is published and circulated within the municipality. This notice must inform the public that individuals who wish to object to the repealing by-law have the right to appeal to the OLT. Instruction to initiate the appeal must be included, which entail submitting a notice of appeal to both the OLT and municipal clerk within 30 days of the notice's publication. Notice of appeal should include the reasons for the objection and be accompanied by the required fee charged by the OLT.

#### **3.1.3.1 Appeal Process for Repeal of Designation**

Per the *Ontario Heritage Act* (Section 31, Subsection 9, 10, and 11), the property owner and public have the right to appeal the designation repeal decision to the OLT within 30 days of receiving the notice. The property owner or public may do so by providing a notice of appeal that includes the reasons for the objection and the required fee as charged by the OLT.

If no appeals are received, council shall pass the repealing by-law, which will take effect the day after the appeal period ends. The municipal clerk will then be responsible for registering a copy of the repealing by-law against the subject property in the appropriate land registry office, serving a copy of the registered repealing by-law to the Ontario Heritage Trust, and removing any reference to the property from the register. As per the *Ontario Heritage Act* (Section 27, Subsection 1), the municipal clerk shall maintain a register of heritage properties of cultural heritage value in the municipality.

If the property owner or public issues a notice of appeal, the OLT will hold a hearing and notify the relevant parties. The municipal clerk must forward the record of the council's decision to the OLT within 15 days of receiving the notice of appeal. After the hearing, the OLT may dismiss the appeal or allow it in whole or in part, directing the council to take appropriate action based on the Tribunal's order. The OLT may also dismiss an appeal without a hearing if it finds the appeal lacks grounds, is not made in good faith, or if the appellant fails to provide required information or fees. Before dismissing an appeal, the OLT will notify the appellant and give them an opportunity to respond.

### **3.1.3.2 Pre-requisites for Registration of By-law**

Per the *Ontario Heritage Act* (Section 31, Subsection 14), when one or more notices of appeal are submitted within the specified time period, the repealing by-law passed may only come into force once all appeals have been withdrawn or dismissed.

The municipal clerk is responsible for ensuring that a copy of the repealing by-law is registered against the subject property in the land registry office and that a copy is served on the Ontario Heritage Trust. Planning staff may delete references to the subject property from the register. As stated above, as per the *Ontario Heritage Act* (Section 27, Subsection 1), the municipal clerk shall maintain a register of heritage properties of cultural heritage value in the municipality.

### **3.1.4 Recommendations or Conditions**

Generally, after a demolition application is approved by council, a set of recommendations or conditions may be requested by planning staff to offset the loss of heritage attributes from the property. However, as shared in the council meeting (December 2022), council did not support the recommended condition to remove and relocate the heritage attributes of the subject property to a storage location prior to demolition. As a result, the demolition company removed the heritage attributes from subject property and sold these to private individuals. As a result, the municipality does not have any heritage attributes related to the subject property in municipal storage.

Given that the church on the subject property was demolished and no heritage attributes remain, the municipal planning staff are required to bring forward a staff report to the council to initiate the process to repeal the designating by-law 84-2007 (later amended under by-law 32-2017). If no objections are received within 30 days of the notice publication by the municipal clerk and OLT, the repealing by-law will take effect after the objection period ends.

Once the repeal is official, the municipal clerk shall register the repealing by-law against the property in the land registry office as per the *Ontario Heritage Act* (Section 31, Subsection 10). The municipal clerk or planning staff will also remove any references to the subject property from the municipal heritage register.

## 3.2 Requirements to Repeal a Designation By-Law by Owner's Initiative

This section includes the requirements to repeal a designation by-law by owner's initiative. Based on past communication, it is not anticipated that the property owner will initiate this process (APPENDIX B).

Per Section 32 of the *Ontario Heritage Act*, owners of designated Part IV properties shall apply to council with regards to de-designation of the property/ repeal an existing designation by-law. The council of a municipality may, through a repealing by-law, refuse, or consent to the application as per *Ontario Heritage Act* (Section 32, Subsection 5) outlined in detail below.

The purpose of repealing the by-law is to remove designation status from the property located at 7119 Tecumseh Road (formerly addressed 7025 Tecumseh Road), The Municipality of Lakeshore, Ontario (the subject property). Council passed a motion for its demolition in December 2022 council meeting.

An overview of the repeal of a designation by-law process is provided below.

### Repeal of a Designation By-Law Amendment Process

- 3) **Requirements to repeal the designation by-law by an application:** Planning staff are required to notify the property owner requirements for the application in a pre-consultation application. In the same meeting, staff should inform them of their right to object and guiding them through the process per Section 32 of the *Ontario Heritage Act*.
- 4) **Notice requirements, and objection Period:** Notices must include property details, cultural heritage value, application information, and objection procedures for newspapers/ on The Municipality of Lakeshore, 's official website. If no objection is received within 30 days, the Council may proceed with refusal/ consent to the application. Notice of refusal is served to the property owner/ public, and the Ontario Heritage Trust. If an objection is submitted, the council must consider it within 90 days of the objection period ending.
  - d. **Notification and Appeal:** If the council approves, a by-law is passed to repeal the designation, notifying the property owner/ public, and the Ontario Heritage Trust. Appeals can be made to the Ontario Land Tribunal (OLT) within 30 days of receiving the notice. Appeals must be submitted within 30 days, including reasons and fees. The Tribunal will hold a hearing and may dismiss or allow appeals in whole or in-part, directing council actions accordingly. In the case of multiple notices of appeals, the repealing by-law is registered against the property once all appeals are resolved, and the property is removed from the heritage designation.
  - e. **Recommendations and Conditions:** Once recommendation and conditions provided by the council at the time of demolition application, December 2022 meeting are met, a by-law to repeal the designation shall be brought forward.
  - f. **Registration of By-law:** The repealing by-law is registered against the property once all appeals are resolved, and the property is removed from the heritage designation. The municipal clerk will then register the repealing by-law on the title of the affected property. Planning staff will determine all administrative costs and issue notices accordingly.

### 3.2.1 Application process for Removal of Designation

As a first step, a pre-consultation meeting is recommended between the applicant and the planning staff to discuss the requirements for application. Information requested is dependent on Staff and Council's decision but generally should include:

- 1) Previously completed cultural heritage deliverables prepared for the subject property, including the engineering structural report (George Mikhael, 2022), scoped HIA and commemoration strategy (ARA 2022), and scoped peer review (WSP 2022).
- 6) Detailed description of the reasons for requested de-designation. Presently, the Municipality of Lakeshore does not include have a specific de-designation application form or process posted on their website. It is recommended that a request for de-designation form be posted on the municipal website to guide future applicants who are seeking approval to repeal a designation by-law.
- 7) A title search report including instrument numbers, legal descriptions, title searcher's name, block map, certified copy of PIN, old abstract pages, full copies of transfers, mortgages, and copies of reference plan.
- 8) Photographic documentation of the property, including exterior, interior, and detailed heritage attributes, where extant. WSP understands that the heritage attributes of the subject property have been removed so general photographs to document the existing conditions of the property will suffice.

At the time of pre-consultation meeting, applicant shall be required to submit a completed application form (if applicable), along with above listed requirements.

For future projects, in line with the de-designation process, the need for a heritage permit application, previously completed HIA, correspondences and supporting materials is to be determined by the Planning staff through the pre-consultation process. These requirements are subject to change as per planning staff's need for any other supporting materials if required.

### **3.2.2 Approval/Refusal Process**

Once an application is received under subsection (1) of Section 32, the council has the authority to approve or refuse the application within 90 days in consultation with the municipal heritage committee. Since there is no municipal heritage committee at present, The Municipality of Lakeshore's Planning staff would directly reach out to council for their approval/ refusal of the application.

After the pre-consultation meeting, and receipt of the full application, the municipal clerk is required to notify the public in form of a notice. Generally, this notice is required to be published in a local newspaper so that everyone in the community is aware that the heritage designation is being reviewed. Additionally, it is recommended that online notice be posted on the municipal website by the Planning staff for awareness purposes.

Generally, the notice shall contain the following information as per the *Ontario Heritage Act* (Section 32, Subsection 3):

*(a) an adequate description of the property including at least the property address, lot description, and plan type*

*(b) a statement explaining the cultural heritage value or interest of the property and a description of the heritage attributes of the property, as set out in the by-law 84-2007, later amended under by-law 32-2017*

*(c) a statement that further information respecting the application is available from the municipality; and*

*(d) a statement that notice of objection to the application may be served on the clerk within 30 days after the date of publication of the notice of the application. An additional information about the previous demolition approval from the council is also encouraged to be included.*

Per the *Ontario Heritage Act* (Section 32, Subsection 4), the application is subject to objections by owner/ public. Objections can be made within 30 days of notice's publishing date in the newspaper/ on the website. The municipal clerk is responsible to confirm the reasons for the objection if any objections received during the 30-day time period.

Since the Municipality of Lakeshore, does not have a municipal heritage committee, the council will be the decision-making authority. Once the 30-day objection period ends, council shall review the application and any objections with a decision to either refuse/ consent to the application within 90 days.

At the time of refusal, council will serve a notice of their decision to the property owner, to the person who objected, and the Trust.

### **3.2.2.1      *Role of the Council in Decision Making***

When the council consents to the application, a by-law shall be passed to repeal the designation under Section 32 of the *Ontario Heritage Act*. A copy of the repealing by-law and notice of the decision will be served to the property owner, objectors, and the Ontario Heritage Trust

Per the *Ontario Heritage Act* (Section 32, Subsection 5), the council shall either refuse the application. It is required to notify the property owner, public, and the Ontario Heritage Trust.

This decision will be communicated to the property owner, objectors, and the Trust, and published in a local newspaper, allowing for appeals to the Tribunal within 30 days. Additionally, the property owner and the council may agree to extend the decision time. If the council fails to notify the owner within the agreed extended time, the council is deemed to have consented to the application.

### **3.2.2.2      *Appeal Process for Repeal of Designation***

Per the *Ontario Heritage Act* (Section 32, Subsection 7, and 8), the property owner/public has the right to consent to the application/ appeal this decision to the Ontario Land Tribunal within 30 days of receiving the notice, by providing a notice of appeal that includes the reasons for the objection and the required fee as charged by the Ontario Land Tribunal.

If no appeals are received, the council's decision is final. If the council approved the application and passed a repealing by-law, it takes effect the day after the appeal period ends.

If a notice of appeal is given, the Tribunal will hold a hearing and notify relevant parties. The municipal clerk must forward the record of the council's decision to the Tribunal within 15 days of receiving the notice of appeal. After the hearing, the Tribunal may dismiss the appeal or allow it in whole or in part, directing the council to take appropriate action based on the Tribunal's order. The Tribunal may also dismiss an appeal without a hearing if it finds the appeal lacks grounds, is not made in good faith, or if the appellant fails to provide required information or fees. Before dismissing an appeal, the Tribunal will notify the appellant and give them an opportunity to respond.

### **3.2.2.3      *Pre-requisites for Registration of By-law***

Per the *Ontario Heritage Act* (Section 32, Subsection 15, and 16), when one or more notices of appeal are submitted within the specified time period, a repealing by-law passed by the municipality will only come into force once all appeals have been withdrawn or dismissed.

If the Tribunal orders the repeal of a by-law or part of it, this repeal takes effect immediately on the day of the order. Similarly, any by-law passed by the municipality to repeal another by-law will come into force on the day it is passed.

In cases where the Tribunal amends a repealing by-law, the amended by-law takes effect on the day of the amendment. If the council repeals a repealing by-law, the new by-law comes into force on the day it is passed. Likewise, if the council amends a repealing by-law, the changes take effect on the day of the amendment.

The municipal clerk is responsible for ensuring that a copy of the repealing by-law is registered against the subject property located at 7119 Tecumseh Road (Church of Annunciation) in the land registry office and that a copy is served on the Trust.

The Municipality of Lakeshore shall cause the municipal clerk to remove any references of the former subject property located at 7119 Tecumseh Road (Church of Annunciation) from the register.

## 4 ACTION PLAN AND NEXT STEPS

The following table provides an action plan of the heritage planning administrative process proposed for the designation of Stoney point church and acts as responsibility matrix to guide the Municipality of Lakeshore regarding next steps

**Table 1: Action Plan for St. Joachim Church (2722 County Road 42)**

Action	Description	Responsibility
Review of Repealing a designation by-law requirement	Review the requirements provided in Section 3.1.	The Municipality of Lakeshore (Planning Staff)
Notification process for removal of designation	Planning staff must notify the property owner and the Ontario Heritage Trust of their intention to repeal the designating by-law via a letter or email. Planning staff shall also let property owner know of their right to object.	The Municipality of Lakeshore Planning Staff)
Publish of a notice of intention to repeal the designating by-law	Post a notice of intention to repeal the designating by-law in the local newspaper and on the municipal website.  The notice shall contain the following: a) Property description; b) Reason for the proposed repealing by-law; and, c) Information outlining objection timelines that notice of objection may be served on the municipal clerk within 30 days of publication of notice of intention repeal the designating by-law.	The Municipality of Lakeshore (Planning Staff)
Initiation of repeal of existing designation by-law process	During the process, if any objections received within 30 days, planning staff is required to present a staff report to the council outlining the objections received and	The Municipality of Lakeshore (Planning staff, and Council)

Action	Description	Responsibility
	<p>considerations, if any, within 90 days per the <i>Ontario Heritage Act</i> (Section 31, Subsection 6).</p> <p>Since there are no recommendations to be fulfilled, municipal planning staff are required to bring forward a by-law to repeal by-law 84-2007 (later amended under by-law 32-2017).</p>	

## 5 CLOSURE

We trust that the information presented in this memo meets your current requirements. Should you have any questions, or concerns, please do not hesitate to contact the undersigned.

**WSP Canada Inc.**



Vibhuti Joshi, BArch, MArch, CAHP-Intern  
*Cultural Heritage Specialist*



Heidy Schopf, MES, CAHP  
*Cultural Heritage Team Lead*

VJ/HS/mp

Attachments: Appendix A - Designation By-Law 84-2007'

Appendix B- Email correspondence from the Municipality of Lakeshore regarding council meeting decision (December 2022)

[https://wsponlinecan.sharepoint.com/sites/ca-onarchandch/shared documents/cultural heritage/01\\_working\\_files/01\\_projects/2024/ca0006255.2409 municipality of lakeshore - heritage memos/2. stoney point church heritage memo/final/revised draft as per municipality's comments/ca0006255.2409\\_tm\\_rev0\\_lakeshore\\_ch\\_stoneypointchurch\\_final\\_05mar2025.docx](https://wsponlinecan.sharepoint.com/sites/ca-onarchandch/shared%20documents/cultural%20heritage/01_working_files/01_projects/2024/ca0006255.2409_municipality%20of%20lakeshore%20-%20heritage%20memos/2.%20stoney%20point%20church%20heritage%20memo/final/revised%20draft%20as%20per%20municipality's%20comments/ca0006255.2409_tm_rev0_lakeshore_ch_stoneypointchurch_final_05mar2025.docx)

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## WSP

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**APPENDIX A**

# Designation By-Law 84-2007

# CORPORATION OF THE TOWN OF LAKESHORE

## By-law 84-2007

### BEING A BY-LAW TO DESIGNATE PART OF THE LANDS AND BUILDINGS AT 7025 TECUMSEH ROAD, IN THE VILLAGE OF STONEY POINT TO BE OF ARCHITECTURAL AND HISTORICAL VALUE

**WHEREAS** The *Ontario Heritage Act*, R.S.O. 1990, c. O.18, as amended authorizes the council of a municipality to enact by-laws to designate real property including all the buildings and structures thereon, to be of historic or architectural value or interest;

**AND WHEREAS** The council of the Corporation of the Town of Lakeshore (the "Town") has caused to be served upon the owners of the lands and premises known municipally as 7025 Tecumseh Road, in the Village of Stoney Point, Town of Lakeshore and upon the Ontario Heritage Trust notice of intention to so designate the aforesaid real property and has caused such notice of intention to be published in a newspaper having a general circulation in the municipality;

**AND WHEREAS** Notices of objection to the proposed designation were served upon the clerk of the municipality and a hearing was subsequently held by the Conservation Review Board;

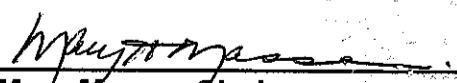
**AND WHEREAS** Council for the Town reviewed the decision of the Conservation Review Board and has desires to the recommendations contained therein;

**NOW THEREFORE** the council of the Corporation of the Town of Lakeshore hereby enacts as follows:

1. The real property municipally known as part of 7025 Tecumseh Road, in the Village of Stoney Point and Town of Lakeshore and more particularly described in Schedule "A", attached to and forming part of this by-law, including all of the buildings and structures located thereon, is hereby designated as being of architectural and historical value or interest.
2. The reasons for the aforementioned designation are set out in Schedule "B";
3. The Town solicitor is hereby authorized and directed to cause a copy of this By-law to be registered against the real property described in Schedule "A" in the proper land registry office.
4. The Town clerk is hereby authorized to cause a copy of this By-law to be served upon the owner of the property and upon the Ontario Heritage Trust and to cause notice of this By-law to be published in a newspaper having general circulation in the Town.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11<sup>TH</sup>  
DAY OF DECEMBER, 2007.**

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

  
\_\_\_\_\_  
Mary Masse, Clerk

**Schedule "A"**  
**To By-law 84-2007**

**Legal Description:**

Part of Lot 7, Concession 1,  
Geographic Township of Tilbury North,  
Designated as Part 2 on Reference Plan 12R-23313  
Town of Lakeshore

Being Part of PIN 75067-0167

**Schedule "B"**  
**By-law 84-2007**

**Reasons for Designation**

**1. Design or Physical Value**

The church in Stoney Point is the product of Father N.D. St-Cyr's ambitious plans for transforming the Roman Catholic Church property in Stoney Point. Father N.D. St-Cyr, from Nicolet, Quebec, arrived at Stoney Point at the start of 1893 and was still making improvements to the physical fabric of the church property three years before his departure in 1914.

For the design of the church, Father St-Cyr turned to Louis Caron Junior whom he knew from Nicolet. Louis Caron Junior, in practice as an architect since 1890, was a prolific designer of churches, rectories, convents and other buildings in Quebec. The Church of the Annunciation in Stoney Point, erected in 1905 to his 1903 plans, was his only church commission in Ontario. The design Louis Caron Junior supplied is in some ways similar to his designs for churches in Windsor-Mills, Gentilly, Sainte-Cécile de Lévrard, Notre-Dame-du-Bon-Conseil, Saint-Louis-de-Blandford and Victoriaville. The design reflects the traditions of church building in Quebec and the architectural tastes of French Canadians at the turn of the twentieth century.

The Church of the Annunciation exhibits in both its exterior and interior the Romanesque Revival style in the French Canadian tradition. The exterior features the round Roman arch which often distinguishes Roman Catholic churches in Ontario from Protestant churches and their preference for the pointed Gothic arch. Characteristically French Canadian are the bell-tower with open belfry (*clocher*), twin flanking towers (in this case reduced to pilasters surmounted by pinnacles), an oculus at the apex of the front gable (in the third tier of the central tower) and a spirelet (*flèche*) of the same design as the front pinnacles and located toward the south end of the church over the sanctuary and altar inside.

Pressed tin, a material that became widely available in the late nineteenth century, adorns the roofline of the church that is generally restrained in appearance on the exterior; and is applied throughout the interior to great decorative effect. The pressed tin patterns were probably designed in Nicolet and may even have been cast in the factory of Louis Caron et Fils where a blacksmith and metal workers were employed. In any event, the varied and wide use of pressed tin at the Church of the Annunciation and its survival into the twenty-first century are remarkable.

For Father St-Cyr's last project, he ordered the magnificent Casavant pipe organ in 1911 from St. Hyacinthe, Quebec for installation in the centre of the church's gallery. After the departure of Father St-Cyr, the influence of French Canadian designers continued. The painted decoration on the ceiling by Louis and Roland Jobin, Montreal transplants who worked on many ecclesiastical projects in Essex County, add to the artistic merit of the church's interior.

The influence of a Quebec-educated priest and Quebec designers on the Church of the Annunciation in Stoney Point is key to understanding the church's historic character.

**2. Historical or Associative Value**

The design influences from Quebec on the Church of the Annunciation demonstrate the close links a hundred years ago between Quebec and Essex County, 800 kilometres away. The Church of the Annunciation is the legacy of the cultural connection between French Canadians across provincial borders. G. Emmett Carter, the Bishop of London, acknowledged the cultural connection in the introduction to Breault's 1967 history:

“Notre milieu canadien-français, fidèle aux traditions de ceux qui ont longé le fleuve St-Laurent et qui ont fondé leurs foyers sur les bords de nos grands lacs se réjouit de la foi gardée intacte, de l’attachement à l’église paroissiale, à l’église universelle.” In translation: “The French Canadians in our midst, faithful to the traditions of those who lived along the St. Lawrence River and who founded their homes on the shores of our Great Lakes, rejoice in their faith guarded intact, in their attachment to the parish church, in the church universal.”

In addition to its broader significance, the church has been the centre of parish life and village activity for a century. It has served the function of the most important institution in the generally French Canadian and Roman Catholic community, and has stood alone without the normal array of different churches seen in most other Ontario villages and small towns.

### 3. Contextual Value

In his 1944 doctoral thesis on the geography of Essex County, Neil F. Morrison discusses the primacy of the church in the rural French Canadian landscape:

“In general, it may be said that the rural French-Canadian cultural structure rests upon four pillars – church, home, farm and language. The lofty spire of the Roman Catholic Church rises above the smaller French communities of Essex County and dominates the rural landscape just as it does in the Province of Quebec.”

In its height, size and embellishment, the Church of the Annunciation symbolizes the French Canadian cultural structure of Stoney Point. The church is the dominant historic building in Stoney Point.

#### Heritage Attributes

The entire Church of the Annunciation is not to be altered. Specific features include the: limestone foundation and detail, brick walls with their decorative brickwork, windows, round-arched transom light over the main entrance, wooden stringcourse, brackets and eaves around the bell-tower, tin-covered belfry, parapet, pinnacles and spirelet, date stones and brick chimney. The church’s footprint with the indented sanctuary/sacristy and the slopes of the roofs shall also not be altered.

In the basement, the stained glass windows and the wainscoting, six-paneled doors, and staircases with Tuscan newel posts in the east and west stairwells to the narthex shall also not be altered.

In the narthex, the stained glass transom light and windows, pressed tin cornice and ceiling, and light fixtures shall also not be altered.

The layout of central nave, side aisles, columns separating the two, and sanctuary shall also not be altered.

In the main body of the church the columns, arcade and cornice, stained glass windows, vaulted ceiling, side aisle ceilings, Bible verse, cross and roundels painted on the ceiling above the altar, columns and balustrade at the gallery shall also not be altered.

**APPENDIX B**

Email correspondence from the  
Municipality of Lakeshore regarding  
council meeting decision  
(December 2022)

**From:** [Matt Alexander](#)  
**To:** [Alexander, Matt \[Planning\]](#)  
**Subject:** FW: Information on the Heritage buildings - 2 former Catholic churches in Lakeshore  
**Date:** February 21, 2025 1:29:30 PM  
**Attachments:** [CA0006255.2409-Lakeshore\\_CH Memo Stoney Point Church-12Feb2025.pdf](#)  
[Demolition Request of Designated Heritage Property 7119 Tecumseh Rd \(1\).pdf](#)

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**Matt Alexander**  
**Temporary Planner 2**  
Municipality of Lakeshore |  
419 Notre Dame Street, Belle River, ON, N8L 0P8  
T: 519-728-1975 x247  
Connect with us online at [Lakeshore.ca/Connect](https://lakeshore.ca/Connect)

---

**From:** Tammie Ryall <tryall@lakeshore.ca>  
**Sent:** February 20, 2025 5:13 PM  
**To:** Alexander, Matt <Matt.Alexander@wsp.com>  
**Cc:** Matt Alexander <malexander@lakeshore.ca>; Urvi Prajapati <uprajapati@lakeshore.ca>; Daniel Mercer <dmercer@lakeshore.ca>  
**Subject:** Information on the Heritage buildings - 2 former Catholic churches in Lakeshore

Hi Matt

Thanks again for the technical memo on the Stoney Point church (attached).

There is one important item that needs to be considered and amendments to the technical memo need to be made accordingly. The Council did not endorse the recommended actions to preserve the artifacts. Here are 2 motions of Council. One was to approve the demolition. The second recommendation was to preserve the items. However, when voted on, the motion was lost. Attached is the report to Council. Therefore, the demolition company took the artifacts (windows, bell, etc.) out of the building prior to demolition. The artifacts were all sold over the internet to private individuals. So none remain in Municipal control/storage.

With the parcel now vacant and the heritage attributes all removed, can the Municipality initiate rescinding the Heritage By-law? Or must it be the owner? I doubt the owner will be at all motivated to undertake the request to Council to remove the Heritage designation by-law.

Thank you, Tammie

#### Motion - Majority (Voted), Recorded

1	399-12-2022	Moved:	Councillor Ruston	
		Seconded:	Deputy Mayor Walstedt	
		Result:		Carried

Approve the demolition request of the structure at 7119 Tecumseh Road, pursuant to section 34 of the Heritage Act.

**Yes - 7 No - 0**

#### Motion - Majority (Voted), Recorded

2	400-12-2022	Moved:	Councillor Santarossa	
		Seconded:	Councillor Vogler	
		Result:		Lost

That a condition of the demolition approval be that the applicant(s)/owner(s) properly removing and relocating the following heritage attributes to a storage location, to be confirmed and identified by Lakeshore Administration prior to commencing demolition;

- Round arched transom window over the entrance on the façade;

- Viable windows, or windows with the least deterioration;
- Belfry and bell;
- Pinnacles/spirelet;
- Corinthian columns located throughout the nave and upper gallery;
- Painted bible verse, cross and roundels are painted onto plain pressed tin/sheet metal panels;
- A selection of the best-preserved brick and stone masonry units;
- Foundation masonry units and voussoirs and keystone detailing around openings;
- Limestone cross on the church's façade;
- Date stone;
- Wooden exterior brackets;
- Pressed tin/sheet metal ceiling tiles;
- Decorative cornice with dentils and egg-and-dart patterning located throughout the nave and upper gallery;
- Curved pressed tin/sheet metal arcade spanning between the nave's Corinthian columns; and
- Columns, balustrade and brackets at the gallery.

Endorse the recommended procedures and attributes to be salvaged listed above and further described in the scoped peer review memo completed by WSP, dated December 1, 2022 and attached to the Demolition Request of Designated Heritage Property 7119 Tecumseh Rd, Church of the Annunciation report presented at the December 13, 2022 Council meeting;

Direct Administration to advertise to the community, local organizations, salvage companies and other interested parties of the heritage attributes available for donation; and

Direct Administration to bring a report for Council to consider a plan, including financial implications, for any unclaimed heritage attributes that are in good condition that Lakeshore would want to store or relocate within the community.

**Yes - 2   No - 5**

**Tammie Ryall**

**Corporate Leader - Growth and Sustainability**

Municipality of Lakeshore | Growth and Sustainability  
419 Notre Dame Street, Belle River, ON, N8L 0P8  
T: 519-728-1975 x292

Connect with us online at [Lakeshore.ca/Connect](https://lakeshore.ca/Connect)

---

**From:** Matt Alexander <[malexander@lakeshore.ca](mailto:malexander@lakeshore.ca)>

**Sent:** Wednesday, February 19, 2025 3:09 PM

**To:** Tammie Ryall <[tryall@lakeshore.ca](mailto:tryall@lakeshore.ca)>

**Cc:** Urvi Prajapati <[uprajapati@lakeshore.ca](mailto:uprajapati@lakeshore.ca)>; Daniel Mercer <[dmercer@lakeshore.ca](mailto:dmercer@lakeshore.ca)>

**Subject:** RE: Information on the Heritage buildings - 2 former Catholic churches in Lakeshore

Thanks Tammie. I'll pass along the questions.

The Stoney Point draft report is attached.

**Matt Alexander**, RPP

Municipality of Lakeshore

T: <tel:+15197281975;ext 247>

Connect with us online at [Lakeshore.ca/Connect](https://lakeshore.ca/Connect)

**Matt Alexander**

**Temporary Planner 2**

Municipality of Lakeshore |  
419 Notre Dame Street, Belle River, ON, N8L 0P8  
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# 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:** August 29, 2025

**Subject:** 2023 Year-End Reporting: Audited Consolidated Financial Statements, Building Services Annual Statement, Development Charge Reserve Funds Statement, and 2023 Parkland Dedication Reserve Statement

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### Recommendation

The Audited Consolidated Financial Statements for the year ended December 31, 2023, be approved;

The Audit Findings Report of KPMG for the year ended December 31, 2023, be received;

Administration be authorized to post the 2023 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, 2023, be received;

The Development Charges Reserve Funds Statement, for the year ended December 31, 2023, be received; and,

The Parkland Dedication Reserve Statement, for the year ended December 31, 2023, be received, all as presented at the September 9, 2025 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, 2023:

1. 2023 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 2023 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 2023 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, 2023 (Attachment C) outlines the financial results as well as continuity for the building operations and capital reserve funds. The 2023 actual figures include allocated overhead costs (indirect) for building services and exclude costs not related to Building Code Act operations.

Delays in the 2023 audit were expected and reported to Council during the presentation of the 2022 statements, as various business processes and other factors have caused delays. However, Council has made significant investments in improving the service level and staffing in the Department of Finance and has approved a major accounting system upgrade to mitigate the risk of computer errors. Currently, several risk areas, business processes, and internal control weaknesses need to be addressed for Finance to reach a more mature state of business support. The new accounting system, scheduled for completion by Q1 of 2026, will help bring stability. It is anticipated that the year-end for 2024 will also be completed in late summer to early fall of 2025, and this will be the year financial reporting gets back on track.

### **Others Consulted**

KPMG- Cynthia Swift- Partner

## Financial Impacts

Highlights of the **2023 Consolidated Financial Statements** (Attachment A) include the following:

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

- Cash has increased by \$1 million (1%) due to higher cash inflows from operations, which rose because of surpluses during the year. This is offset by a reduction in reserve funds and deferred revenue, primarily from the wastewater reserve. The decrease is largely due to the use of provincial grant funds for capital projects, and the Denis St. Pierre Treatment Plant is being financed through internal cash flows rather than short-term construction loans, which carry significant interest rates.
- Taxes receivable has increased by .9 million (32%). 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 decreased by \$2.5 million (36%), primarily due to a \$2.5 million decrease in HST recoverable due to the timing of the returns and refunds received from the Canada Revenue Agency, as well as large capital projects and government grants experienced in 2022. These activities have returned to normal levels in 2023.
- Water receivables and unbilled revenue have increased by \$0.2 million (7%) due to a 3% rise in water and wastewater consumption levels in 2023, which also led to higher accounts receivables.
- Drainage receivables and other Drainage recoverable decreased by \$.84 million (27%), reflecting amounts due from landowners for new drainage construction projects in progress at yearend and drain maintenance works during the year.
- 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 saw little change from the prior year.
- Accounts payable and accrued liabilities have increased by \$4.4 million (40%), primarily due to the timing and value of large construction payments being due at

the end of 2023. Mostly related to the final payment certificates for the Dennis St. Pierre Treatment Plant.

- Deposits for building and planning applications decreased by \$1.6 million (52%) due to several significant developments with planning deposits in 2022, including a Hydro One road use agreement deposit. These deposits expired by the end of 2023. A detailed review of planning applications and deposit accounts was conducted to clean up business processes and make significant adjustments, with work continuing into 2024.
- The balance of deferred revenue decreased by \$5.6 million (30%) to \$12.8 million. These funds are held as obligatory reserve funds for prescribed purposes and consist of the Development Charges Reserve Funds, Federal Gas Tax Reserve Fund, Provincial Grant (OCIF) Reserve Fund, and others. The decrease is due to collections during the year being less than the capital expenses from these reserves. Schedule 2 of 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 (13%) due to a reduction of loan holdings that require accrued interest calculations.
- Municipal debt decreased by \$2.6 million (12%) to \$19.5 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 \$0.1 million. This increase is based on full actuarial assumptions, which adhere to 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, as well as corporate obligations for post-retirement health insurance and dental insurance. A breakdown of the various components of the employee's future benefit obligations is provided in Note 8 of the Consolidated Financial Statements.
- Asset retirement obligations and asset retirement assets are a new note disclosure required by accounting principles in 2023. They represent the estimated cost of decommissioning municipal assets that may require additional remediation, such as asbestos piping or underground fuel sites. Full disclosure of these estimates is presented in Note 18 of the financial statements.
- Accumulated sick leave, as well as landfill closure cost liabilities, saw very little change from 2022.
- Tangible Capital Assets (TCA) at the end of the year have a net book value of \$417 million, an increase of \$33 million (8%). The municipality and developers made a net investment of \$43.7 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 \$10.4 million. The amortization represents the proportionate cost of the assets used up as of 2023, 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 2022.
- Prepaid expenses decreased by \$0.02 million (21%) in 2023 and the main decrease is due to the timing of payment postage meter cost.
- 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 \$467 million, an increase of \$46 million (11%).
- Reserves and reserve funds, as well as deferred revenue balances, have decreased by \$4.4 million (5%), as disclosed within the accumulated surplus position. The main cause for this decrease is the use of reserves to invest in tangible capital assets (TCA) and infrastructure, totaling \$32.8 million in 2023. The details of the reserves and reserve funds can be found in Schedules 2 and 3 of the Consolidated Financial Statements, which provide 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 \$2.7 million (7%) 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 \$2.7 million.
- Wastewater charges increased by \$0.6 million (8%). The increase reflects the net impact of 2023 wastewater rates applied to a decreased flow volume.

- Water charges decreased by \$0.1 million (1%) due to applying 2023 water rates to a lower water usage volume. Water loss in 2023 was higher than expected and remains an area that administration is examining, particularly in the Union Water System serviced area.
- Recreation Revenue increased by \$.6 million (20%) as it returned to pre-pandemic usage and programing.
- Government transfers and Other Revenue increases of \$3.8 million as grant funding increased from the prior year.
- Deferred revenue earned has decreased by \$0.3 million (10%) due to the provincial grants remaining relatively consistent with 2022 levels, with decreases in OMPF and OCIF noted in year.

#### 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 \$.3 million (3%) primarily due to increases in actuals cost of salaries and benefits and insurance premiums cost charged to the taxations budget centre in 2023.
- Protection of persons & property expenses increased by \$0.4 million (4%). This increase is due to increased costs in the By-law, OPP and Fire cost increases as well.
- Transportation services expenses increased by \$1.4 million (13%) resulting from an increase in transportation capital expenditures in 2023 over 2022 amounts.
- Environmental Services expenses increased by \$.1 million (0.5%) as water and wastewater operations and capital expenses in year remained consistent between 2023 and 2022.
- Recreation and Cultural Services expenses increased by \$1.5 million (16%), as Recreation costs returned to normal levels following the pandemic in 2023.
- Planning and Development expenses increased by \$0.05 million (3%) primarily due to staffing cost changes from year to year.

The annual surplus of \$37.4 million in 2023 (\$15.4 million in 2022) resulted from the items outlined above. This surplus includes adjustments based on the consolidation of equity in Union Water and mandatory PSAB reporting requirements, which recognize grants revenue as received in the year. Notably, the municipality assumed several subdivisions during 2023, accounting for \$12.1 million of the surplus. Due to 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 **2023 Development Charge Reserve Funds Statement** (Attachment B):

- Development Charges of \$5.4 million were collected in 2023
- Interest income of \$0.2 million was earned on the investment in the reserve fund.
- A withdrawal of \$2.23 million was made for the cost of the DC-eligible loan payment and adjustments and eligible capital projects that had been internally funded by other municipal reserves.
- Withdrawals of \$2.98 million were made to fund DC eligible portions of the capital projects for Patillo Road and Watermain Replacement on County Road 22

Highlights of the **2023 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 2023 actual figures include allocated overhead costs (indirect) and actual costs for delivery of building services under the Building Code Act.

The statement shows that 2023 resulted in a net deficit of \$345,404, 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 \$1.49 million at the end of 2023. 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.

## **2023 Parkland Dedication Reporting**

**Chart 1 - 2023 Treasurer's Statement - Parkland Dedication Reserve Fund**, shown below, outlines the Parkland Dedication activity for the year ended December 31, 2023. Total cash-in-lieu collections were \$886,986 in 2023.

Parkland Dedication Reserve Funds spent on capital projects totalled \$654,638 for 2023.

Capital projects funded include partial funding for St. Clair Shores Park, the conversion of Maidstone tennis courts to pickleball courts, and an allocation towards the purchase of parkland adjacent to Stoney Point Park (Former Tavern Lands).

**Municipality of Lakeshore  
Treasurer Statement under Section 42 of the Planning Act  
For the Year Ended December 31, 2023**

<b>Parkland Dedication</b>		
<b>Opening Balance</b>		<b>\$833,816</b>
Contributions	<b>\$886,986</b>	
Interest	<b>\$ 31,505</b>	
Adjustment to Prior Years	<b>\$(8,442)</b>	
<b>Total Funds Available</b>		<b>\$1,743,865</b>
Less: Capital Projects	<b>\$654,638</b>	
<b>Closing Balance</b>		<b>\$1,089,227</b>

**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. For 2023, MMAH allowed an extension to May 31, 2025, as many municipalities were having trouble meeting the new reporting requirements. The Municipality of Lakeshore has historically been late in filing the FIR. It should be noted that Administration is working on implementing significant process improvements, and Council has approved additional staffing to mitigate these concerns moving forward.

<b>Year</b>	<b>Financial Statements Filed</b>	<b>FIR Filed</b>
2023	9/06/2025	5/1/2025
2022	9/10/2024	5/15/2024
2021	5/10/2023	1/30/2023
2020	3/15/2022	12/16/2021

Year	Financial Statements Filed	FIR Filed
2019	12/8/2020	10/30/2020
2018	8/14/2019	8/20/2019
2017	10/9/2018	9/19/2018

## Attachments

- 2023 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 Report & Audit Findings Report (AFR) (Attachment D)

## Report Approval Details

Document Title:	2023 Year-End Reporting Audited Consolidated Financial Statements.docx
Attachments:	<ul style="list-style-type: none"> <li>- 2023 Consolidated FS.pdf</li> <li>- 2023 Building Services Statement.pdf</li> <li>- 2023 - DC Reserve Fund Reporting.pdf</li> <li>- 2023-12-31 Municipality of Lakeshore AR.pdf</li> <li>- Lakeshore AFR 2023 - updated on Aug 19 2025.pdf</li> </ul>
Final Approval Date:	Sep 2, 2025

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

Prepared by Justin Rousseau and Kate Rowe

Approved by Tyson Cragg

Consolidated Financial Statements of

**THE CORPORATION OF THE  
MUNICIPALITY OF LAKESHORE**

And Independent Auditors' Report thereon

Year ended December 31, 2023

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Financial Statements

Year ended December 31, 2023

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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, 2023, with comparative information for 2022

	2023	2022 (Restated - Note 19)
<b>Financial assets</b>		
Cash and temporary investments	\$ 88,565,703	\$ 87,557,417
Taxes receivable	3,931,024	2,976,382
Trade and other receivables	4,460,991	7,021,870
Water receivables and unbilled revenue	4,087,186	3,809,184
Drainage receivables	1,946,557	2,598,799
Drainage recoverable from others	284,712	477,955
Inventory held for resale	18,147	18,147
Investments (note 3)	393,106	594,315
	<b>\$ 103,687,426</b>	<b>\$ 105,054,069</b>
<b>Financial liabilities</b>		
Short-term loans (note 5)	\$ 541,343	\$ 522,825
Accounts payable and accrued liabilities	15,539,705	11,083,725
Deposits	1,459,479	3,083,331
Deferred revenue (note 6)	12,833,932	18,516,980
Accrued interest on long-term liabilities	118,260	136,797
Net long-term liabilities (note 7)	19,566,940	22,210,153
Asset retirement obligation (Notes 18)	1,730,214	1,670,954
Post-employment benefits (note 9)	2,422,900	2,323,400
Accumulated vested sick leave (note 10)	586	586
Landfill closure cost liability (note 11)	541,111	559,120
	<b>54,754,470</b>	<b>60,107,871</b>
Net financial assets	<b>48,932,956</b>	<b>44,946,198</b>
<b>Non-financial assets</b>		
Tangible capital assets (Schedule 1)	414,348,982	381,027,081
Unfunded capital in progress	3,327,940	3,139,303
Asset retirement obligation assets	1,073,402	1,125,397
Inventories of supplies	180,830	180,830
Prepaid expenses	73,118	93,546
	<b>419,004,272</b>	<b>385,566,157</b>
Contractual obligations and contingencies (notes 14 and 15)		
Accumulated surplus (Schedule 4)	<b>\$ 467,937,228</b>	<b>\$ 430,512,355</b>

See accompanying notes to consolidated financial statements.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

## Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget	2023 Actual	2022 Actual (Restated - Note 19)
Revenue (note 16):			
Taxation	41,715,716	\$ 42,098,958	\$ 39,334,445
User charges:			
Wastewater	7,388,284	7,952,048	7,355,767
Water	10,070,095	10,742,692	10,876,214
Recreation	3,051,635	3,447,328	2,869,832
Other	1,100,672	1,680,902	1,302,876
Government transfers	906,182	2,272,160	1,429,681
Other (note 12)	2,409,860	5,710,751	3,058,483
Deferred revenue earned (Schedule 2)	4,423,295	3,072,097	3,444,090
	71,065,739	76,976,936	69,671,388
Expenses (note 16):			
General government	8,505,777	9,541,884	9,270,274
Protection to persons and property	8,911,388	9,887,201	9,464,987
Transportation services	8,398,987	11,752,733	10,329,138
Environmental services	19,122,915	21,166,864	21,081,498
Recreation and cultural services	9,803,083	10,616,848	9,087,789
Planning and development	1,710,019	1,770,105	1,716,620
	56,452,169	64,735,635	60,950,306
Net revenue	14,613,570	12,241,301	8,721,082
Other:			
Grants and revenues (expenses) related to capital:			
Gain (loss) on sale of capital assets	-	(279,306)	55,132
Deferred revenue earned (Schedule 2)	-	13,366,478	6,652,106
Contribution from developers	-	12,115,749	-
Other	30,597	(19,349)	54,618
	30,597	25,183,572	6,761,856
Annual surplus	14,644,167	37,424,873	15,482,938
Accumulated surplus, beginning of year	430,512,355	430,512,355	415,029,417
Accumulated surplus, end of year	\$ 445,156,522	\$ 467,937,228	\$ 430,512,355

See accompanying notes to consolidated financial statements.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

## Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	2023	2022 (Restated - Note 19)
Annual surplus	\$ 37,424,873	\$ 15,482,938
Amortization of tangible capital assets	12,823,959	11,536,372
Amortization of asset retirement obligation assets	51,995	27,219
Acquisition of tangible capital assets	(46,487,544)	(40,521,358)
Acquisition of unfunded tangible capital assets	(188,637)	-
Loss on sale of tangible capital assets	279,306	(55,132)
Capital assets decommissioned	-	-
Proceeds on sale of tangible capital assets	62,378	59,203
	3,966,330	(13,470,758)
Acquisition of inventories	(180,830)	(180,830)
Acquisition of prepaid expenses	(73,118)	(93,546)
Consumption of inventories	180,830	180,830
Consumption of prepaid expenses	93,546	128,284
Change in net financial assets	3,986,758	(13,436,020)
Net financial assets, beginning of year	44,946,198	58,382,218
Net financial assets, end of year	\$ 48,932,956	\$ 44,946,198

See accompanying notes to consolidated financial statements.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

## Consolidated Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022 (Restated - Note 19)
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 37,424,873	\$ 15,482,938
Items not involving cash:		
Amortization of tangible capital assets	12,823,959	11,536,372
Accretion and amortization of asset retirement obligation:	111,255	62,553
Loss (gain) on sale of tangible capital assets	279,306	(55,132)
Change in non-cash operating working capital:		
Taxes, trade and water receivables	1,328,235	(4,458,667)
Prepaid expenses	20,428	34,738
Drain receivables and debt recoverable from others	845,485	1,030,970
Accounts payable, accrued liabilities and deposits	2,832,128	4,136,083
Deferred revenue	(5,683,048)	2,010,010
Unfunded liabilities - interest, benefits, landfill	62,954	979,863
	50,045,575	30,759,728
Investing:		
Decrease in investments	201,209	213,135
	201,209	213,135
Capital:		
Acquisition of unfunded tangible capital in progress	(188,637)	-
Acquisition of tangible capital assets (net)	(46,487,544)	(40,521,358)
Proceeds on disposal of tangible capital assets	62,378	59,203
	(46,613,803)	(40,462,155)
Financing:		
Debenture principal repayments	(2,643,213)	(2,579,479)
	(2,643,213)	(2,579,479)
Increase (decrease) in cash and cash equivalents	989,768	(12,068,771)
Cash and cash equivalents, beginning of year	87,034,592	99,103,363
Cash and cash equivalents, end of year	\$ 88,024,360	\$ 87,034,592

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

## Consolidated Notes to Financial Statements

Year ended December 31, 2023

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### 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.

#### (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.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (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.

### (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:

<b>Asset</b>	<b>Useful Life - Years</b>
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

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (f) Non-financial assets (continued):

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.

### (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.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (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.

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 of twenty years.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (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, asset retirement obligations, accruals and employee benefits payable. Actual results could differ from management's best estimates as additional information becomes available in the future.

### (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:

#### (i) Adoption of new accounting standards:

The Municipality adopted prospectively PS 1201 Financial Statement Presentation, PS 2601 Foreign Currency Translation, PS 3041 Portfolio Investments, PS 3450 Financial Instruments and retroactively PS 3280 Asset Retirement Obligations standards for the fiscal year beginning January 1, 2023.

The adoption of these new accounting standards had the following impact on the financial statements:

- 1) PS 3280 Asset Retirement Obligations has resulted in the recognition of legal obligations associated with the retirement of certain controlled tangible capital assets.
- 2) PS 3450 Financial Instruments has resulted in the selection of the fair value basis of measurement for certain financial instruments and recognition of unrealized remeasurement gains or losses on the Statement of Remeasurement Gains and Losses.
- 3) PS 1201 Financial Statement Presentation has resulted in the addition of a new financial statement called the Statement of Remeasurement of Gains and Losses that is separate from the statement of operations and accumulated surplus. This new statement includes unrealized gains and losses arising from the remeasurement of financial instruments and

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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items denominated in foreign currencies and any other comprehensive income that arises when the Town includes the results of government business enterprises.

- 4) PS 3280, Asset Retirement Obligations – PS 3280 Asset Retirement Obligations (ARO) is recognized when, as at the financial reporting date, all of the following criteria are met:
  - There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
  - The past transaction or event giving rise to the liability has occurred;
  - It is expected that future economic benefits will be given up; and
  - A reasonable estimate of the amount can be made.
- 5) The substantial portion of ARO liability for the Town stems from the removal of asbestos in buildings owned by the Town. The ARO liability for removal of asbestos has been based on actual demolition cost (on a square foot basis) of a building containing asbestos and has been recognized under the modified retroactive method. Where renovations had taken place, the gross area of the structure was pro-rated to account for partial abatement. Assumptions used in the calculations are revised on an annual basis. All known asbestos is contained and possess no risk to the users.
- 6) The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing accounting standard PS 3270 Solid Waste Landfill Closure and Post-Closure Liability. The buildings had an expected useful life of 40 years, and the estimate has not changed since purchased.
- 7) PS 3450, Financial Instruments – PS 3450 Financial Instrument establishes standards on how to account for and report all types of financial instruments including derivatives. Financial instruments include primary instruments (such as receivables, payables, and equity instruments) and derivative financial instruments (such as financial options, futures and forwards, interest rate swaps and currency swaps). Any unrealized gains and losses are reported through a new statement called statement of remeasurement gains and losses. Unrealize gains and losses are realized upon settlement of the financial instrument when the financial instrument is sold or reaches maturity. The Town has no financial instruments carried at fair value and as a result has not presented a Statement of Remeasurement of Gains and Losses.

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

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 2. Prior period adjustment – change in accounting policy:

Effective January 1, 2023, the Municipality of Lakeshore adopted Canadian public sector account stand PS 3280 Asset Retirement Obligations. This new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of certain tangible capital assets such as asbestos removal and disposal within buildings (see note 18). This standard was adopted using the modified retroactive approach.

The impact of the prior period adjustment on the December 31, 2022 comparative amounts is as follows:

	<u>Increase (Decrease)</u>
ARO Asset - Cost	\$ 1,257,310
ARO Asset - Accumulated Amortization	(104,694)
<u>Asset Retirement Obligation (liability)</u>	<u>(1,635,620)</u>
Accumulated Surplus, January 1, 2022	(483,004)
<u>Amortization/Accretion Expense</u>	<u>(62,553)</u>
Annual Surplus for the year ending December 31, 2022	(62,553)
<u>Accumulated Surplus, December 31, 2022</u>	<u>(545,557)</u>

## 3. Investments:

	2023	2022
Debentures	\$ 393,106	\$ 594,315
	<u>\$ 393,106</u>	<u>\$ 594,315</u>

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 4. Equity in the Union Water Supply System (UWSS):

The equity in the UWSS is made up as follows:

	2023	2022 (Restated Note 2)
Cash and investments	\$ 817,726	\$ 690,523
Accounts receivable	61,326	42,119
Accounts payable	(77,202)	(114,047)
	801,850	618,595
Long-term debt	(210,318)	(265,741)
Asset retirement obligations	(572,143)	(558,733)
Tangible capital assets	1,897,062	1,917,050
	1,114,601	1,092,576
Reserves	357,392	199,367
Reserve funds	444,459	419,229
ARO Fund Equity	(514,394)	
	287,457	618,596
Tangible Capital Assets - net book value:		
Water – land, land improvements, buildings and equipment	1,267,186	1,301,045
Water – linear	553,496	552,818
Water – assets under construction	18,632	2,996
	\$ 1,839,314	\$ 1,856,859

Included in the consolidated statement of operations and accumulated surplus is the UWSS share of:

	2023	2022
Amortization expense	\$ 66,074	\$ 60,537
Interest on long-term debt	25,517	31,005

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, 2021. Subsequent to year end, the Municipality received 336 Class A Special Shares in Union Water Supply System Inc., the new corporation, and the investment will be accounted for as a government business enterprise in 2024. The ownership interest is to be updated every four years.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 5. 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 \$541,343 (2022 - \$522,825) for drainage construction. This loan is offered on an unsecured basis.

## 6. Deferred revenue:

	2023	2022
Obligatory reserve funds:		
Development Charges Act and Agreements	\$ 10,044,660	\$ 11,212,630
Parking and trees	206,434	212,820
Parkland dedication	1,089,227	833,816
Federal gas tax	-	4,337,930
Building code	1,493,611	1,919,784
	<u>\$ 12,833,932</u>	<u>\$ 18,516,980</u>

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

## 7. Long-term liabilities:

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

	2023	2022
Total debentures payable	\$ 19,356,622	\$ 21,944,412
Share of Union Water System obligations	210,318	265,741
	<u>\$ 19,566,940</u>	<u>\$ 22,210,153</u>

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

2024	\$ 2,568,084
2025	2,567,635
2026	2,148,551
2027	2,125,941
2028	2,201,747
Thereafter	<u>7,954,982</u>

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 7. Long-term liabilities (continued):

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

	2023	2022
Taxation	\$ 9,823,819	\$ 10,546,726
User rates:		
Water	5,681,952	6,887,271
Wastewater	3,738,632	4,298,201
Benefitting landowners	322,537	477,955
	<u>\$ 19,566,940</u>	<u>\$ 22,210,153</u>

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 \$752,371 (2022 - \$843,149). Of this amount, \$170,462 (2022 - \$195,497) was paid from wastewater rates, \$219,057 (2022 - \$260,746) from water rates, \$336,219 (2022 - \$357,871) from tax rates and \$26,633 (2022 - \$29,035) from benefitting landowners.

## 8. 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 \$1,098,684 (2022 - \$1,044,178) in contributions towards the OMERS plan which are recorded in the statement of operations. At December 31, 2023, 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.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 9. 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, 2023. The following significant actuarial assumptions were applied in estimating post-employment benefit liability:

- (a) a discount factor of 4.16% (2022 - 4.0%)
- (b) a health care trend rate of 4.4% for 2023

The liability based on the above assumptions at the year-end date is \$2,422,900 (2022 - \$2,323,400).

	2023
Accrued benefit liability, beginning	\$ 2,323,400
Annual expense	329,400
Benefits paid	(103,600)
Unamortized net actuarial loss	(126,300)
Accrued benefit obligations, end of year	\$ 2,422,900

## 10. 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 (2022 - \$286,904) 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 (2022 - \$586).

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 11. 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% (2022 - 4%) discount rate and 2% (2022 - 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 \$541,111 at the yearend date (2022 - \$559,120).

## 12. Other income:

	2023	2022
Penalties and interest on taxation	\$ 671,461	\$ 557,623
Investment income	3,495,573	1,500,561
Permits and licenses	850,360	914,134
Miscellaneous	693,357	86,165
	<u>\$ 5,710,751</u>	<u>\$ 3,058,483</u>

## 13. 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:

	2023	2022
School boards	\$ 12,591,518	\$ 12,338,254
County of Essex	30,888,485	29,001,457
	<u>\$ 43,480,003</u>	<u>\$ 41,339,711</u>

## 14. 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.

## 15. Contingencies:

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

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

## 16. Budget amounts:

The Financial Plan (Budget) By-Law adopted by Council on January 30, 2023 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 January 30, 2023 with adjustments as follows:

	Budget Amount
Revenue:	
Operating	\$ 77,846,976
Capital	26,741,908
Less:	
Transfers from reserves	(33,523,145)
Total revenue	71,065,739
Expenses:	
Operating	77,846,976
Capital	26,741,908
Less:	
Transfers to reserves	(28,846,568)
Debt principal payments	(5,201,401)
Capital expenditures	(26,741,908)
Add:	
Amortization of tangible capital assets	12,653,162
Total expenses	52,452,169
Other	30,597
Budgeted surplus per financial statements	14,644,167

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 17. 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.

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Notes to Financial Statements (continued)

Year ended December 31, 2023

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**18. Asset retirement obligation:**

Liabilities exist for the removal and disposal of asbestos or other hazardous substances within buildings and facilities owned by the Municipality of Lakeshore which include the Wastewater Treatment Plant, Police Station, Fire Stations, Public Works Yards, and other Parks & Recreation facilities.

	2023	2022 Restated (note 2)
Asset Retirement Obligation, beginning of the year	\$ 1,670,954	1,635,620
Accretion expense	<u>59,260</u>	<u>35,334</u>
Asset Retirement Obligation, end of year	<u>\$ 1,730,214</u>	<u>\$ 1,670,954</u>

**19. Comparative figures:**

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

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Tangible Capital Assets

Schedule 1

Year ended December 31, 2023, with comparative information for 2022

	General					Infrastructure					Totals	
	Land	Land improvements	Buildings	Equipment	Vehicles	Plants and facilities	Roads	Underground	Bridges	Assets under construction	2023	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost:												
Beginning 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
Additions	-	1,749,353	2,068,990	4,211,398	984,421	294,601	10,031,326	12,879,914	-	34,052,896	66,272,899	50,656,611
Disposals	-	(22,915)	-	(152,589)	(584,687)	-	(1,640,594)	-	-	(19,785,355)	(22,186,140)	(11,291,829)
Donations and transfers	-	55,458	24,856	(429,213)	53,912	-	-	426,956	-	(443,339)	(311,370)	-
Balance, end of year	6,913,525	16,585,323	70,749,007	35,276,588	9,887,891	76,861,580	145,566,855	182,094,342	7,306,814	65,876,072	617,117,997	573,342,608
Accumulated Amortization:												
Beginning 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
Amortization	-	549,890	2,214,042	1,602,839	593,131	1,339,155	4,423,076	1,895,812	101,291	-	12,719,236	11,536,372
Accumulated amortization on disposals	-	(22,915)	-	(125,688)	(584,687)	-	(1,637,181)	-	-	-	(2,370,471)	(1,152,505)
Donations and transfers	-	9,496	128,491	(435,471)	-	-	402,207	-	-	-	104,723	-
Balance, end of year	-	4,065,683	16,589,443	16,629,977	5,978,355	18,080,142	92,929,326	44,725,797	3,770,292	-	202,769,015	192,315,527
Net book value of tangible capital assets	6,913,525	12,519,640	54,159,564	18,646,611	3,909,536	58,781,438	52,637,529	137,368,545	3,536,522	65,876,072	414,348,982	381,027,081

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Deferred Revenue

Schedule 2

Year ended December 31, 2023, with comparative information for 2022

	Balance December 31, 2022	Interest earned	Contributions received (refunded)	Deferred revenue allocated	Balance December 31, 2023
Parkland	833,816	31,505	(8,442)	232,348	1,089,227
Development charges	6,163,276	209,450	5,474,052	(5,225,450)	6,621,328
Building Code	1,919,784	53,819	(110,851)	(369,141)	1,493,611
Federal Gas Tax	4,337,930	25,826	1,966,437	(6,330,193)	-
Trees	212,097	6,844	61,150	(74,404)	205,687
Provincial Grants	5,049,354	250,099	2,795,614	(4,671,735)	3,423,332
Parking	723	24	-	-	747
	18,516,980	577,567	10,177,960	(16,438,575)	12,833,932

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

## Schedule of Reserves and Reserve Funds

## Schedule 3

Year ended December 31, 2023, with comparative information for 2022

	Balance December 31, 2022	Interest earned	Contributions received	Inter fund transfers	Transfer from (to) capital	Transfer from (to) operations	Balance December 31, 2023
<b>Reserve Funds</b>							
Water	22,989,326	1,020,033	-	968,188	(956,950)	4,674,844	28,695,441
Wastewater	(19,632,531)	(934,460)	-	7,093,549	(21,060,250)	3,392,944	(31,140,748)
Future employee benefits	714,999	-	-	-	-	-	714,999
ELK sale proceeds	1,440,753	-	-	-	-	-	1,440,753
	5,512,547	85,573	-	8,061,737	(22,017,200)	8,067,788	(289,555)
<b>Reserves</b>							
Working capital	3,213,786	-	-	(663,429)	-	613,233	3,163,590
Contingencies	1,713,177	-	-	48,777	-	-	1,761,954
Accumulated sick leave	55,130	-	-	-	-	-	55,130
Water operating	1,064,058	-	-	-	-	-	1,064,058
Union water system	419,229	-	-	-	-	(61,837)	357,392
Union water system	199,367	-	-	-	-	245,092	444,459
Roads	11,556,217	-	-	(4,707,660)	(2,840,583)	7,150,415	11,158,389
Acquisition of capital assets	40,238,016	-	89,767	7,842,028	7,763,960	(9,161,108)	46,772,663
Future operating expenses	5,991,400	-	16,000	122,494	714,613	(172,764)	6,671,743
	64,450,380	-	105,767	2,642,210	5,637,990	(1,386,969)	71,449,378
	69,962,927	85,573	105,767	10,703,947	(16,379,210)	6,680,819	71,159,823

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Consolidated Schedule of Accumulated Surplus

Schedule 4

Year ended December 31, 2023, with comparative information for 2022

	2023	2022 (Restated - Note 19)
<b>Reserves and Reserve Funds:</b>		
Reserve Funds (Schedule 3)	(289,555)	5,931,776
Reserves (Schedule 3)	71,449,378	64,031,151
	<u>71,159,823</u>	<u>69,962,927</u>
<b>Surpluses:</b>		
Tangible capital assets	398,558,001	364,582,283
Deficit - unfunded tangible capital in progress	(3,327,940)	(3,139,303)
General revenue fund	1,785,496	(1,044,902)
General reduction of user charges	3,554,529	3,768,383
Benefitting landowners related to special charges and special areas	(53,011)	(51,573)
Asset retirement obligation (net)	(656,813)	(545,557)
<b>Unfunded:</b>	-	-
Post employment liabilities and sick leave	(2,423,486)	(2,323,986)
Landfill closure cost liability	(541,111)	(559,120)
Accrued interest on long-term debt	(118,260)	(136,797)
	<u>396,777,405</u>	<u>360,549,428</u>
<b>Accumulated Surplus</b>	<u>467,937,228</u>	<u>430,512,355</u>

# THE CORPORATION OF THE MUNICIPALITY OF LAKESHORE

Schedule of Segmented Disclosure

Schedule 5

Year ended December 31, 2023

	General Government	Protective Services	Transportation Services	Environmental Services	Recreation	Planning and Development	Total
Revenue							
Property taxes	42,098,958	-	-	-	-	-	42,098,958
Government transfers	1,891,138	251,210	6,402	6,479	50,148	66,784	2,272,161
User fees and sale of goods	1,084,096	211,807	160,254	18,694,741	3,447,328	224,744	23,822,970
Investment income	3,453,956	-	-	-	-	-	3,453,956
Gain (Loss) on sale of tangible capital assets	(279,306)	-	-	-	-	-	(279,306)
Deferred revenue earned	136,795	-	11,001,926	5,225,450	-	74,404	16,438,575
Other revenues	1,389,992	805,886	-	41,567	-	-	2,237,445
Contribution from developers			12,115,749				12,115,749
	49,775,629	1,268,903	11,168,582	23,968,237	3,497,476	365,932	102,160,508
Expenses							
Salaries, wages and employee benefits	5,091,844	2,972,556	1,926,321	4,067,601	3,595,937	1,396,957	19,051,216
Interest on long-term debt	-	-	-	389,519	336,219	26,633	752,371
Materials	2,621,143	954,780	4,813,595	5,770,942	3,099,464	248,640	17,508,564
Contracted services	1,275,450	4,975,567	249,887	5,950,949	459,253	97,875	13,008,981
Rents and financial expenses	66,185	8,398	-	37,901	46,070	-	158,554
External transfers	-	519,118	-	860,878	-	-	1,379,996
Amortization	487,262	456,782	4,762,930	4,089,074	3,079,905	-	12,875,953
	9,541,884	9,887,201	11,752,733	21,166,864	10,616,848	1,770,105	64,735,635
Annual surplus (deficit)	40,233,745	(8,618,298)	(584,152)	2,801,373	(7,119,372)	(1,404,173)	37,424,873

# The Corporation of the Municipality of Lakeshore

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

Year ended December 31, 2023

	2023 Budget	2023 Actual	2022 Actual
<b>Revenue:</b>			
Permit fees	1,018,300	839,806	928,295
Other revenue	-	-	
	<u>1,018,300</u>	<u>839,806</u>	<u>928,295</u>
<b>Expenses:</b>			
Direct	983,573	950,788	966,563
Indirect	<u>234,422</u>	<u>234,422</u>	<u>234,422</u>
	<u>1,217,995</u>	<u>1,185,210</u>	<u>1,200,985</u>
Net Surplus	(199,695)	(345,404)	(272,690)
Add: Accumulated net expense, beginning of year	-	1,748,571	1,996,274
Add: Transfers & Interest in the year	-	53,818	24,986
Prior Year Adjustments		36,625	
<b>Accumulated net expense, end of year</b>	<u>(199,695)</u>	<u>1,493,610</u>	<u>1,748,570</u>
<b>Building Reserve Fund - Operating:</b>			
Balance, beginning of the year		1,578,836	1,828,651
Net transfer from/(to) operating		(345,404)	(272,690)
Less: Adjustment for Cloud Permit			
Prior Year Adjustments		36,625	
Interest income		<u>48,164</u>	<u>22,875</u>
<b>Balance,end of the year</b>		<u>1,318,221</u>	<u>1,578,836</u>
<b>Building Reserve Fund - Capital:</b>			
Balance, beginning of the year		169,735	167,624
Net transfer from/(to) capital			
Interest income		<u>5,654</u>	<u>2,111</u>
<b>Balance,end of the year</b>		<u>175,389</u>	<u>169,735</u>

**Figure 1**  
**The Corporation of the Municipality of Lakeshore**  
**Development Charge Reserve Funds Statement**  
**Year Ended December 31, 2023**

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, 2023	6,922,734	(4,899,937)	3,454,234	2,275,510	(1,501,207)	(88,058)	6,163,276
Plus:							
Development Charge Collections	1,386,872	880,193	2,641,362	171,188	298,500	95,937	5,474,051
Accrued Interest	220,045	(185,238)	148,374	78,652	(51,047)	(1,335)	209,451
Repayment of Monies Borrowed from Fund and Associated Interest	-	-	-	-	-	-	-
Sub-Total	1,606,917	694,955	2,789,736	249,840	247,453	94,601	5,683,502
Less:							
Amount Transferred to Capital (or Other) Funds (1)	2,021,138	2,201,791	641,605	-	360,916	-	5,225,450
Amounts Reallocated							-
Amounts Loaned to operations for Interim Financing Credits (2)							-
Sub-Total	2,021,138	2,201,791	641,605	-	360,916	-	5,225,450
Closing Balance, December 31, 2023	6,508,513	(6,406,773)	5,602,366	2,525,350	(1,614,670)	6,543	6,621,328

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>											
DC- Eligible Share of Paitllo Road Construction	2,021,138	2,021,138					-				
Sub-Total - Services Related to Highways	2,021,138	2,021,138	-	-	-	-	-	-	-	-	-
<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											
Admin- Industrial Growth Study			-	-	-						
Sub-Total - Administration	-	-	-	-	-	-	-	-	-	-	-
<u>Protection Services</u>											
Fire Equipment Replacement											
Sub-Total - Protection Services	-	-	-	-	-	-	-	-	-	-	-
<u>Water</u>											
DC- Eligible Share of Watermain Replacement County Road 22	968,188	968,188									
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	2,201,791	2,201,791	-	-	-	-	-	-	-	-	-
<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									
Adjustment	(127,069)	(127,069)	-		-	-					
Sub-Total - Wastewater	641,605	641,605	-	-	-	-	-	-	-	-	-

**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**  
**Municipality of Lakeshore**  
**Statement of Credit Holder Transactions**

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year 2023	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year 2023
Lakeshore New Centre Estates Ltd.	Wastewater	1,632		1,632	-
Alpha Holdings Ltd	Wastewater	194		194	-
Marcel St John	Wastewater	455		455	-
1156756 Ontario Ltd	Wastewater	4,138		4,138	-
		6,419	-	6,419	-



**KPMG LLP**  
618 Greenwood Centre  
3200 Deziel Drive  
Windsor, ON N8W 5K8  
Canada  
Telephone 519 251 3500  
Fax 519 251 3530

## **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, 2023
- 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, 2023, and its results of operations 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 ethical 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.



### ***Emphasis of Matter – Comparative Information***

We draw attention to Note 2 to the financial statements, which explains that certain comparative information presented for the year ended December 31, 2022 has been restated.

Note 2 explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information.

Our opinion is not modified in respect of this matter.

### ***Other Matter – Comparative Information***

As part of our audit of the financial statements for the year ended December 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended December 31, 2022. In our opinion, such adjustments are appropriate and have been properly applied.

### ***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



DRAFT



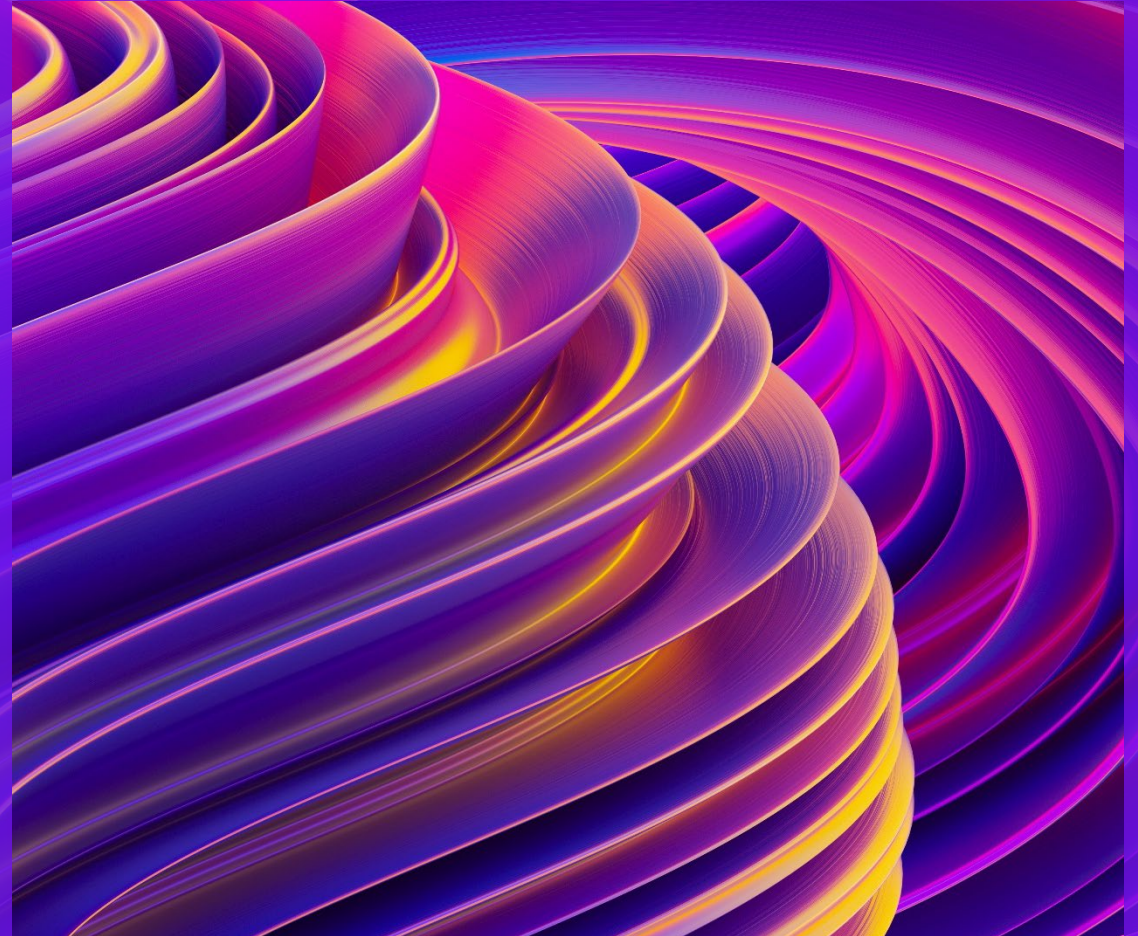
# Municipality of Lakeshore

**Audit Findings Report  
for the year ended December 31, 2023**

*KPMG LLP*

August 5, 2025

[kpmg.ca/audit](https://kpmg.ca/audit)



# KPMG contacts

## Key contacts in connection with this engagement



**Cynthia Swift, CPA, CA**

Lead Audit Engagement Partner

519-251-3520

[caswift@kpmg.ca](mailto:caswift@kpmg.ca)



**Kaitlyn Iannicello, CPA, MSc, MBA**

Manager

519-251-3506

[kiannicello@kpmg.ca](mailto:kiannicello@kpmg.ca)

# Table of contents

## Digital use information

This Audit Findings Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

<b>4</b>	<b>Highlights</b>	<b>5</b>	<b>Technology Highlights</b>	<b>6</b>	<b>Status</b>	<b>7</b>	<b>Materiality</b>
<b>9</b>	<b>Audit Risk and results</b>	<b>11</b>	<b>Control Deficiencies</b>	<b>13</b>	<b>Policies &amp; Practices</b>	<b>15</b>	<b>Specific Topics</b>
<b>16</b>	<b>Independence</b>	<b>18</b>	<b>Appendices</b>				

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 consolidated financial statements. This report 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 highlights



No matters to report



Matters to report – see link for details

## Status

We have completed the audit of the consolidated financial statements (“financial statements”) of the Municipality of Lakeshore with the exception of certain remaining outstanding procedures, which are highlighted on the ‘Status’ slide of this report.

## Materiality

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including total revenues. We have determined materiality to be \$2,000,000.

## Risks and results



Significant risks



Other risks of material misstatement



Going concern matters



Significant unusual transactions

## Policies and practices & Specific topics



Accounting policies and practices



Other financial reporting matters

## Uncorrected and corrected misstatements



Uncorrected misstatements



Corrected misstatements

## Control deficiencies



Significant deficiencies

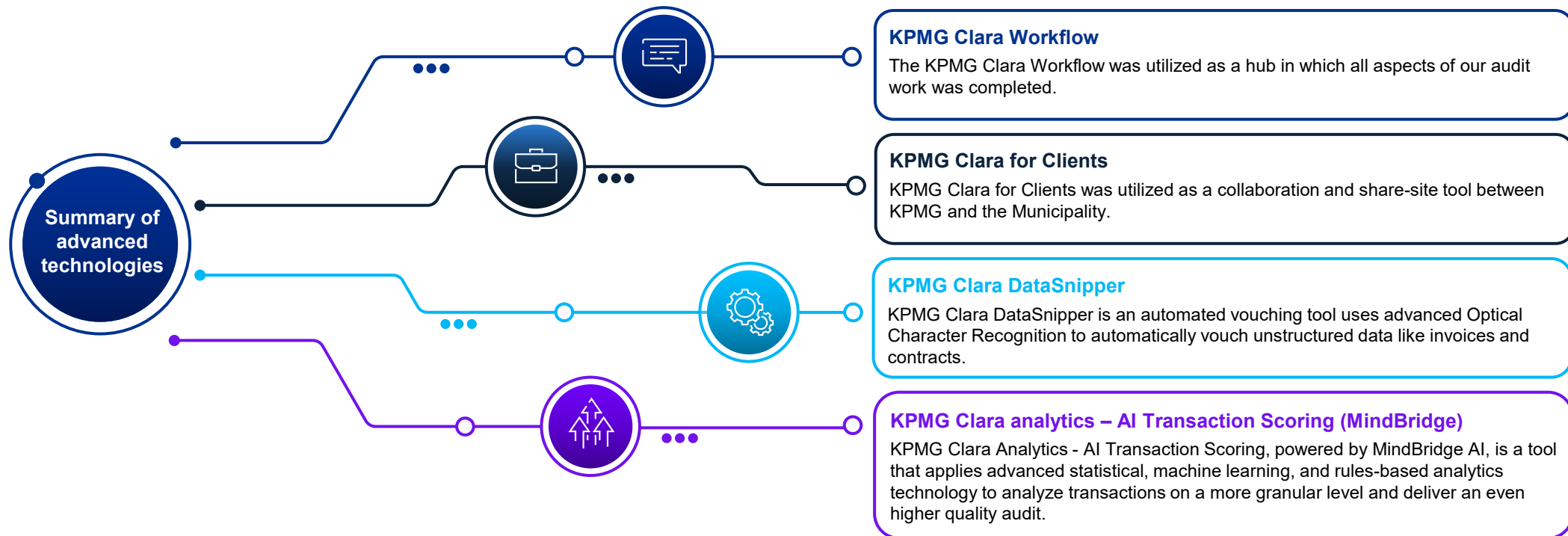


Other deficiencies



# Technology highlights

We plan to utilize technology to enhance the quality and effectiveness of the audit.





# Status

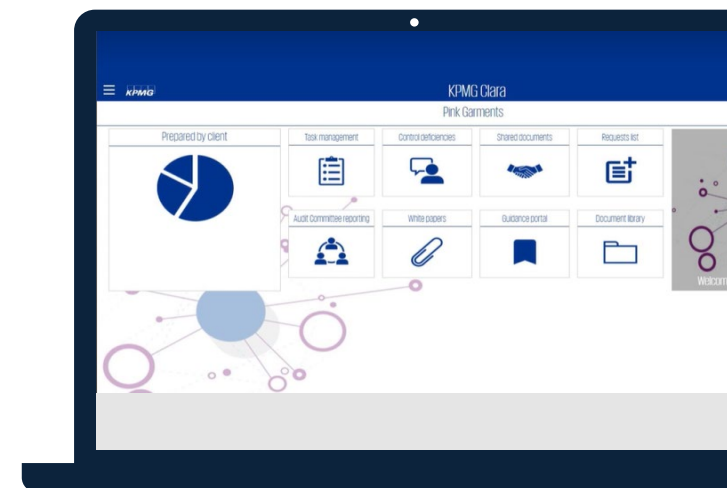
As of August 5, 2025, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:

- Obtaining responses to our request for legal confirmations
- Obtaining response to our request for TD investment confirmation
- Completing our quality review procedures
- Completing our discussions with Council
- Obtaining evidence of council's approval of the financial statements.
- Obtaining the signed management representation letter.

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

Our auditor's report, a draft of which is provided alongside the draft financial statements, will be dated upon the completion of any remaining procedures.

## KPMG Clara for Clients (KCfc)



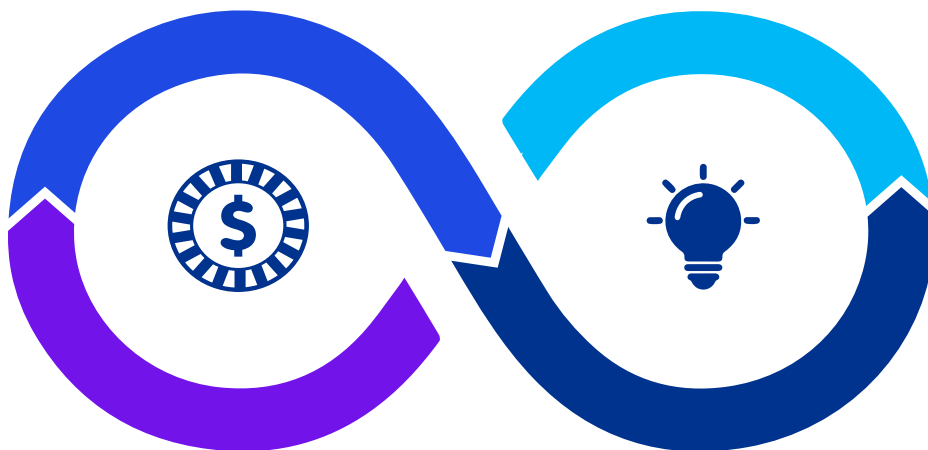
### Real-time collaboration and transparency

We leveraged **KCfc** to facilitate real-time collaboration with management and provide visual insights into the status of the audit!

In our audit we used KCfc to coordinate our requests from management.



# Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

## Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

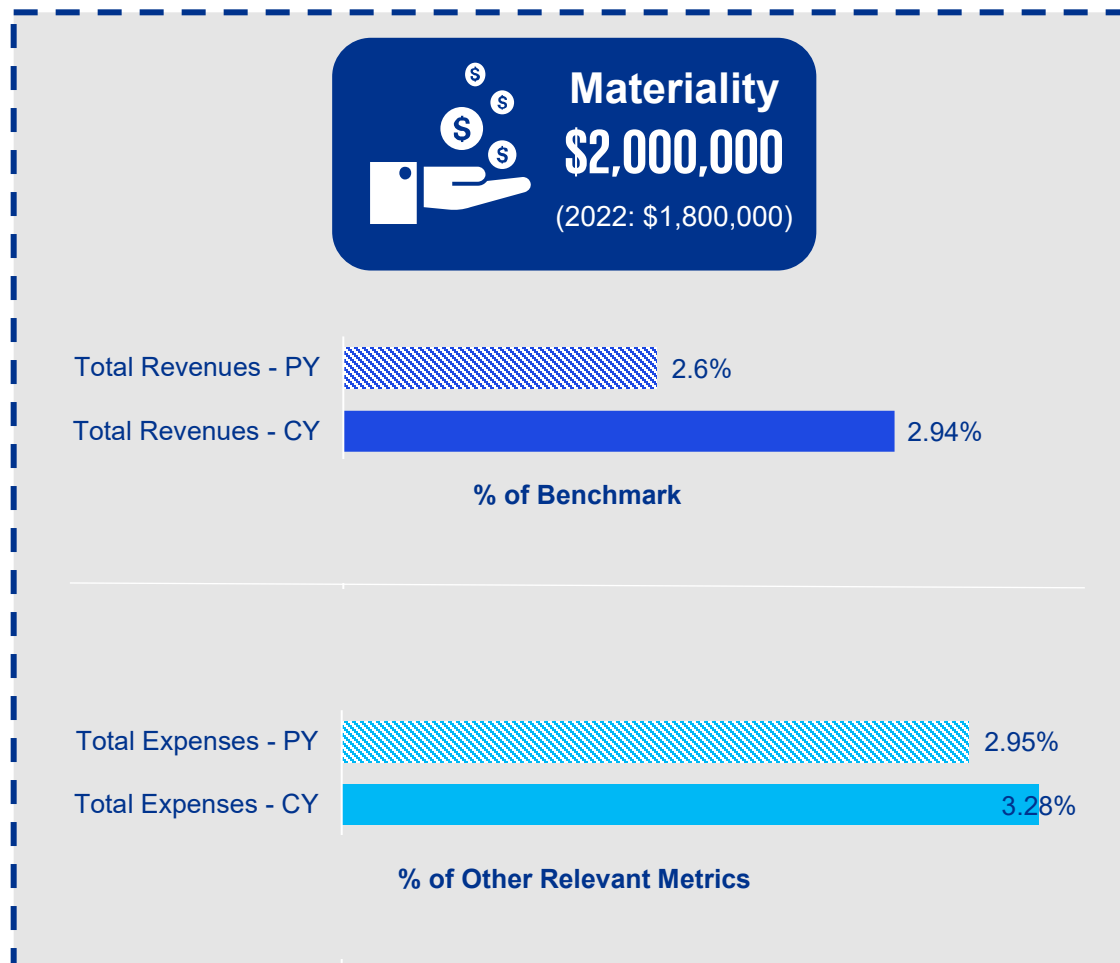
We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

## Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.

# Initial materiality



**Total Prior Year Revenues**  
**\$69,671,388**

**Total Expenses**  
**\$60,950,306**

# Significant risks



## Risk of Fraud Within the Financial Statements

### Why is it significant?

**Presumption  
of the risk of fraud  
resulting from  
management  
override of  
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

### Our response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.
- No issues were noted.

### Why is it significant?

**Presumption  
of the risk of fraud  
resulting from  
fraudulent  
revenue  
recognition**

This is a presumed risk.

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.

### Our response

We have rebutted the fraud risk over revenue recognition since there are limited perceived opportunities to commit fraud since revenue transactions do not involve elements of significant judgment. We have also not identified any indicators that management possesses the attitude, character or ethical values that would result in intentional dishonesty. The entity is not a high public profile entity and there are no significant third-party expectations in relation to revenue. As a result, there is no risk of material misstatement of revenue due to fraudulent financial reporting by management.

## Advanced technologies

Our **KPMG Clara Journal Entry Analysis Tool** assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)

# Control deficiencies

## Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to the Entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

## A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

## Significant deficiencies in internal control over financial reporting

A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

# Accounting policies and practices



## Initial selection

No items to report.



## Revised

The Municipality adopted Public Accounting Standards PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in buildings owned by the Municipality. AROs are an estimate which are derived from available information and required the Municipality to make judgments and assumptions leveraging available data. As at December 31, 2023, the Municipality recorded an ARO liability of \$1,730,214 and used the modified retrospective method. KPMG concurs with the Municipality's methods used to implement this new standard.



## Significant qualitative aspects

No items to report.

# Other financial reporting matters

We also highlight the following:



**Financial statement presentation - form, arrangement, and content**



See Note 18 to the financial statements.



**Concerns regarding application of new accounting pronouncements**



No matters to report. See slide 12.



**Significant qualitative aspects of financial statement presentation and disclosure**



No matters to report.

# Specific topics

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

Matter	Finding
Illegal acts, including noncompliance with laws and regulations, or fraud	No matters to report.
Other information in documents containing the audited financial statements	No matters to report.
Significant difficulties encountered during the audit	No matters to report.
Difficult or contentious matters for which the auditor consulted	No matters to report.
Management's consultation with other accountants	No matters to report.
Disagreements with management	No matters to report.
Related parties	No matters to report.
Significant issues in connection with our appointment or retention	No matters to report.
Other matters that are relevant matters of governance interest	No matters to report.

# Services initiated under finance committee pre-approval policies and procedures

We were engaged by the Municipality of Lakeshore to perform the services listed below. The services were pre-approved by Council pursuant to its Policies and Procedures, and were communicated in our accepted engagement letter dated April 15, 2025.

Engagement description	Fee CDN (estimated)
Audit of the consolidated financial statements of the Municipality of Lakeshore.	\$24,500
Annual financial statements of the Business Improvement Area	\$1,200
Annual financial statements of Area #3 Dog Pound	\$1,300
Out of scope fee – Asset Retirement Obligations	TBD



**Note:** Council was previously provided with a written description of the nature and scope of each service and details of the proposed fee arrangement.

# Appendices

1

Required  
communications

2

Audit quality

3

New auditing  
standards

4

Insights

5

Environmental, social  
and governance (ESG)

6

Technology



# Appendix 1: Other required communications



## Engagement terms

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



## CPAB communication protocol

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

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)

# Appendix 2: Audit quality - How do we deliver audit quality?

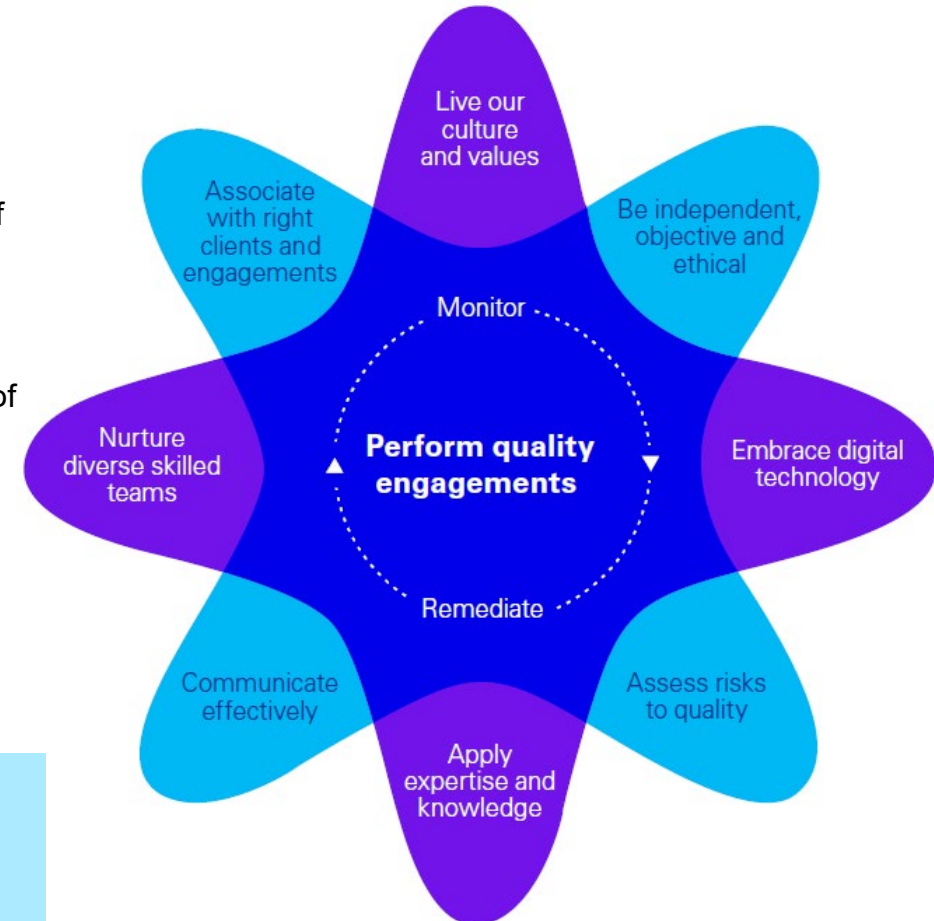
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

[KPMG 2023 Audit Quality and Transparency Report](#)

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 management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



**Doing the right thing. Always.**



# Appendix 3: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards – see Current Developments



Effective for periods beginning on or after December 15, 2022

## ISA/CAS 220

.....  
(Revised) Quality management for an audit of financial statements

## ISQM1/CSQM1

.....  
Quality management for firms that perform audits or reviews of financial statements or other assurance or related services engagements

## ISQM2/CSQM2

.....  
Engagement quality reviews

Effective for periods beginning on or after December 15, 2023

## ISA 600/CAS 600

.....  
Revised special considerations – Audits of group financial statements

# Appendix 4: Insights to enhance your business

We have the unique opportunity as your auditors to perform a deeper dive to better understand your business processes that are relevant to financial reporting.

## Lean in Audit

Lean in Audit™ is KPMG's award-winning methodology that offers a new way of looking at processes and engaging people within your finance function and organization through the audit.

By incorporating Lean process analysis techniques into our audit procedures, we can enhance our understanding of your business processes that are relevant to financial reporting and provide you with new and pragmatic insights to improve your processes and controls.

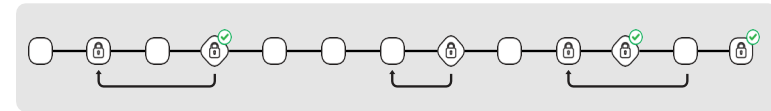
Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

We look forward to working with you to incorporate this approach in your audit.

## How it works

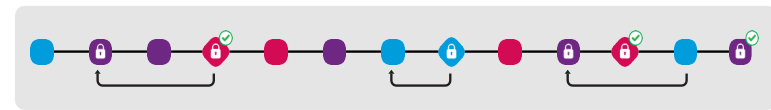
### Standard Audit

Typical process and how it's audited



### Lean in Audit™

Applying a Lean lens to perform walkthroughs and improve Audit quality while identifying opportunities to minimize risks and redundant steps



### How Lean in Audit helps improve businesses processes

Make the process more streamlined and efficient for all



**Value:** what customers want (**maximize**)

**Necessary:** required activities (**minimize**)

**Redundant:** non-essential activities (**remove**)

Process controls

Key controls tested



# Appendix 4: Audit and assurance insights

Our latest thinking on the issues that matter most to Finance Committees, board of directors and management.

## [KPMG Audit & Assurance Insights](#)

Curated research and insights for Finance Committees and boards.

## [Board Leadership Centre](#)

Leading insights to help board members maximize boardroom opportunities

## [Current Developments](#)

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

## [Finance Committee Guide – Canadian Edition](#)

A practical guide providing insight into current challenges and leading practices shaping Finance Committee effectiveness in Canada.

## [Accelerate 2023](#)

The key issues driving the Finance Committee agenda in 2023.

## [Momentum](#)

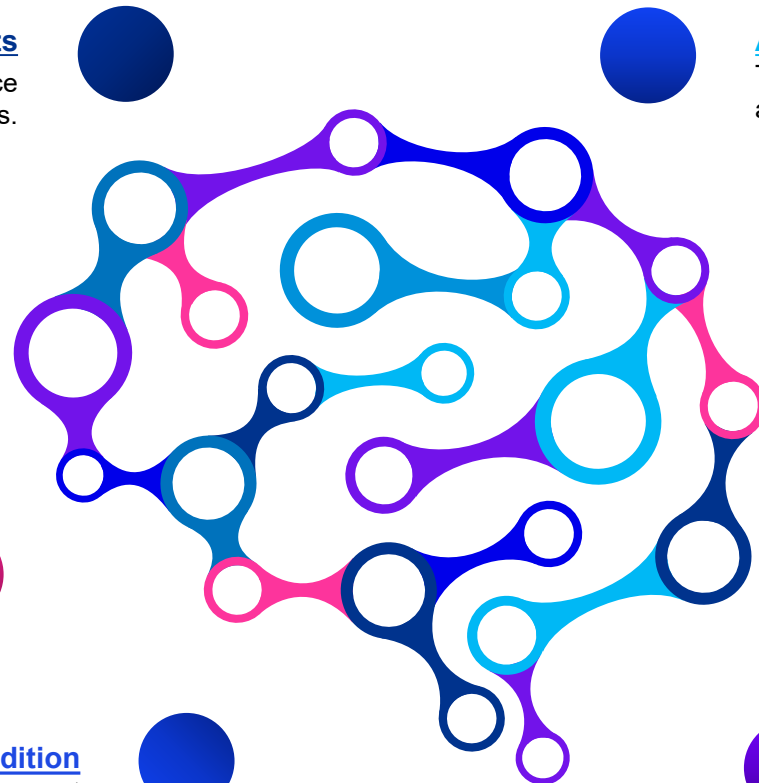
A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

## [KPMG Climate Change Financial Reporting Resource Centre](#)

Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

## [IFRS Breaking News](#)

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.



# Appendix 5: ESG - Global regulatory reporting standards

	ISSB <sup>1</sup> and CSSB	Canadian regulators (CSA)	US (SEC <sup>2,3</sup> and California <sup>4</sup> )	EU <sup>5,6</sup>
Recent Activity	<ul style="list-style-type: none"> <li>On March 13, 2024 the Canadian Sustainability Standards Board (CSSB) released proposals on its first two Canadian Sustainability Disclosure Standards (CSDS): Exposure Draft CSDS 1 (proposed general requirements standard) and Exposure Draft CSDS 2 (proposed climate standard).</li> <li>The proposed standards are aligned with the global baseline disclosure standards IFRS S1 and IFRS S2 with the exception of a Canadian-specific effective date for annual reporting periods beginning on or after January 1, 2025 and incremental transition relief.</li> <li>In June 2023, the International Sustainability Standards Board (ISSB) issued its first two IFRS Sustainability Disclosure Standards – IFRS S1 (general requirements standard) and IFRS S2 (climate standard).</li> <li>The ISSB standards are effective for annual periods beginning on or after January 1, 2024 – subject to local jurisdiction adoption.</li> </ul>	<ul style="list-style-type: none"> <li>In parallel with the CSSB's release of its proposals on March 13, 2024, the Canadian Securities Administrators (CSA) issued a statement noting that they will seek consultation on a revised climate-related disclosure rule following the finalization of CSDS 1 and 2.</li> <li>In October 2021, the CSA issued their original proposed rule, proposed National Instrument 51-107 <i>Disclosure of Climate-related Matters</i>.</li> <li>Bill S-211, Canada's new Act on fighting against forced labor and child labour will take effect on January 1, 2024. Canadian and foreign businesses impacted by the Act will be required to file a report on their efforts to prevent and reduce the risk of forced labour and child labour in their supply chain, by May 31<sup>st</sup> of each year.</li> </ul>	<ul style="list-style-type: none"> <li>The SEC's final climate rule was issued on March 6, 2024.</li> <li>The final rule will generally apply to all SEC registrants; <i>including</i> foreign private issuers (Form 20-F filers); <i>excluding</i> Canadian issuers reporting under the Multijurisdictional Disclosure System (Form 40-F filers) and asset-backed issuers.</li> <li>The earliest compliance date is the fiscal year beginning in Calendar year 2025 for large accelerated filers.</li> <li>The SEC also issued its final rules on cybersecurity in July 2023 and expects to release proposed disclosure rules on human capital management in spring 2024 and corporate board diversity in fall 2024.</li> <li>On October 7, 2023, the California Governor signed two climate disclosure laws that will shape climate disclosure practices beyond the state's borders. The laws will apply to US businesses (including US subsidiaries of non-US companies) that meet specified revenue thresholds and do business in California. The Governor also signed the California voluntary carbon market disclosures bill.</li> </ul>	<ul style="list-style-type: none"> <li>The European Financial Reporting Advisory Group (EFRAG) was mandated to develop European Sustainability Reporting Standards (ESRSs) setting out the detailed disclosure requirements under the Corporate Sustainability Reporting Directive (CSRD).</li> <li>On July 31, 2023, the European Commission published the final text of its first set of twelve ESRSs as delegated acts</li> <li>The ESRSs will become effective as early as 2024 reporting periods for some companies.</li> <li>There are potentially considerable ESG reporting implications for Canadian entities – as most EU-listed companies and large subsidiaries of Canadian companies with significant operations in the EU are in scope. Non-EU parent entities with substantial activity in the EU may also be in scope, with separate standards to be developed for these entities, with an effective date of 2028 reporting periods</li> </ul> <ol style="list-style-type: none"> <li>1. Refer to our <a href="#">ISSB Resource Centre</a> for resources on implementing the IFRS Sustainability Disclosure Standards</li> <li>2. Refer to our <a href="#">Defining Issues</a> publication for more information on the SEC's final climate rule</li> <li>3. Refer to our <a href="#">Defining Issues</a> publication for more information on the SEC's cybersecurity rules</li> <li>4. Refer to our <a href="#">publication</a> on California's introduction of climate disclosures and assurance requirements</li> <li>5. Refer to our <a href="#">ESRS Resource Centre</a> for resources on implementing the ESRSs</li> <li>6. Refer to our <a href="#">publication</a> on the impact of EU ESG reporting on non-EU companies</li> </ol>



# Appendix 6: Continuous evolution

## Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

## Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

## Result: A better experience

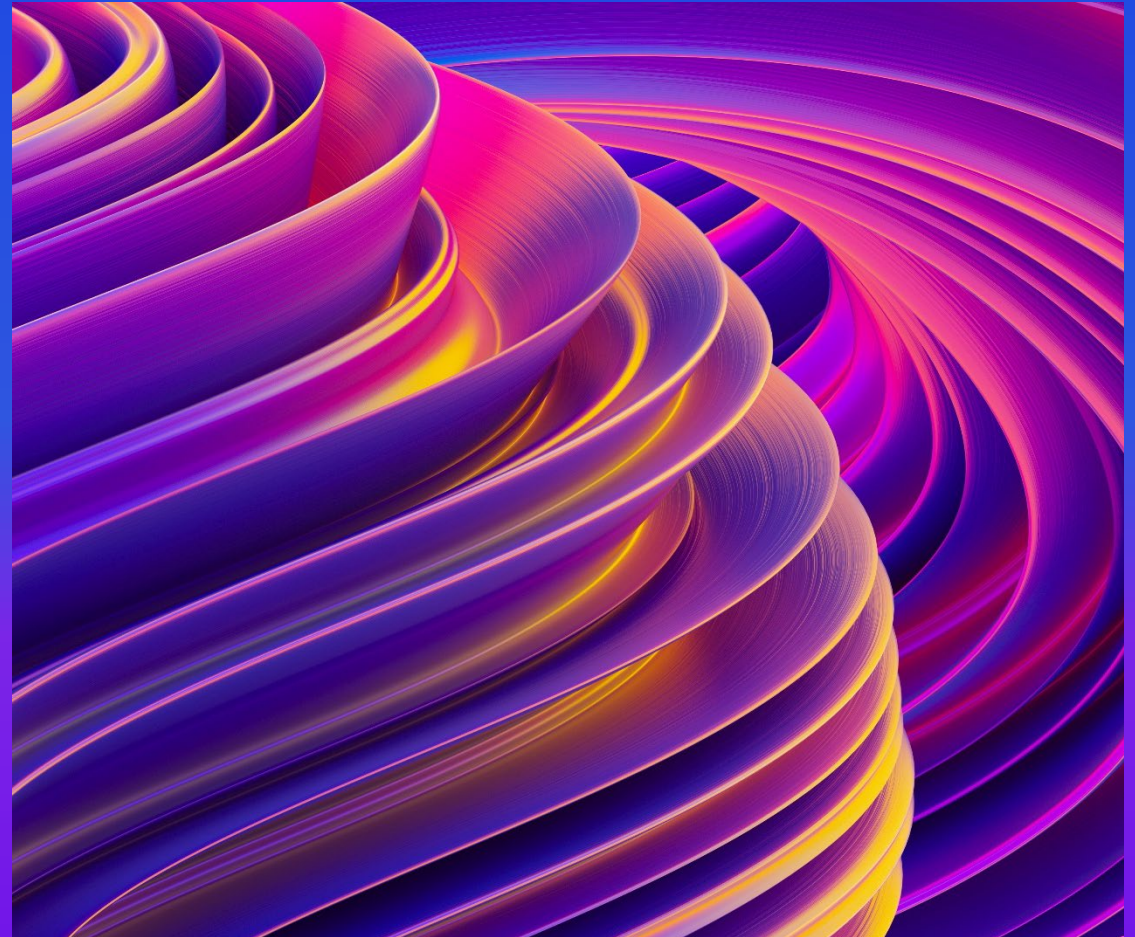
Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





<https://kpmg.com/ca/en/home.html>

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## **Notice of Motion submitted by Councillor Ruston regarding HAF-Funded Positions**

Whereas the Municipality of Lakeshore and the University of Windsor Centre for Cities are working collaboratively as “Lakeshore Horizons” for the purpose of completing the deliverables of the Housing Accelerator Fund (HAF) program;

And whereas the 3-year contract positions required to undertake the projects by the HAF deadlines have been authorized by Council;

And whereas Council recognizes the HAF-funded projects as priority projects for the future of the Municipality of Lakeshore;

Now therefore, direct that the Lakeshore Horizons project leads expedite the hiring process for the HAF positions, with final candidate approval by the Chief Administrative Officer and Dr. Smit.

## **Notice of Motion submitted by Councillor Ruston regarding Sewer Development Charges**

Whereas the Development Charges By-law includes a sewer development charge for properties within settlement areas;

And whereas the new County Official Plan has removed settlement area designation for several properties within the Municipality of Lakeshore;

Now therefore Council directs Administration to proceed with the necessary steps required to remove the sewer development charges for these effected properties in the Development Charges By-law.

## **Notice of Motion submitted by Deputy Mayor Walstedt regarding Prohibiting Camping on Municipal Property**

Whereas camping on Municipality of Lakeshore property can create safety, health, and maintenance concerns;

And whereas it may contribute to disorder and impact community well-being;

And whereas, the Municipality is committed to ensuring the safe and responsible use of public lands;

Now therefore be it resolved that:

- Effective immediately, camping is prohibited on all Municipality of Lakeshore property, including parks, sidewalks, and other public lands, unless authorized by the Municipality for designated events or activities.
- The enforcement of this prohibition shall be carried out by the appropriate municipal authorities, including by-law enforcement officers.
- The Municipality shall communicate this policy to the public and provide information on available support services for those experiencing homelessness or housing insecurity.

## **Municipality of Lakeshore**

### **By-law 59-2025**

#### **Being a By-law to repeal By-law 84-2007, which designates 7025 Tecumseh Road as being of heritage value or interest under the *Ontario Heritage Act* (now 7119 Tecumseh Road)**

**Whereas** section 29 of the *Ontario Heritage Act*, R.S.O. 1990, c.O.18, allows municipalities, by by-law, to designate a property within the municipality to be of cultural heritage value or interest;

**And whereas** on December 11, 2007, Council adopted By-law 84-2007, being a by-law to designate part of the lands and buildings at 7025 Tecumseh Road in the village of Stoney Point to be of architectural and historical value;

**And whereas** the municipal address of the designated property was changed from 7025 Tecumseh Road to 7119 Tecumseh Road due to a land severance in 2009;

**And whereas** the legal description of the designated property is Part of Lot 7, Concession 1, Tilbury, designated as Parts 1 and 3 on Plan 12R24221; Town of Lakeshore, being all of the Property Identifier Number 75067-0281(LT);

**And whereas** section 31 of the *Ontario Heritage Act* provides that the Council of a municipality may repeal a by-law passed under Section 29 of the Act designating a property within the boundaries of the municipality at Council's initiative;

**And whereas** a Notice of Intention to Repeal By-law 84-2007 designating 7119 Tecumseh Road has been given in accordance with Section 31 of the *Ontario Heritage Act*;

**And whereas** no objection to the proposed repeal of the designating by-law has been served on the Clerk of the Municipality;

**And whereas** the Council of the Municipality of Lakeshore deems it advisable to repeal By-law 84-2007, as recommended by the Corporate Leader – Growth and Sustainability at the September 9, 2025 Council meeting;

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

1. By-law 84-2007 is repealed.
2. This by-law shall come into force and take effect in accordance with Section 31 of the *Ontario Heritage Act*, R.S.O. 1990, c.O.18.

Read and passed in open session on September 9, 2025.

\_\_\_\_\_  
**Mayor  
Tracey Bailey**

\_\_\_\_\_  
**Clerk  
Brianna Coughlin**

Written approval of this by-law was given by Mayoral Direction MDE-\_\_\_-2025 dated \_\_\_, 2025.

**Municipality of Lakeshore**

**By-law 60-2025**

**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 12, 2025 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.
3. For the purposes of the exercise of the authority of the head of council to veto a by-law in accordance with section 284.11 of the *Municipal Act, 2001*, this Confirming By-law shall be deemed to be separate Confirming By-laws for each item listed on the meeting agenda.

Read and passed in an open session on September 9, 2025.

\_\_\_\_\_  
**Mayor  
Tracey Bailey**

\_\_\_\_\_  
**Clerk  
Brianna Coughlin**

Written approval of this by-law was given by Mayoral Direction MDE-\_\_\_\_-2025 dated \_\_\_\_\_, 2025.