

# Municipality of Lakeshore – Report to Council

## Chief Administrative Officer



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

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### Recommendation

This report is for information only.

### Background

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

### Comments

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

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

### CAO's Office

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

## Strategic and Legal Affairs

### Workforce Development:

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

### Civic Affairs:

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

## **Fire:**

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

## **Financial Services**

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

## **Growth and Sustainability**

### **Community Services:**

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

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

#### Building and By-law:

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

#### Economic Development and Mobility:

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

#### Community Planning:

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

### **Operations Services**

#### Overall Department:

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

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

#### Engineering & Infrastructure:

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

#### Capital Projects & Drainage

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

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

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

#### Water Management:

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

#### Public Works (Roads, Parks and Facilities):

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

### **Conclusion:**

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

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

### **Financial Impacts**

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

### **Report Approval Details**

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

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

Prepared by Truper McBride

Approved by Justin Rousseau