



## THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN COUNCIL AGENDA

### MEETING NO. EIGHT

Monday, June 26, 2023, 6:30 p.m.

Township Administration Building

318 Canborough Street, Smithville, Ontario

**NOTE TO MEMBERS OF THE PUBLIC:** All Cell Phones, Pagers and/or PDAs to be turned off. Members of the public who are attending and participating virtually are reminded to keep their microphones muted until they are acknowledged to speak. Additionally, for your information, please be advised that this meeting will be livestreamed as well as recorded and will be available on the Township's website.

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### Pages

#### 1. **SINGING OF "O CANADA" - Smithville Christian High School**

Prior to commencing with the Council agenda, Mayor Ganann will read the following announcements:

1. Councillor Terry Bell has provided notice that he will be unable to attend this evening's Council Meeting.
2. Comments from the public for a matter that is on the agenda may be provided in person by attending the meeting and advising the Chair during the "Request to Address an Item on the Agenda" Section of the agenda.
3. For those individuals that are unable to attend the meeting in person, you may submit comments for matters that are on the agenda by either  
(1) emailing [jdyson@westlincoln.ca](mailto:jdyson@westlincoln.ca) before 4:30 pm. on the day of the meeting. Comments submitted will be considered as public information and read into public record OR  
(2) by contacting the Clerk's Department to request a Zoom Link to attend the meeting virtually.
4. This meeting will be livestreamed. The link to watch the meeting live can be found on the Township's website by selecting the "Township Office" tab at the top of the website, then clicking the Council or Standing Committee meetings tab and scroll down the meeting list to find the link.

5. This meeting will be recorded and will be available to view by clicking the meeting video link found on the Township's website within 48 hours after the meeting unless otherwise noted.

**2. LAND ACKNOWLEDGEMENT STATEMENT**

Mayor Ganann will read the following statement:

The Township of West Lincoln, being part of Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk (Hat-i-wen- DA-ronk), the Haudenosaunee (Hoe-den-no-SHOW-nee), and the Anishinaabe (Ah-nish-ih- NAH-bey), including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Township of West Lincoln, as part of the Regional Municipality of Niagara, stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

**3. OPENING PETITION - Councillor Jason Trombetta**

**4. CHANGE IN ORDER OF ITEMS ON AGENDA**

**5. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST**

**6. REQUEST TO ADDRESS ITEMS ON THE AGENDA**

**NOTE:** Requests to address items on the agenda are restricted to specific items as follows per Section 6.7 of the Procedural By-law:

**6.7 Public Comment at Council**

There shall be no comments from the public permitted at Council unless:

- (a) a specific appointment has been scheduled; or,
- (b) an item is included under the "Other Business" or "Communications" or "Appointments" section of the agenda and relates to a matter which would normally be dealt with at Committee.

1. The Mayor to inquire if the IT Help Desk Analyst was aware if there were any members of the public who were in attendance virtually on the Zoom meeting call who wished to address a specific item on tonight's Council agenda, as permitted under Section 6.7 of the Procedural By-law.
2. The Mayor to inquire if the Director of Legislative Services/Clerk had received any emails or correspondence from a member of the public prior to 4:30 p.m. today who wished to address a specific item on tonight's Council agenda, as permitted under Section 6.7 of the Procedural By-law.
3. The Mayor to inquire if there were anyone present at this evening's meeting who wished to address a specific item on tonight's Council

agenda, as permitted under Section 6.7 of the Procedural By-law.

**7. APPOINTMENTS/PRESENTATIONS**

- 7.1 Suzanne Gibson, Suzanne Gibson & Associates 10  
Re: PowerPoint Presentation - 2023-2026 Corporate Strategic Plan  
**POWERPOINT ATTACHED**  
**NOTE:** Refer to Other Business (Item 1) being Report No. RFD-CAO-02-2023 - 2023-2026 Corporate Strategic Plan
- 7.2 Steven Soos 29  
Re: Request to Endorse Resolution to Declare a State of Emergency on Mental Health, Homelessness and Addiction

Moved By Councillor Shelley Bradaric

WHEREAS, the Niagara Region, City of St. Catharines, City of Thorold, City of Niagara Falls, City of Welland, Town of Grimsby and City of Hamilton have declared states of emergencies on mental health, homelessness, housing affordability and/or addiction; and

WHEREAS, the Township of West Lincoln endorses Niagara Region's declaration of a federal humanitarian crisis on homelessness in Niagara; and,

WHEREAS, the Township of West Lincoln endorse the Town of Grimsby's motion declaring a housing affordability emergency; and,

WHEREAS, the Township of West Lincoln endorse the City of St. Catharines' motion of condemning the discrimination of the mentally ill, homeless and addiction; and,

WHEREAS, the Township of West Lincoln supports the West Lincoln Public Libraries to highlight and showcase more literature on Indigenous wellness; and,

WHEREAS, the Township of West Lincoln supports Steven Soos' initiative for an Indigenous mobile mental health crisis unit pilot project for the Niagara Region; and,

THEREFORE BE IT RESOLVED THAT, the Township of West Lincoln declare a state of emergency and crisis on mental health, homelessness, addiction and housing affordability; and,

BE IT FURTHER RESOLVED THAT, travel to other cities for services continues to be a challenge for several West Lincoln residents and as such the Township of West Lincoln request more funding for the West Lincoln Memorial Hospital, in order for the hospital to be fully

staffed/functional hospital with built-in mental health and addiction services; and,

BE IT FURTHER RESOLVED THAT, the Township of West Lincoln advocate for the establishment of an emergency domestic abuse shelter servicing Niagara West and research interested organizations willing to deliver this service locally; and,

BE IT FURTHER RESOLVED THAT, the Township of West Lincoln request that Sam Oosterhoff, MPP for Niagara West approach the Provincial Minister's Michael Kerzner (Solicitor General), Michael Tobollo (Associate Minister- Mental Health and Addiction), Sylvia Jones (Health) and Steve Clark (Municipal Affairs and Housing) to discuss assistance for the priorities identified in this motion; and,

BE IT FURTHER RESOLVED THAT, the Township of West Lincoln request MP Dean Allison to approach the Federal Ministers Carolyn Bennett (Mental health and addictions), Ahmed Hussen (Diversity and Housing), Chrystia Freeland (Finance), and Mona Fortier (Treasury Board) to request Federal support for Niagara Region's emergency on mental health, homelessness and addiction; and,

BE IT FURTHER RESOLVED THAT, all Niagara area municipalities, all Niagara area MPPs, MP's, Steven Soos, Niagara Health System, Hamilton Centre, MPP Sara Jama, Hamilton Centre MP, Matthew Green, City of Hamilton, AMO, FCM, Niagara Regional Police Chief, Provincial and Federal Ministers of Housing, Provincial and Federal Ministers of Health, West Lincoln Chamber of Commerce, West Lincoln Community Care, Cathy Turner, Community Living Grimsby, Lincoln, West Lincoln, YWCA Niagara, Hamilton Health Sciences, Greg Fergus, MP (Parliamentary Secretary Canada), Mona Fortier (President Canada Treasury Board), Stephanie Kusie, Critic for the Federal Treasury Board, Federal Minister of Finance, Chrystia Freeland, Federal Minister of Mental Health and Addiction, Carolyn Bennett, Parliamentary Secretary for Mental Health and Addictions, Elisabeth Briere, Parliamentary Secretary for Mental Health and Addictions, Todd Doherty, Critic for Mental Health, and Laila Goodridge, Critic for Addiction be copied on the resolution.

Moved By Councillor Shelley Bradaric

That, the Township of West Lincoln endorse the following Private Member's Bill:

- (i) Bill C-207 (sponsored by MP Rachel Blaney) - An Act to amend the Canadian Bill of Rights (right to housing).
- (ii) Bill C-329 (sponsored by MP Heather McPherson) - An Act to establish a national framework respecting attention hyperactivity

disorder.

(iii) Bill 53 (sponsored by MPP Bhutla Karpoche) - Right to Timely Mental Health and Addiction Care for Children and Youth Act, 2022.

**8. REGIONAL COUNCILLOR'S REMARKS**

**9. CONFIRMATION OF MINUTES**

9.1 Council Minutes - Regular 49  
Re: May 23, 2023

Moved By Councillor Mike Rehner  
That, the minutes of the May 23, 2023 regular Council meeting be accepted.

**10. COMMUNICATIONS**

10.1 Karen Usick, Hepatitis C Care Clinic, Community Coordinator, Niagara Health System/Addiction Services 61  
Re: Support to Declare July 28th World Hepatitis Day in the Township of West Lincoln

Moved By Councillor William Reilly  
WHEREAS, approximately 204,000 Canadians are living with hepatitis C and over 250,000 people are living with hepatitis B;  
WHEREAS, people living with hepatitis B and C have an increased risk of developing cirrhosis, liver failure and related illnesses;  
WHEREAS, Ontario has over 110,000 people living with hepatitis B or C, both of which are slow and progressive diseases; and  
WHEREAS, there are vaccines available for Hepatitis A and B; effective Hepatitis C treatment therapies can cure over 95% of cases; and  
WHEREAS, World Hepatitis Day provides an opportunity to reach out to millions of Canadians and encourage hepatitis testing, provide treatment and care for those affected while paving the way towards elimination of hepatitis as a public health concern in Canada by 2030;  
THEREFORE, the Council of the Township of West Lincoln hereby declares July 28th, 2023 World Hepatitis Day in West Lincoln and that Mayor Ganann be and is hereby authorized to forward correspondence to the Niagara Health System, Addiction Services advising of our support.

10.2 Tom Jacobs, Rocket Fireworks Inc. 65  
Re: Request for Fireworks Display at 2433 Port Davidson Road - August 19, 2023

Moved By Councillor Jason Trombetta  
That, the request received from Tom Jacobs, for Rocket Fireworks to host a fireworks display on August 19, 2023 at 2433 Port Davidson

Road, Smithville, be approved.

**11. MAYOR'S REMARKS**

**12. REPORT OF COMMITTEE**

- 12.1 Planning/Building/Environmental Committee  
Re: June 12, 2023  
Confidential Minutes Under Separate Cover

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Moved By Councillor William Reilly

1. That, the minutes of the open session portion of the June 12, 2023 Planning/Building/Environmental Committee meeting, be accepted, and the recommendations contained therein, be approved; with the exception of Item#(s) \_\_\_\_\_; and,
2. That, the confidential minutes relating to the closed session portion of the June 12, 2023 Planning/Building/Environmental Committee meeting be accepted; and that the minutes remain confidential and restricted from public disclosure in accordance with Section 239 of the Municipal Act.

- 12.2 Administration/Finance/Fire Committee  
Re: Minutes - June 19, 2023  
Confidential Minutes Under Separate Cover

Moved By Councillor Jason Trombetta

1. That, the minutes of the open session portion of the June 19, 2023 Administration/Finance/Fire Committee meeting, be accepted, and the recommendations contained therein, be approved; with the exception of Item#(s) \_\_\_\_\_; and,
2. That, the confidential minutes relating to the closed session portion of the June 19, 2023 Administration/Finance/Fire Committee meeting be accepted; and that the minutes remain confidential and restricted from public disclosure in accordance with Section 239 of the Municipal Act.

- 12.3 Public Works/Recreation/Arena Committee  
Re: Minutes - June 19, 2023

Moved By Councillor Mike Rehner

That, the minutes of the open session portion of the June 19, 2023 Public Works & Recreation Committee meeting, be accepted, and the recommendations contained therein, be approved; with the exception of Item#(s) \_\_\_\_\_.

**13. RECONSIDERATION**

**("Definition")** This section is for a Member of Council to introduce a motion to reconsider action taken at this Council Meeting or the previous regular Council

meeting. A motion to reconsider must be made by a Council Member who voted in the majority on the matter to be reconsidered. The Chair may rule that a motion to reconsider will be dealt with at the next following Council Meeting if for some reason it cannot be dealt with at this meeting.

**14. NOTICE OF MOTION TO RESCIND**

**(“Definition”)** This section is for Council Members to serve notice of intent to introduce a motion to rescind action taken previously by Council. Notice served at this meeting will be for a motion to rescind at the next regular meeting.

**15. OTHER BUSINESS**

- 15.1 Communications Specialist (Beth Audet) & CAO (Bev Hendry) 84  
Re: Recommendation Report No. CAO-02-2023 - 2023-2026 Corporate Strategic Plan

Moved By Councillor William Reilly

1. That, Recommendation Report CAO-02-2023 regarding the 2023-2026 Corporate Strategic Plan, dated June 26, 2023, be received and approved; and,
2. That, Vision Option \_\_\_ as outlined in the report be approved; and,
3. That, Mission Option \_\_\_ as outlined in the report be approved; and,
4. That, the Corporate Strategic Plan attached as Schedule A to this report be adopted and hereby implemented.

- 15.2 Manager of Finance/Deputy Treasurer (Katelyn Hall) & Director of Finance/Treasurer (Donna DeFilippis) 129  
Re: Recommendation Report No. T-16-2023 - Draft Audited Financial Statements and Audit Findings for Year-End 2022

Moved By Councillor Jason Trombetta

1. That, Recommendation Report T-16-2023 regarding the “Draft Financial Statements and Audit Findings for Year-End 2022”, dated June 26, 2023, be received; and,
2. That, the 2022 Draft Audited Financial Statements, attached as Appendix A to this report, be approved; and,
3. That, the 2022 Audit Findings Report, attached as Appendix B to this report, be received.

- 15.3 TABLED ITEM (March 28, 2023 Council Meeting)  
Director of Planning & Building (Brian Treble)  
Re: Recommendation Report No. PD-36-2022 - Smithville Landowners Group request for support of Minister’s Zoning Order (MZO)

- 15.4 Members of Council

Re: Council Remarks

**16. NEW ITEMS OF BUSINESS**

**NOTE:** Only for items that require immediate attention/direction from Council and must first approve a motion to introduce a new item of business.

**17. BY-LAWS**

Moved By Councillor Joann Chechalk

1. That, leave be granted to introduce By-law #s 2023-39, 2023-40, 2023-41, 2023-42, 2023-43, 2023-44, 2023-45, 2023-46, 2023-47, 2023-48, 2023-49, 2023-50 and 2023-51, and that the same shall be considered to have been read a first, second, and third time with one reading, and are hereby adopted; and,
  2. That, the Mayor and Clerk be and are hereby authorized to sign and affix the Corporate Seal thereto, any rule of this Council to the contrary notwithstanding.
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- |      |  |     |
|------|--|-----|
| 17.1 | BY-LAW 2023-39   | 196 |
|      | A By-law to confirm the proceedings of the Council of the corporation of the Township of West Lincoln at its regular meeting held on the 23rd day of May, 2023.  |     |
| 17.2 | BY-LAW 2023-40   | 197 |
|      | A By-law to appoint a Clerk (Jessica Dyson) for the Township of West Lincoln.  |     |
| 17.3 | BY-LAW 2023-41   | 198 |
|      | A By-law to authorize the Mayor and Clerk to sign an employment contract on behalf of the corporation of the Township of West Lincoln with Jessica Dyson.  |     |
| 17.4 | BY-LAW 2023-42   | 199 |
|      | A By-law to appoint a Deputy Clerk (Joanne Scime) for the Township of West Lincoln.  |     |
| 17.5 | BY-LAW 2023-43   | 200 |
|      | A By-law to amend By-law 2023-03 which confirmed various appointments and/or recommendations for appointments to Boards, Committees, & Municipal Positions.  |     |
| 17.6 | BY-LAW 2023-44   | 204 |
|      | A By-law to amend Schedule "A" of By-law 2023-05 which provided for appointments to the Township of West Lincoln Public Library Board.   |     |
| 17.7 | BY-LAW 2023-45   | 205 |
|      | A By-law to authorize a collective agreement between the corporation of the Township of West Lincoln and the Canadian Union of Public Employees C.L.C and its local 1287 (West Lincoln Township unit). |     |

17.8	BY-LAW 2023-46 A By-law to authorize a pre-servicing agreement with P. Budd Developments Inc. on lands described as Plan M94 Lot 1 Plan 30M300, PT Lots 12 and 13 and RP30R15516, Parts 1 and 2 (Station Meadows West Subdivision); West Lincoln.	206
17.9	BY-LAW 2023-47 A By-law to approve amendment No. 65 (to amend Section 18 (implementation) of the Township of West Lincoln Official Plan to address provincial changes including Bill 109 and Bill 23) to the Official Plan for the Township of West Lincoln.	207
17.10	BY-LAW 2023-48 A By-law to amend By-law 2021-84, as amended, which allows the Township to enforce and seek compliance with designated By-laws or portions thereof through an Administrative Monetary Penalty System (AMPS) in the Township of West Lincoln.	240
17.11	BY-LAW 2023-49 A By-law to amend By-law 2022-18, which appoints a hearing officer, Janet Rutherford of Rutherford Prosecutions, to conduct the appeal process for Administrative Penalties for Parking and Non-Parking Administrative Monetary Penalties for the corporation of the Township of West Lincoln.	241
17.12	BY-LAW 2023-50 A By-law to authorize an agreement between the corporation of the Township of West Lincoln and Associated Engineering (ONT.) limited for Barbara St., Brooks Circle watermain replacement.	242
18.	<b>CONFIDENTIAL MATTERS</b> There are no confidential matters.	
19.	<b>ADJOURNMENT</b> The Mayor to declare this meeting adjourned at the hour of _____.	



**2023 – 2026**

**CORPORATE**

**STRATEGIC PLAN**

*Presented by Suzanne Gibson*



# **BUILD**

**a safe, connected, caring  
and active community**



# **CHAMPION**

**strategic and responsible  
growth**



# **ENRICH**

**our strong agricultural  
legacy**



# **ADVANCE**

**organizational capacity and effectiveness**

# 2023 – 2026 CORPORATE STRATEGIC PLAN

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## Introduction

In recognition of a new term of Council, a refresh of the Strategic Plan has been undertaken.

Six phases:

1. An online and paper survey, to garner feedback from the general public.
2. Targeted individual interviews with active community members and community leaders representing a variety of sectors.
3. Individual interviews with each member of Council and each member of the senior management team.
4. A training workshop for Council at the Silverdale Community Hall, to review findings and begin outlining Council's goals for the next four years.
5. A second training workshop for Council at the Abbingdon Community Hall, to refine Council's list of strategic initiatives.
6. Final approval of the 2023-2026 Corporate Strategic Plan.

# VISION

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The Township of West Lincoln will be a safe, engaged and vibrant community that fosters connections, opportunities and a strong sense of home.

*OR:*

Fostering a strong sense of community, West Lincoln celebrates its rural and agricultural roots while promoting sustainable growth that increases opportunities for all.



# MISSION

The Township of West Lincoln provides responsive municipal services that enhance the quality of life in our community.

*OR:*

Through efficient and effective leadership, the Township of West Lincoln provides quality services and opportunities for engagement, to enhance the quality of life in our community.



# VALUES

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**Service:** We take pride in providing responsive, friendly customer experiences that adapt to meet the varying needs of the community.

**Respect:** We value the contributions and diverse perspectives of all our community members and partners.

**Leadership:** We understand our roles, are empowered to contribute our ideas and are recognized for our contributions.

**Teamwork:** We commit to supporting each other and learning together in a positive work environment.

**Inclusion:** We foster a safe, welcoming and engaging culture.



# BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY

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West Lincoln envisions a community with **strong, safe and active transportation connections**. This includes safe passage in and around the Township through advocacy for an escarpment crossing, a truck bypass and ongoing maintenance of road conditions and safety. We will explore opportunities for **various approaches to transit** within West Lincoln and expand **community walkability**.

We prioritize the **safety and well-being** of all community members. We will continue to ensure our **fire and emergency services** are appropriately equipped to meet required standards. To support our growing community, we will lobby for **increased police presence**. We will also aspire to improve **healthcare access** through collaborations with local service providers and all levels of government.

Leveraging community partnerships and existing assets, including the West Lincoln Community Centre and the West Lincoln Public Library, we will enhance **recreational programming** and **other initiatives** to support people of all ages. We will also maximize the use of **parklands and playgrounds**.

West Lincoln will cultivate a **welcoming and inclusive** community that fosters a **sense of pride and belonging**. In partnership with others, we will collaborate to coordinate, host and promote **community events, gatherings** and other opportunities to bring people together. Lastly, we will lobby for **services and programming** that meets the needs of families and individuals at all stages of life, with a focus on child care, long-term care for seniors, and other needed social services.

# BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY

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**Our key strategies for the next four years are:**

1. Implement the transportation master plan to support safe, efficient and strong transportation connections for all modes of transportation, including a trail system.
2. Investigate transit options from the new Niagara Regional Transit Commission.
3. Develop and begin to implement a parks and recreation facilities master plan.
4. Provide Fire and Emergency Services and Public Works and Recreation Operations with the appropriate resources to reflect the growth that our community is anticipating.
5. Strengthen the community's safety and wellbeing through effective emergency planning and the lobbying of increased health care options.
6. Leverage our facilities and develop partnerships to enhance quality and appropriate community programming and expand community events, gatherings and local attractions.
7. Lobby for community services and programs – including child care and long-term care for seniors, and other social services – that address the emerging needs of a growing population.



How will we deliver on  
these strategies?

# CHAMPION STRATEGIC AND RESPONSIBLE GROWTH

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West Lincoln is committed to preserving the Township's natural assets. We will champion **strategic and responsible growth** while protecting our **agricultural** and **rural assets** and **rich ecosystem**. We will protect the high-quality of life enjoyed by our community by promoting **environmentally sustainable** growth and business strategies.

Working with other municipalities, the private sector and community groups, we will **develop synergies** that promote mutually beneficial **economic development opportunities** and outcomes across the Township. The growth of West Lincoln is dependent on the active participation of many stakeholders in every step of development and redevelopment processes. Growth strategies will also consider the needs of our rural and urban community.

The current economic development plan provides a foundation for our next four years, with a focus on **streamlining approval** processes and **securing grants**, when available, to support growth. We will identify service gaps to **inform business development strategies** with an effort to meet the needs of the community.

# CHAMPION STRATEGIC AND RESPONSIBLE GROWTH

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**Our key strategies for the next four years are:**

1. Work collaboratively with developers and builders to support appropriate residential and commercial growth, including infill and intensification initiatives.
2. Lobby for and encourage the development of mixed forms of housing across the Township.
3. Ready the Township for strategic growth through the development of a land asset inventory as well as a commercial gaps analysis of West Lincoln.
4. Foster strategies that accelerate the development and beautification of the downtown core of Smithville and other hamlets, and encourage growth across all sectors, where possible.
5. Facilitate the development of urban and rural employment parks by targeting distinct sectors and employment uses.
6. Lobby for broadband capacity across the entire township.
7. Encourage the greening of Smithville by naturalizing restoration areas and linkages, including those areas especially where secondary trail and corridor uses can co-exist.



How will we deliver on  
these strategies?

# ENRICH OUR STRONG AGRICULTURAL LEGACY

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Agriculture is one of the most important industries and employers in West Lincoln and the Niagara Region. The Township values our **strong, diverse agricultural base**, recognizes that our **farmlands are non-renewable** and acknowledges that our farmers are **leaders in land stewardship**. They feed our community and our economy.

West Lincoln is committed to protecting farmers and their land for the long-term, to support a **thriving agricultural industry**. Through appropriate policy development, West Lincoln will encourage the expansion, diversification and intensification of innovative farming opportunities while preserving land and responding to climate change.

To better understand the unique role the Township can play in positioning the agricultural sector for innovation and growth, we will **engage a breadth of stakeholders**, including local area municipalities, OMAFRA, academia, researchers and innovators in the field. This work will set direction for future agricultural opportunities, investments and projects, including strategies to **attract agri-business and agri-tourism opportunities**.

While this broader feasibility work is being undertaken, we will **celebrate our agricultural roots** through: a “Support Local” campaign that promotes our farmers and their products; the growth of our Farmers’ Market; strategies that increase the safety of farmers; and initiatives that amplify agricultural contributions to our community.

# ENRICH OUR STRONG AGRICULTURAL LEGACY

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**Our key strategies for the next four years are:**

1. Consult with farmers to inform policies and strategies that support agricultural operations and growth, including value-added agricultural activities, while preserving land and responding to climate change.
2. Undertake feasibility work with others, to explore West Lincoln's role in leveraging opportunities for growth and innovation within the agricultural sector.
3. Educate the community about the importance of locally sourced food and agriculture products through a 'Support Local' campaign.
4. Grow the Farmers' Market.
5. Safeguard our farming community through a safety signage initiative and an emergency response program.



How will we deliver on  
these strategies?

# FOUNDATIONAL: ADVANCE ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

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To ensure the success of the Strategic Plan, the Township must invest in **advancing organizational capacity and staffing** across all departments to keep pace with community growth, ensure adherence to legislative requirements and meet emerging needs. This includes being **efficient, innovative** and committed to approaches that are **sustainable, effective and fiscally responsible**.

Through **proactive asset management**, we will continue to care for our roads, bridges and culverts, water, wastewater and storm water, land improvements, equipment, buildings and facilities. We will strategically invest and manage our reserves according to good investment practices, to **maximize returns**.

For broader impact locally and regionally, West Lincoln will **strengthen relationships** with local area municipalities and Niagara Region to explore joint and shared services and **creative synergies**.

The Township values the **talent, expertise, leadership and dedication** of our workforce. Supporting the ever-changing needs of employees, we will invest in talent attraction and retention strategies, professional development, wellness practices and engagement opportunities. We will continue to cultivate a **culture of inclusion, innovation and excellence**.

To support modernization and quality customer service, we will continue to explore and implement tools to **promote efficiencies** and provide an **enhanced customer experience**. We will implement environmental sustainability practices at an operational and service level.

# FOUNDATIONAL: ADVANCE ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

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**Our key strategies for the next four years are:**

1. Explore additional revenue streams and funding, to ensure the Township has sufficient funds to maintain and upgrade its assets to support service delivery.
2. Develop and expand new services to address emerging community needs.
3. Develop and implement mutually beneficial synergies with local area municipalities and the Region.
4. Foster an open, generative and productive work culture that encourages cross-departmental communication, collaboration and creative problem solving.
5. Invest in tools and professional development that support employee productivity and customer service.



How will we deliver on  
these strategies?



# **BUILD**

**a safe, connected, caring  
and active community**



# **CHAMPION**

**strategic and responsible  
growth**



# **ENRICH**

**our strong agricultural  
legacy**



# **ADVANCE**

**organizational capacity and effectiveness**

# Request to Speak at a Meeting

If you are interested in appearing in person at a Council or Standing Committee meeting to present information or an opinion on a matter, please fill in the form below.

Please note: Your request must be submitted by 4:30 p.m. 10 days prior to the Committee or Council meeting.

**Full Name: \***

Steven Roman Soos

**Who are you representing? \***

☒ Self

☐ Group/Organization

**Street Address: \***

[REDACTED]

**Town/City: \***

[REDACTED]

**Postal Code: \***

[REDACTED]

**How would you like us to contact you? \***

☒ Email

☐ Telephone

**Email Address: \***

[REDACTED]  
[REDACTED]

## Presentation Details

**Which meeting would you like to present at? \* **

Council

**Requested Meeting Date: \***

6/26/2023



**What is the presentation topic? \***

Social Issues Motion for West Lincoln (State of emergency mental health housing affordability addiction)

**Do you have a presentation (slide deck)? \***

☐ Yes ☒ No

**Have you presented before on this topic? \***

☒ Yes ☐ No

**Please provide details on your presentation. Include questions or requests of the Committee or Council. \***

New information-

Update on Grimsby motion

New and follow up motion for West Lincoln

Update of municipal declarations and financial response from provincial govt.

Thank West Lincoln Council for their work in the homelessness funding formula change provincially with myself and S. Oosterhoff

## Collection of Personal Information

Personal information on this form is collected under the authority of Section 6 of the Township of West Lincoln's Procedural By-Law for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before a Committee or Council.

Any questions about the collection, use and disclosure of personal information should be addressed to the Township Clerk:

- Email: [clerk2@westlincoln.ca](mailto:clerk2@westlincoln.ca)
- Telephone: 905-957-3346

# Thank You

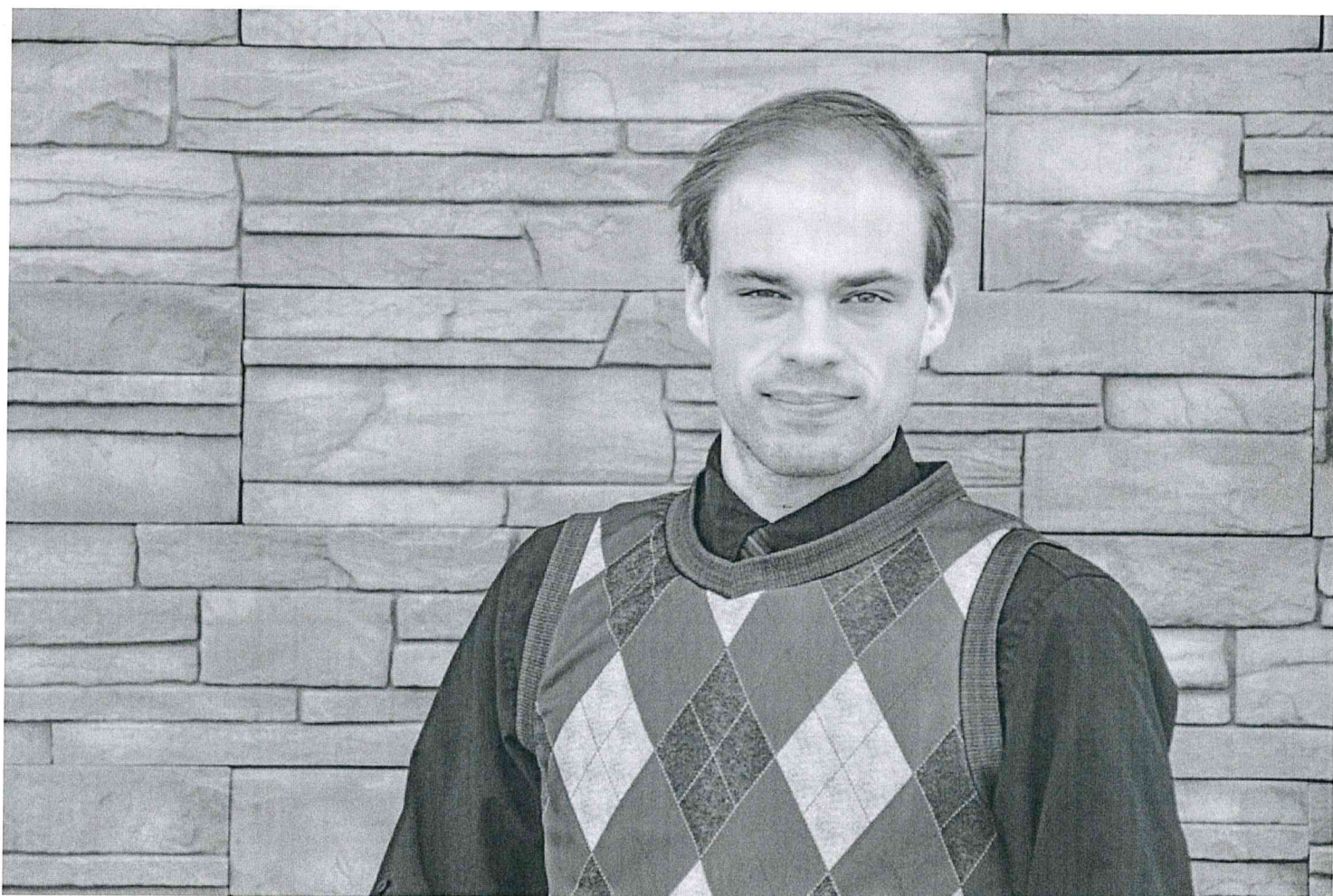
Thank you for your submission. Please be advised that you will be contacted by email or by phone by a member of the Clerk's Department to confirm your appointment, provide further details and/or clarify any issues.

## Soos advocates for Indigenous mobile crisis unit



Mike Balsom

May 4, 2023 2:45 PM



*Community activist Steven Soos. / Don Rickers*

Listen to this article

00:08:44

Steven Soos admits his rebel heart often gets him into trouble, but that won't stop the self-professed dreamer from continuing his advocacy to mitigate Niagara's mental health, homelessness and addiction crisis.

After two years he finally convinced Niagara's regional councillors to invoke a state of emergency on the three issues in March. Some might have thought that victory would be the last they would hear from the 29-year-old Welland resident.

But he was just getting started.

Soos, who self-identifies as Metis based on his grandfather's background, has turned his focus to Niagara's Indigenous community. He wants to see government funding for an Indigenous mental health mobile crisis unit pilot project to specifically address the mental health, homelessness and addiction problem for members of that community.

"I called the NRNC (Niagara Regional Native Centre) to explain to them how I felt as an Indigenous person fighting for my emergency," Soos tells The Local. "I want the Indigenous community involved in this. We're disproportionately affected by these issues. We're the issue within the issue."

Soos says Willow Shawanoo, outreach coordinator at NRNC, provided him with a great summary of what a mobile crisis unit would need. He reached out to Niagara Centre MP Vance Badawey, who is also the Parliamentary Secretary to the Minister of Indigenous Services.

"He said he just needs a proposal from one of Niagara's Indigenous-led organizations who would be willing to host this," Soos says of his discussion with Badawey, also of Metis heritage.

Soos says the Indigenous community of Niagara works as a collective. Besides Shawanoo, Soos has also spoken to Wendy Sturgeon of the Niagara Chapter of Native Women, Jackie Poulin of NPAAMB (Niagara Peninsula Aboriginal Area Management Board) and to the Friendship Centres of Ontario, who have all supported his quest.

Asked what his vision of a mobile crisis unit would be, Soos doesn't hesitate.

"We want cars, and there are provincial grants that will help us buy the vehicles," he explains. "We would have a talk therapy option, too. We will show that Indigenous people can lead their own futures on this. We've been doing wellness and recovery forever. Look at the tradition of healing lodges."

Soos says he has been offered a meeting with provincial Minister of Indigenous Affairs Greg Rickford, thanks largely to the help of (Niagara West MPP) Sam Oosterhoff.

"We should be treating mental health, homelessness and addiction as public health matters with a public health response," insists Soos, "and not as criminal or police matters. Ultimately, we want

these calls rerouted away from police and to healthcare professionals, and this pilot project and Niagara's resilient Indigenous community will show the province and the country this is possible."

The graduate of Trent University with a double major in international development and philosophy does his homework. That allows him to make a financial case for the mobile unit as well.

"This will save a lot of money down the road in criminal justice," he adds, "because you are giving people culturally appropriate service. The workers of the project will be loaded with Indigenous knowledge, therefore preventing further police escalation, criminalization and discrimination of our people. Think of the savings in police budgets when they have to respond to less."

And there is much more that the tireless advocate has been continuing to fight for.

He's pushing for the addition of warning labels on all alcohol products, including wines sold at all Niagara area wineries.

At press time, he was hoping to meet Paul Calandra, Ontario's Minister for Long Term Care, during the MP's visit to Beamsville Tuesday. He shared with The Local a letter he submitted to Calandra in advance of the meeting, in which he outlined his ideas for a companionship service for seniors, an app to match the elderly with home care workers, and the need for more support workers in LTC homes.

He has ideas and opinions on the housing affordability crisis, as well.

"Young people are exiled from the housing market," Soos laments. "And I've seen seniors in Welland begging on the streets for food more than ever. Seniors and young people are facing similar issues. We're the ones being punished the most in this affordability emergency."

And he is certain that the emergency declaration can be used to convince the province to allow all of Niagara's hospitals to be saved, and to get new shelters built to house the homeless 24 hours a day and to take in victims of domestic abuse.

Soos himself has spent time on the streets. The longtime sufferer from Attention Deficit/Hyperactivity Disorder (ADHD) and anxiety says a difficult living situation at the beginning of the pandemic led to his own addiction problems. He ended up on the street and felt abandoned by his family and friends.

As his mental health and drug addiction spiralled out of control, he began his crusade for change in Niagara. He found an ally early on in Niagara Falls regional councillor Wayne Campbell, whose daughter Katey ended her own life 10 years ago after struggling with the same issues.

In conversation, Soos, who himself has thrown his hat into the ring unsuccessfully five times for municipal councils in Peterborough, Welland and Pelham, talks a mile a minute, jumping from topic to topic, from issue to issue, his voice rising in volume. It's easy to see why some politicians are put off by his approach.

But many are listening. Niagara-on-the-Lake regional councillor Andrea Kaiser says Soos reached out to her personally after reading in *The Local* about Kaiser overcoming her own struggles with anxiety at one point in her life.

Kaiser, who adds that she never hesitated to support the motion to declare an emergency in Niagara, is impressed with Soos' advocacy on the Indigenous mobile mental health unit.

"I think we need to be creative about solutions," Kaiser says. "The mobile health unit is a great example of thinking outside the box. We can get so set in our ways in government. Because of his passion, his laser focus, it seems he is able to affect change more particularly on that issue because he doesn't have to focus on everything else."

Soos hasn't totally given up on politics, though. He is now hoping to vie for a seat on Canada's senate.

Since July 2016, the federal government has invited qualified Canadians to apply to be senators. An arms-length advisory board assesses nominees and applicants based on a set of criteria.

Thorold city councillor Carmen DeRose, among others, supports Soos' application for the position. He thinks having a young senator like Soos with his motivation to do good for the community would be an asset to the upper chamber.

"I think he has a lot to offer," says DeRose. "He's so well-rounded, articulate and intelligent. He just has to stay clean and focus on what he's doing. His best intentions are for the community, his fellow Canadians who have passed away with mental health and addiction problems. The senate needs some fresh blood."

His quest for a senate seat is just one example of how he looks at every possibility. Another is how he has been sending tweets and messages to former Canadian resident Elon Musk, asking the multi-billionaire for his monetary support on the three issues.

And he's not afraid to contact officials at all political levels in his quest to be heard. Besides taking his advocacy to all 12 Niagara municipalities and the region he has also reached out to various different ministers both federally and provincially, and promises to continue doing so.

"I want the UN (United Nations) Secretary General to issue a statement to condemn discrimination of the mentally ill, the homeless and the addicted around the globe," he says. "And I'm going through the ambassador Bob Rae to do it. I'll contact anybody."

Soos says 10 to 15 people stop him on the street daily to applaud him for his efforts. He feels that his advocacy on mental health, homelessness and addiction is his destiny.

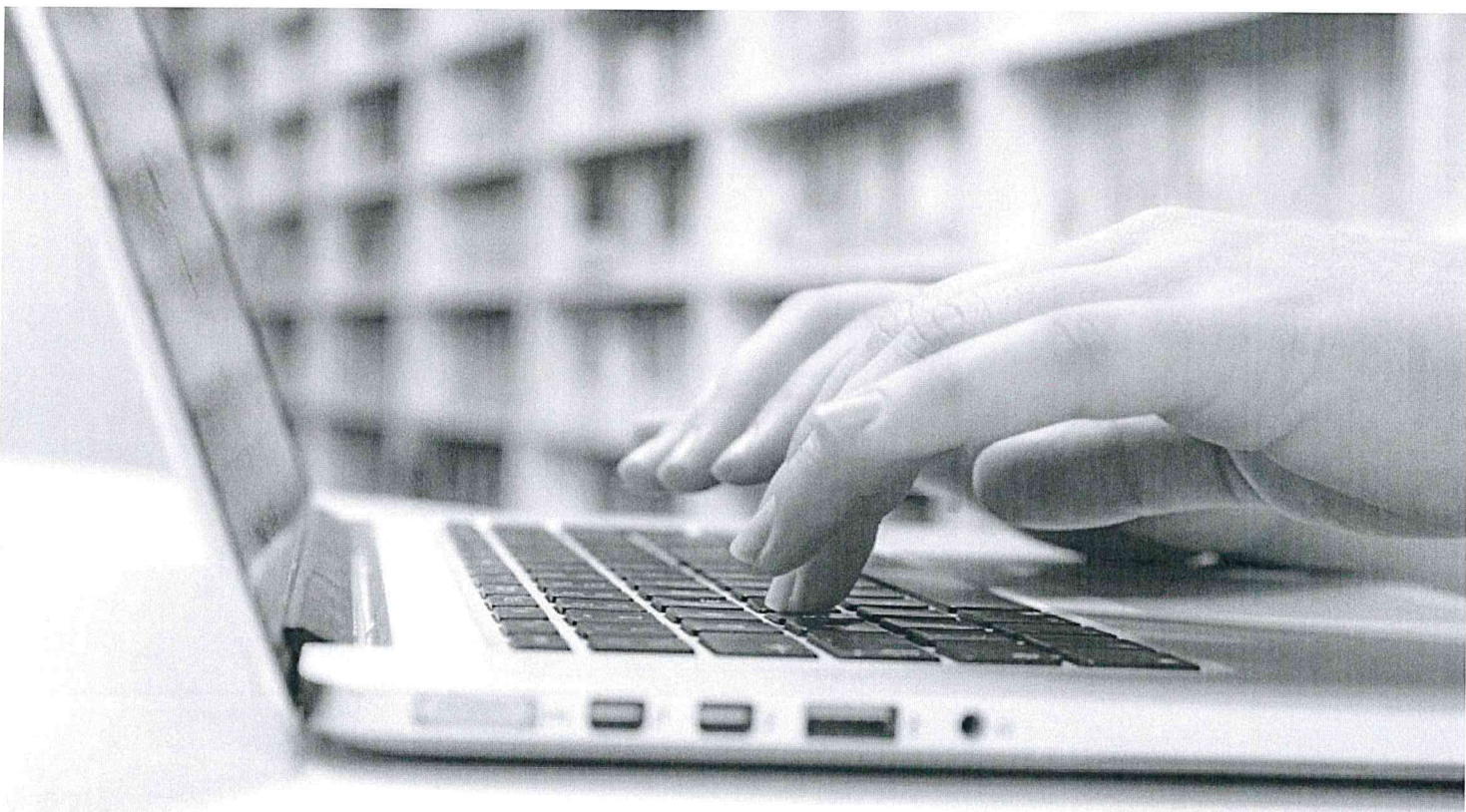
"I want Niagara to mitigate this mental health, homelessness and addiction emergency," he says. "We may never end it completely, but I'm willing to go to war for my family and friends. The suffering needs to end in this region."

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## **Comments (0)**

# LETTER: Government responses to the mental health, addiction and homelessness emergency

Letter to the Editor  
May 24, 2023 7:00 AM



/ Donatello Trisolino via Pexels

Listen to this article  
00:03:55

This is an update on how governments have taken on actionable policies and how their financial commitments address this emergency in Niagara (also declared by Toronto [homelessness only],

Hamilton, Grimsby [no homelessness emergency- but adds a housing affordability emergency], Niagara Falls, Thorold, St Catharines, and Welland).

Ontario Government response to emergency (an increase to services without burdening the Niagara ratepayer):

1. \$425 million dollars (Ontario-wide) with a 5% increase to Ministry of Health-led organizations who provide mental health and addiction services, such as Pathstone Children's Mental Health. (Niagara Allocation TBD)
2. \$10 million dollars in new funding for Indigenous Supported Housing (Niagara Allocation TBD)
3. \$20.8 million dollars for homelessness prevention exclusively for Niagara Region
4. Premier Doug Ford's commitment to building more drug-rehab treatment facilities in Niagara Region.

Local government actions for the emergency (based on recommendations submitted to Niagara's Civic leaders by myself)

1. City of Hamilton is exploring a facilitated process for members of the public to take in someone privately who is homeless to take stress off an overworked, understaffed and long underfunded mental health, homelessness and addiction system(s)
2. Grimsby Town Council has endorsed the establishment of a domestic abuse focused emergency shelter in Niagara West
3. Grimsby Town Council has also endorsed requesting the Ontario government fund full mental health and addictions services (with the appropriate staffing) in the West Lincoln Memorial Hospital
4. St. Catharines City Council unanimously condemned the discrimination of people experiencing mental health, homelessness and addiction within the city jurisdiction

I have also asked the Town of Pelham to consider the following motion:

Request for Town of Pelham Council Endorsements:

1. That the Town of Pelham endorse the Niagara Region, City of Hamilton, motions declaring states of emergency for mental health, homelessness, addiction
2. That the Town of Pelham endorse Town of Grimsby motion declaring declare a housing affordability emergency
3. That the Town of Pelham endorse City of St. Catharines motion condemning the discrimination of the mentally ill, homeless and addicted

4. That the Town of Pelham endorse City of Toronto motion declaring a state of emergency on homelessness

Actions for Pelham Town Council on Reconciliation:

1. That the Town of Pelham commit to highlighting and showcasing more literature on Indigenous wellness in the Town of Pelham library
2. That the Town of Pelham endorse Steven Soos' initiative for an Indigenous mobile mental health crisis unit pilot project for the Niagara Region

Actions for the mental health, homelessness and addictions emergency within the developmental services sector:

1. That the Town of Pelham request that the Ford government commit to more funding for residential services for adults and children struggling with an intellectual and/or developmental disability. That the Ford government also commit to addressing lengthy waitlists for supportive housing options to people with developmental and/or intellectual disabilities
2. That the Town of Pelham also request the Ford government commit to addressing the lengthy waitlists and address funding/staffing gaps to autism services
3. That the Ford government commit to assisting in the recruiting of Developmental Support Workers to address the shortage of workers for developmental disability services

*Steven Soos*

*Welland*

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COUNCIL

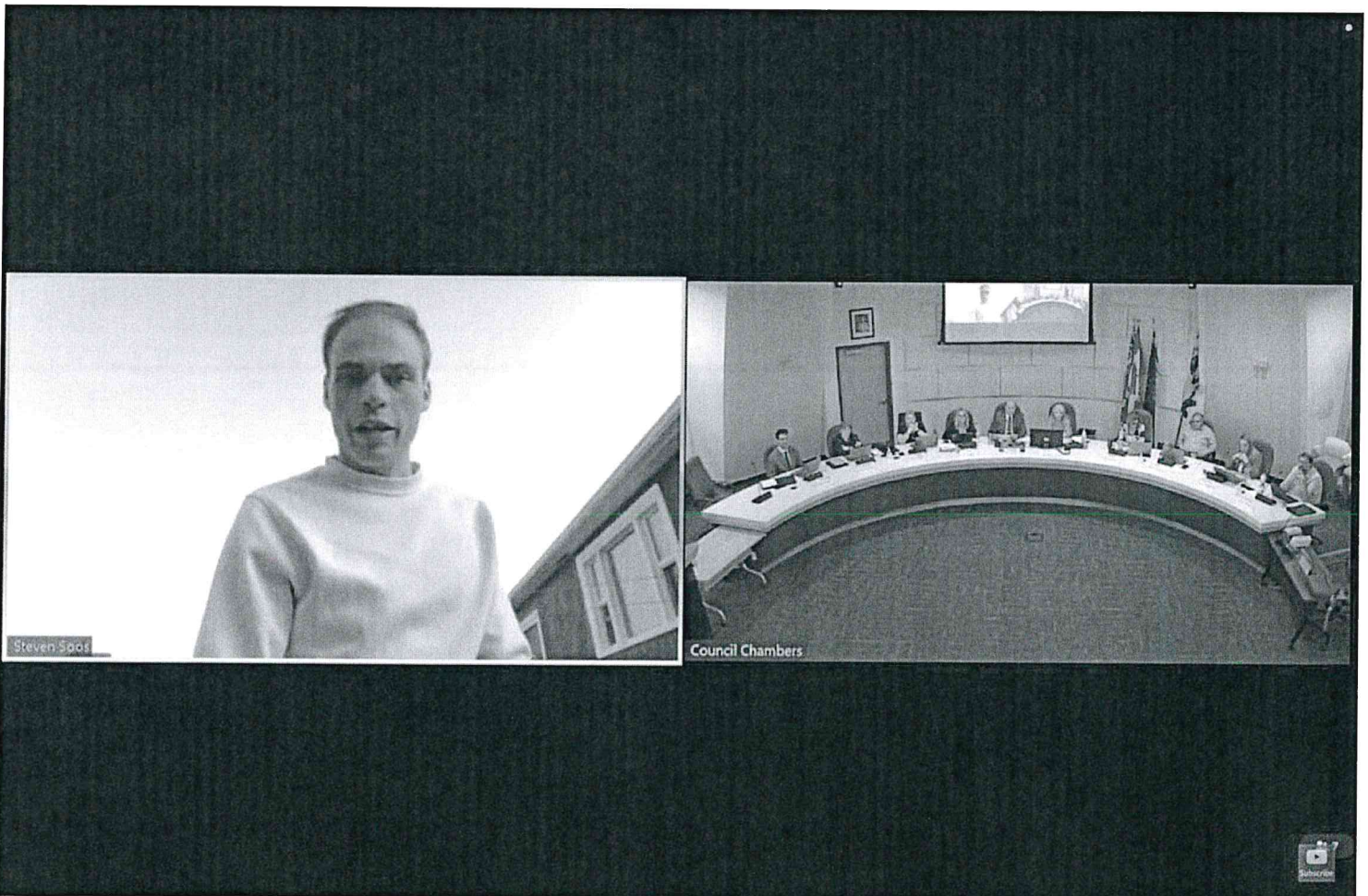
## Mental heath advocate stops in Grimsby to ask council for support

Grimsby council voted to declare a state of emergency and crisis on mental health, addiction, and housing affordability

By Abby Green Grimsby Lincoln News

May 17, 2023

Article was updated May 19, 2023



Mental health advocate Steven Soos delegated at Grimsby council on May 15 to push for the town to declare a state of emergency on mental health, addiction, and housing affordability. - Abby Green/ Youtube screenshot

Steven Soos is making the rounds to all of Niagara's municipalities, getting councils to push for more mental health supports.

On May 15, he visited Grimsby council, asking councillors to declare a state of emergency and crisis on mental health, addiction, and housing affordability.

In a lengthy resolution, Soos, with the help of Coun. Jacob Baradziej noted that travelling to other cities for services continues to be a challenge for residents in Grimsby.

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ARTICLE CONTINUES BELOW

In the resolution, council agreed to ask the province for more funding for the West Lincoln Memorial Hospital, "so that the hospital may be a fully staffed/functional hospital with built-in mental health and addiction services."

It also calls on MP Dean Allison and MPP Sam Oosterhoff to speak with their colleagues about more funding to assist with mental health, homelessness and addiction.

Additionally, his motion calls for these officials to advocate for the establishment of an emergency domestic abuse shelter that would service Niagara West.

While most councillors seemed to be on board with the motion in theory, some of them had problems with the details.

ARTICLE CONTINUES BELOW

"Even when we're looking at providing more money to the hospital, do we know that the hospital has the resources, that they have the size in order to accommodate?" asked Coun. Veronica Charrois.

Coun. Lianne Vardy also felt it needed tweaking, and made a motion to refer it back to staff. Her motion was shot down.

"I'm just going to say sometimes the devil's in the details and sometimes it's better maybe to leave some details out that you'll be more likely to be successful," she said.

Ultimately, Soos said it's better to ask than not to.

"I got a response from the deputy prime minister. I've been getting responses from cabinet ministers. It's unreal. If you don't ask, you don't get an answer. So let's ask," he said.

Coun. Delight Davoli said her family has been impacted by the issue as well, as she has lost a family member to addiction.

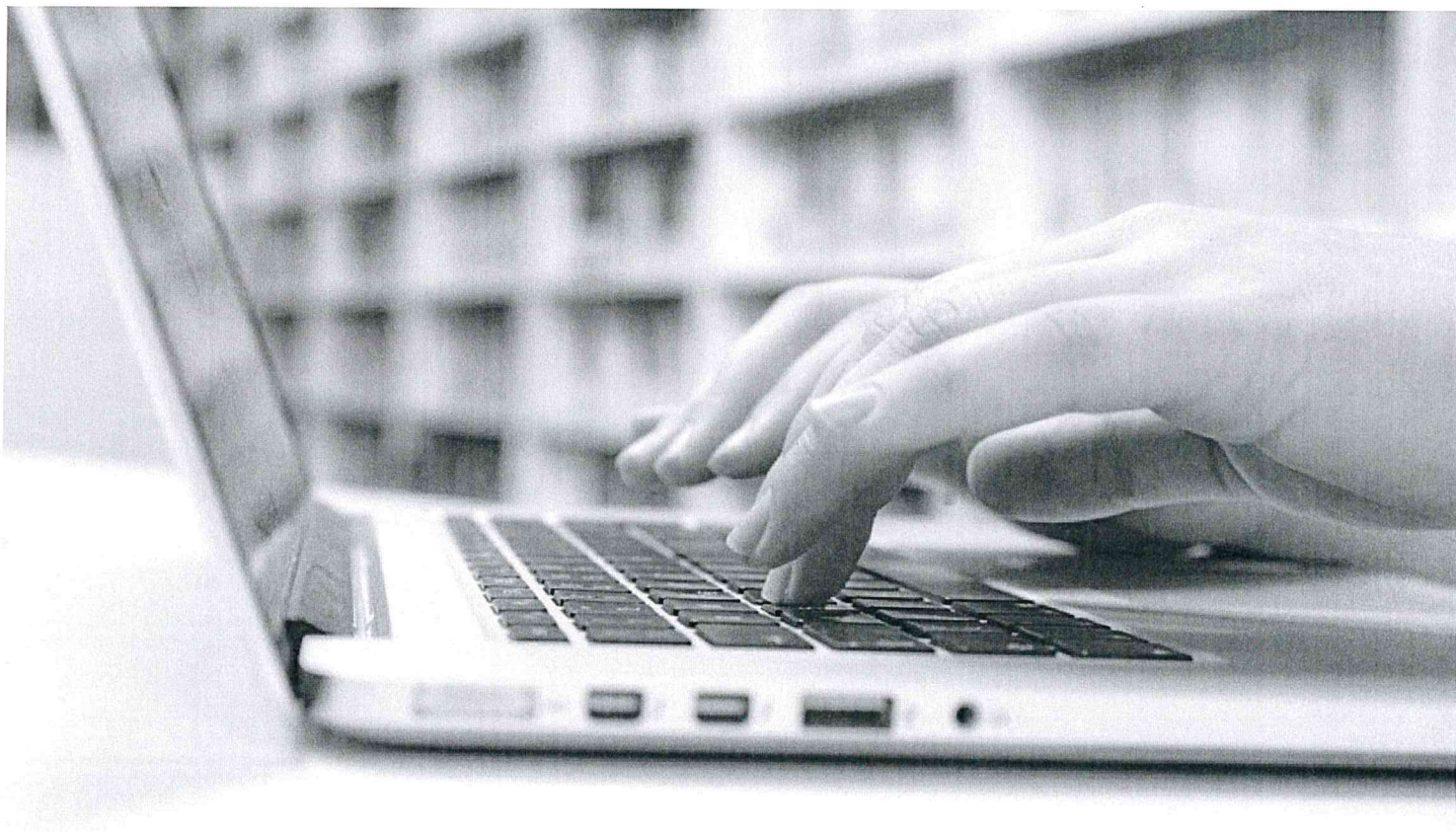
While she agreed that she thought at first it had too much detail, she ultimately decided it's better to just get started.

"Truly, at the end of the day, we just need to move forward on it," she said. "This resolution is very encompassing. Some things will come true. Some will not. Some we will be able to do and will have success in some areas and some not. But most importantly, we need to move forward with that. And so for those reasons, I unequivocally support it."

The motion received council's support, with only Coun. Don Howe voting against it.

# LETTER: Update on emergency for mental health, homelessness and addiction

Letter to the Editor  
a day ago



| Donatello Trisolino via Pexels

Listen to this article  
00:03:17

*PelhamToday received the following letter to the editor regarding the state of emergency for mental health, homelessness and addiction.*

I would like to begin by sharing with the residents of Pelham and Niagara the latest developments on the state of emergency for mental health, homelessness and addiction:

Kingston Council has declared a mental health and addiction crisis (City of St Catharines declared mental health, homelessness and addiction an emergency AND a crisis).

I have asked West Lincoln council to consider declaring a mental health, housing affordability and addiction emergency. The motion I authored also calls for more support of Ontario developmental services sector and individuals and their families and staff who support people with intellectual and developmental disabilities. The motion also calls for West Lincoln to support/endorse the following private member's bills:

- (i) Bill C-207 (sponsored by MP Rachel Blaney) - An Act to amend the Canadian Bill of Rights (right to housing).
- (ii) Bill C-329 (sponsored by MP Heather McPherson) - An Act to establish a national framework respecting attention hyperactivity disorder.
- (iii) Bill 53 (sponsored by MPP Bhutla Karpoche) - Right to Timely Mental Health and Addiction Care
- for Children and Youth Act, 2022. (June 26)

Thorold Coun. Carmen DeRose will be introducing a food security motion that we have put together based on a previous presentation to Niagara Region's Agriculture Policy and Action Committee where I was joined with Renee Delaney of Small Scale Farms. Our motion calls for:

- The need for community supported agriculture to help address the issue of lack of nutritional food
- Increase purchasing power around access to nutritional food, improved identification of local products in existing supply chains, development of new markets for local food
- Greater support and promotion of Ontario's local food by re-exploring the labelling of foods that are genetically modified

I have asked Niagara-on-the-Lake council to declare the same emergency as West Lincoln. The motion I authored for NOTL Council calls for the following:

- That NOTL Council ask the Ontario Minister of Finance + area partner-wineries to consider warning labels for alcohol similar to legal tobacco and weed.
- That NOTL Town Council endorses Bill S-233 (sponsored by Senator Kim Pate), an Act to develop a national framework for a guaranteed livable basic income.

Lastly, I have also submitted delegation requests to speak at Mississauga council and London council urging both municipalities to expand the growing numbers of Ontario municipalities

declaring states of emergency on mental health, homelessness, addiction and recently, housing affordability.

*Steven Soos*  
*Niagara Advocate for Social Issues*  
*Chair of the Welland Accessibility Advisory Committee*

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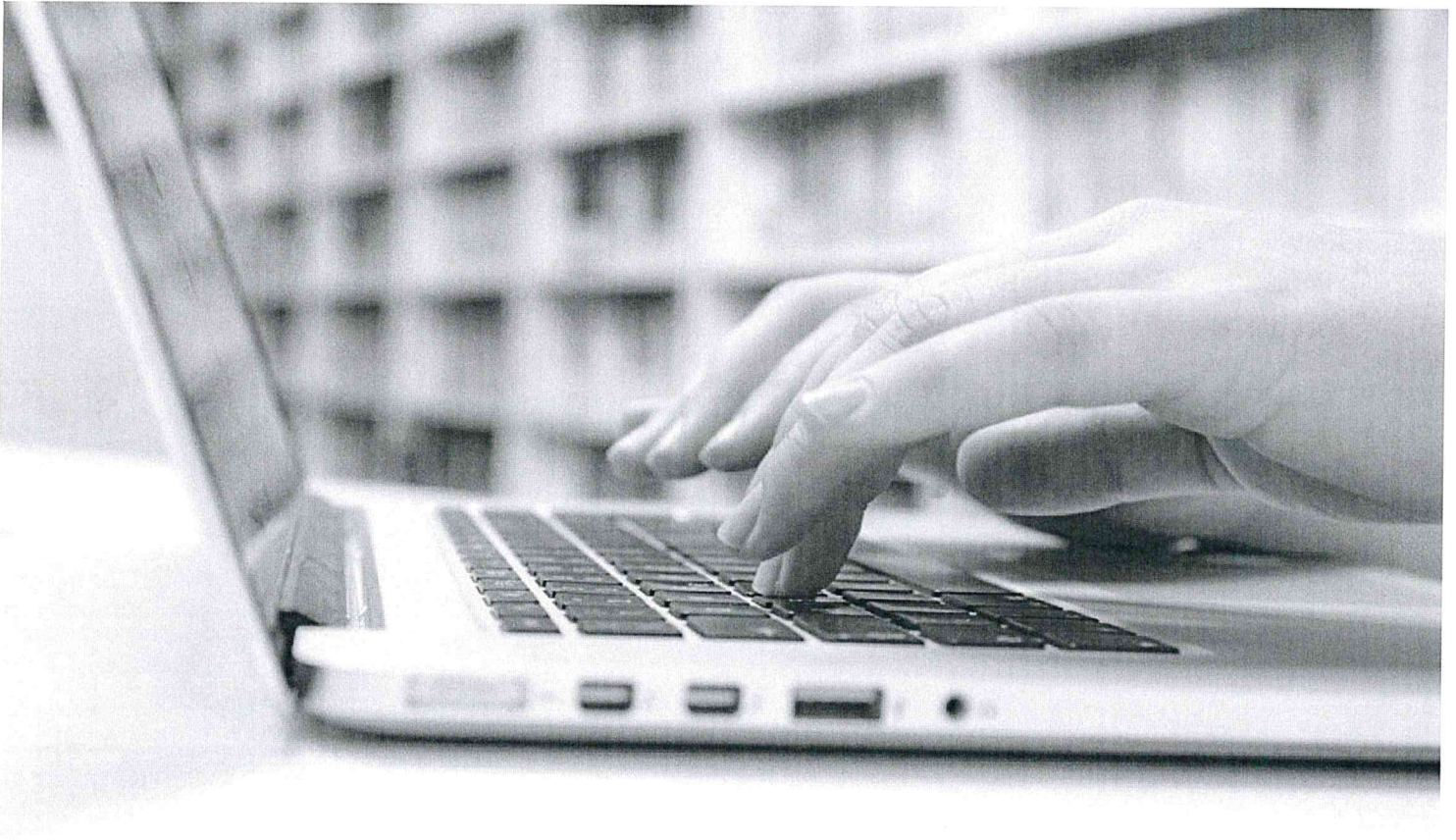
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# LETTER: Why I'll be celebrating National Indigenous People's Day

Letter to the Editor  
2 days ago



| Donatello Trisolino via Pexels

Listen to this article  
00:05:39

*PelhamToday received the following letter to the editor regarding Indigenous issues in Niagara and beyond:*

Why should we be celebrating National Indigenous People's Day?

I don't know why that is even a question people are asking me, but here are the links to just one of the answers why:

If the federal government was so committed to Reconciliation to Indigenous people, then why have only 13/94 of the calls to action of the Truth and Reconciliation Commission been fulfilled since 2015? The federal government should take no pride in this, it's insulting really.

And why in a developed and prosperous country such as Canada do Indigenous people continue to live in extreme poverty similar to the extreme poverty we see in developing nations? And why are Indigenous peoples subject to a piece of legislation called the "Indian Act" which is one of the most racist and paternalistic pieces of legislation in the world that allows the state to control an Indigenous person's life from birth to death, and there are people who actually think Indigenous people get "to many special privileges." Please explain to me how this is privilege?

If Niagara Region's politicians are truly committed to Indigenous Reconciliation, then prove it and support my call for an Indigenous mobile mental health crisis unit pilot project for Niagara Region which is under a mental health emergency, then I will know they are truly serious about Reconciliation.

In addition to the Indigenous Crisis unit needed to address the mental health catastrophe, Indigenous people are facing with roughly a three-times higher suicide rate.

Here are my additional calls for Reconciliation to all Niagara's local politicians:

1-Request local winery partners (with the assistance of the Niagara Grape Growers of Ontario) and the Ontario Minister of Finance, responsible for LCBO to add mandatory warning labels on alcohol products sold in the Province similar to legal weed and tobacco- alcohol rates for Indigenous peoples is about double than non-Indigenous peoples.

2-That Niagara Region Council request all Niagara-area municipalities to commit to highlight and showcasing more Indigenous wellness literature in their local public libraries and that all Niagara's Cities/Town's implement this recommendation in their public libraries. That the Cities/Town's Public Library Boards commit to consulting Niagara's Indigenous Community on what type of Indigenous wellness literature they would like to see featured.

3- That all Niagara-area municipalities endorse and commit to Pelham Mayor Marvin Junkin's initiative for Towns/Cities to feature Indigenous languages in the names of future street signs. This initiative is also supported by Councillor Wayne Olson, (Pelham, Ward 1).

4-With about 22% of Niagara's homeless being Indigenous-That Niagara Regional Chair Jim Bradley and Niagara Regional Council through the Niagara Region Attainable Housing Office build a

## Niagara-Indigenous Housing and Homelessness Plan.

5-To address the racist and paternalistic Indian Act- That all Niagara-area municipalities request the Canadian government to scrap the "Indian Act," transfer the important Indigenous-treaties enshrined in the "Indian Act" into new legislation, and re-name this new legislation- "The National Indigenous People's Act."

6-With Indigenous overdose rates representing 10% of the total opioid overdoses despite Indigenous peoples only representing 2.6% of the total population- I call on Niagara-area municipalities (under Niagara's state of emergency for addiction- which can be found in Sec 4 of the provincial Emergency Management and Civil Protection Act request that the Lieutenant Governor in Council by emergency order Immediately establish new rehab facilities, beds, staff across Niagara Region.

-Niagara Regional Chair Jim Bradley, (with the support of his Niagara Regional Council and Niagara Regional Attainable Housing Office) make contact with the Ontario Minister responsible for Housing, Steve Clark to determine what Niagara Region's allocation of funding will be for Indigenous-housing from the 10 million dollars announced province-wide from the Ontario's 2023 budget.

-The appointment of a new Indigenous-School Board Trustee seat at both NCDSB and DSBN. It would be similar to student trustees who are selected as Trustees by their fellow-peers.

-As one strategy to addressing inter-generational trauma and as a true apology for the disgusting legacy of the Residential schools - That Niagara Regional Council request the federal government to establish national Indigenous child-welfare legislation.

In closing, I will certainly be celebrating National Indigenous People's day...year after year I thank my friends Mayor Marvin Junkin and Councillor Wayne Olson, and Niagara MPP, Sam Oosterhoff for their dedication and fierce commitment toward Indigenous Reconciliation in the Town of Pelham and their unapologetic support for Niagara's mental health, homeless and addiction emergency which many Indigenous leaders like Wendy Sturgeon of the Niagara Native Chapter of Women or myself view as a collateral benefit in Reconciliation. I take the rose presented to me by Wendy Sturgeon, and I pass it on to my friends Mayor Marvin Junkin and Wayne Olson and Sam Oosterhoff, whom I thank whole-heartedly for motion 55 which calls on expanding spiritual and culturally relevant supports to Indigenous-peoples being (disproportionately might I add) held in an Ontario-correction facility.

*Steven Soos*

*Metis-person*



THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN

COUNCIL MINUTES

MEETING NO. TEN

May 23, 2023, 6:30 p.m.

Township Administration Building

318 Canborough Street, Smithville, Ontario

**Council:** Councillor Shelley Bradaric  
Mayor Cheryl Ganann  
Councillor Mike Rehner  
Councillor William Reilly  
Councillor Jason Trombetta  
Councillor Joann Chechalk

**Absent:** Councillor Terry Bell (absent – notification provided)

**Staff:** Joanne Scime, Director of Legislative Services/Clerk  
Bev Hendry, CAO  
Donna DeFilippis, Treasurer/Director of Finance  
Mike DiPaola, Director of Public Works & Recreation  
Kevin Geoghegan, IT Help Desk Analyst  
Tim Hofsink, Acting Fire Chief

**Others:** Regional Councillor Albert Witteveen  
Bruce Harris, WeeStream

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1. **SINGING OF "O CANADA" - Cairn Christian School**

Mayor Ganann called the meeting to order at 6:30 p.m.

Prior to commencing with the Council agenda, Mayor Ganann read the following announcements:

1. Councillor Terry Bell provided advance notice that he will be unable to attend this evening's meeting.
2. Comments from the public for a matter that was on the agenda may be provided in person by attending the meeting and advising the Chair during the "Request to Address an Item on the Agenda" Section of the agenda.
3. For those individuals that were unable to attend the meeting in person, could

submit comments for matters that are on the agenda by either (1) emailing [jscime@westlincoln.ca](mailto:jscime@westlincoln.ca) before 4:30 pm today. Any comments submitted will be considered as public information and read into public record OR (2) by contacting the Clerk's Department to request a Zoom Link to attend the meeting virtually.

4. This meeting was being livestreamed. The link to watch the meeting live could be found on the Township's website by selecting the "Township Office" tab at the top of the website, click the Council or Standing Committee meetings tab and scroll down the meeting list to find the link.

5. This meeting is being recorded and will be available to view by clicking the meeting video link found on the Township's website within 48 hours after the meeting unless otherwise noted.

## **2. LAND ACKNOWLEDGEMENT STATEMENT**

Mayor Ganann will read the following:

The Township of West Lincoln, being part of Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hattiwendaronk (Hat-i-wen- DA-runk), the Haudenosaunee (Hoe-den-no-SHOW-nee), and the Anishinaabe (Ah-nish-ih- NAH-bey), including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Township of West Lincoln, as part of the Regional Municipality of Niagara, stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

## **3. OPENING PETITION - Councillor William Reilly**

## **4. CHANGE IN ORDER OF ITEMS ON AGENDA**

There were no changes in order of items on the agenda.

## **5. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST**

There were no Members of Council that declared a pecuniary interest and/or conflict of interest with respect to matters that are on this evening's Council agenda.

## **6. REQUEST TO ADDRESS ITEMS ON THE AGENDA**

The Mayor inquired if the IT Help Desk Analyst was aware if there were any members of the public in attendance virtually on the Zoom meeting call that wished to address a specific item on tonight's agenda as permitted under Section 6.7 of the Procedural By-law, for which the IT Help Desk Analyst confirmed there

were not.

The Mayor asked the Director of Legislative Services/Clerk if she had received any emails or correspondence from a member of the public prior to 4:30 p.m. today to read into the record, for which the Director of Legislative Services/Clerk confirmed she had not.

Mayor Ganann asked if there were any members of the public present that wished to address an item on this evening, which there was not.

**7. APPOINTMENTS/PRESENTATIONS**

There were no appointments/presentations.

**8. REGIONAL COUNCILLOR'S REMARKS**

Regional Councillor Witteveen read from a prepared statement which is attached as **Schedule "A"** to the minutes. Regional Councillor Witteveen provided an update on various matters, meeting highlights, and events that were addressed by Niagara Region over the past month.

Councillor Rehner asked for confirmation of the name of company who was awarded the Bio Solid's contract, where the company was from, and what the company was set out to do.

In response to Councillor Rehner's inquiry, Regional Councillor Witteveen stated that the companies name was GM Blue Plan Ltd. and stated that he did not know where they were based out of. Regional Councillor Witteveen clarified that GM Blue Plan was a consulting company who had been retained to review different aspects of operations pertaining to Bio Solids in the Niagara Region such as ways to expand operations, and how it will operate over the next 20 years. Regional Councillor Witteveen pointed out that GM Blue Plan was not the service provider, which he believed was Thomas Nutrient Solutions, but GM Blue Plan will review the operations and make recommendations to the service provider. Regional Councillor Witteveen stated he believed there will be expansion of Garner Road.

Councillor Rehner inquired if this contract would be awarded on an annual basis or will the Region keep the same contract in perpetuity. Councillor Rehner also inquired whether or not the service provider would be using tankers or a liquid injection method.

In response to Councillor Rehner's inquiry, Regional Councillor Witteveen stated that Thomas Nutrient Solutions was the service provider who was awarded the contract for a period of time which he believed was for a 5 to 7 year contract,

which was approximately the life expectancy of the vehicles. Regional Councillor Witteveen confirmed that the service provider would be using a mixture of both a tanker and liquid injection method during the project.

Councillor Bradaric inquired regarding the online reporting tool that the public could access from the Region's website for illegal dumping, etc.

Regional Councillor Witteveen confirmed that the Region does have an online reporting tool, and stated he believed people could also report illegal dumping through Crimestoppers. Regional Councillor Witteveen stated that he understood that a forensic investigation would be undertaken, if possible, to determine where the discarded items came from. Regional Councillor Witteveen stated that there are times when the Region also sets up surveillance in an area of concern in order to try and track and catch those individuals involved in the illegal dumping activity.

## **9. CONFIRMATION OF MINUTES**

- 9.1 Council Minutes - Regular  
Re: April 24, 2023

**Moved By** Councillor Joann Chechalk  
**Seconded By** Councillor Shelley Bradaric

That, the minutes of the April 24, 2023 regular Council meeting be accepted.

**Carried**

- 9.2 Council Minutes - Special  
Re: April 26, 2023

**Moved By** Councillor Shelley Bradaric  
**Seconded By** Councillor William Reilly

1. That, the minutes of the open session portion of the April 26, 2023 special Council meeting be accepted; and,
2. That, the confidential minutes relating to the closed session portion of the April 26, 2023 special Council meeting be accepted; and that the minutes remain confidential and restricted from public disclosure in accordance with exemptions provided Section 239 of the Municipal Act.

**Carried**

- 9.3 Council Minutes – Special  
Re: May 1, 2023

**Moved By** Councillor Joann Chechalk

**Seconded By** Councillor Mike Rehner

1. That, the minutes of the open session portion of the May 1, 2023 special Council meeting be accepted; and,
2. That, the confidential minutes relating to the closed session portion of the May 1, 2023 special Council meeting be accepted; and that the minutes remain confidential and restricted from public disclosure in accordance with exemptions provided Section 239 of the Municipal Act.

**Carried**

- 9.4 Public Meeting Under the Planning Act  
Minutes - May 8, 2023

**Moved By** Councillor Mike Rehner

**Seconded By** Councillor Shelley Bradaric

That, the minutes of the public meeting held on May 8, 2023 under Sections 17 and 34 of the Planning Act, with respect to:

- a. Zoning By-law Amendment - 5623 Twenty Mile Road (9109072 Canada Inc.)
- b. Official Plan Amendment - Proposed Township Official Plan Amendment No. 65 be accepted.

**Carried**

## 10. COMMUNICATIONS

- 10.1 Pride Month 2023  
Re: Recognition Resolution for Township of West Lincoln

**Moved By** Councillor William Reilly

**Seconded By** Councillor Shelley Bradaric

**WHEREAS** the Month of June is Pride Month in the Region of Niagara and around the globe; and

**WHEREAS** Municipalities across the Region will be holding a variety of Pride commemorations throughout the month of June, commencing with the raising of the Pride Flag on Monday, May 29, 2023; and

**WHEREAS** we recognize that public representation is extremely valuable and is an important way to help all people, and especially marginalized communities, feel safe, welcomed, supported and valued; and

**WHEREAS** we are committed to fostering a diverse and inclusive community, where hatred and discrimination are not welcome;

**NOW THEREFORE BE IT RESOLVED** that the Township of West Lincoln Council acknowledge June as Pride Month and encourage the West Lincoln community to unite in support of Pride and all of its members.

**FURTHER** that the Township of West Lincoln Council endorse the following Pride initiatives in West Lincoln:

1. The Township raising of the Progress Pride Flag on Monday, May 29; and
2. The sharing of information related to Pride Month in Niagara on all Township social media accounts; and
3. The various Pride events and community engagement opportunities organized by and held at the West Lincoln Public Library from May 29, and lasting until end of day June 30.

**Carried**

#### **11. MAYOR'S REMARKS**

Mayor Ganann read a prepared statement which was attached as **Schedule "B"** to the minutes.

#### **12. REPORT OF COMMITTEE**

- 12.1 Planning/Building/Environmental Committee  
Re: Minutes - May 8, 2023

**Moved By** Councillor William Reilly

**Seconded By** Councillor Jason Trombetta

1. That, the minutes of the open session portion of the May 8, 2023 Planning/Building/ Environmental Committee meeting, be accepted, and the recommendations contained therein, be approved; and,
2. That, the confidential minutes relating to the closed session portion of the May 8, 2023 Planning/Building/Environmental Committee meeting be accepted; and that the minutes remain confidential and

restricted from public disclosure in accordance with Section 239 of the Municipal Act.

**Carried**

**13. RECONSIDERATION**

There were no items put forward for reconsideration.

**14. NOTICE OF MOTION TO RESCIND**

There were no motions to rescind put forward by any Member of Council.

**15. OTHER BUSINESS**

**15.1 Consent Agenda Items**

**Moved By** Councillor Jason Trombetta

**Seconded By** Councillor Joann Chechalk

That, Council hereby approves the following Consent Agenda Items:

1. Items 1,2,3,4,5, and 6 be and are hereby received for information, and;
2. Item 8 be and is hereby received and the recommendations contained therein be adopted with the exception of Item 7.

**Carried**

**SUMMARY OF CONSENT AGENDA ITEMS:**

1. Mayor's Youth Advisory Committee - Minutes of April 5, 2023
2. West Lincoln Santa Claus Parade Committee - Minutes of January 25, 2023
3. West Lincoln Santa Claus Parade Committee - Minutes February 1, 2023
4. West Lincoln Santa Claus Parade Committee - April 5, 2023
5. Information Report T-11-2023 - Financial Update as of April 30, 2023
6. Information Report PW-14-2023 - St. Ann's Road Reconstruction Municipal Class Environmental Assessment Study (EA Study) Completion
8. Recommendation Report T-10-2023 - 2023 Tax Rate By-Law

**ITEM # 7 – INFORMATION REPORT WLFD-07-2023:**

Councillor Trombetta asked the Acting Fire Chief for updates on the Station 2 construction project.

Acting Fire Chief Tim Hofsink stated that the construction was going well, with minor expected delays, but much of the finishing work on the inside of the new station building was nearly completed. The Acting Fire Chief further stated he expected the project would be done by the end of June or early July.

**Moved By** Councillor Jason Trombetta

**Seconded By** Councillor Joann Chechalk

That, Information Report WLFD-07-2023; dated May 23, 2023 regarding Monthly Update April 2023 be received for information.

**Carried.**

15.2 TABLED ITEM (March 28, 2022 Council Meeting)

Director of Planning & Building (Brian Treble)

Re: Recommendation Report No. PD-36-2022 - Smithville Landowners Group request for support of Minister's Zoning Order (MZO)

15.3 Director of Finance/Treasurer (Donna DeFilippis)

Re: Information Report T-12-2023 - 2023 Long Term Borrowing Update

**Moved By** Councillor Joann Chechalk

**Seconded By** Councillor Jason Trombetta

That, Information Report T-12-2023, regarding the "2023 Long Term Borrowing Update", dated May 23, 2023, be received.

**Carried**

15.4 Manager of Parks, Recreation, & Facilities (Bob Denison) and Director of Public Works & Recreation (Mike DiPaola)

Re: Recommendation Report Rec-04-2023 - Leisureplex Ball Diamonds – Award of LED Lighting Upgrades

Councillor Rehner questioned the math of the \$222,000 and contingency fund that made up the \$244,000, and why the resolution states \$250,000 as the overall cost.

In response to Councillor Rehner's inquiry, the Director of Public Works & Recreation stated on page 3 of the report, it notes the \$250,000 includes a net HST (1.76%) and miscellaneous expenses of \$6000, which added together made up to the \$250,000 cost.

Councillor Bradaric advised that she was happy it was under budget by \$30,000 and inquired into the expected timeline for the project.

In response to the inquiry from Councillor Bradaric, the Director of Public Works & Recreation stated that work would start in the Fall.

**Moved By** Councillor Jason Trombetta

**Seconded By** Councillor William Reilly

1. THAT, Recommendation Report REC-04-2023, re: "Leisureplex Ball Diamonds – Award of LED Lighting Upgrades", dated May 23, 2023 be received; and,
2. THAT, Council accepts and awards the proposal submitted by Conrad Lighting Solutions in the amount \$222,000.00 (excluding HST); and,
3. THAT, Council approve a 10% contingency amount of \$22,000.00 for this project; and,
4. THAT, the total estimated project cost of \$250,000.00 be approved; and,
5. THAT, a by-law be passed to authorize the Mayor and Clerk to enter into an agreement with Conrad Lighting Solutions.

**Carried**

- 15.5 Coordinator of Engineering Services (Jennifer Bernard) and Director of Public Works & Recreation (Mike DiPaola)

Re: Recommendation Report PW-15-2023 - 1989 Abingdon Road – Land Purchase for Road Allowance

**Moved By** Councillor Shelley Bradaric

**Seconded By** Councillor William Reilly

1. That Recommendation Report, PW-15-2023, regarding "1989 Abingdon Road – Land Purchase for Road Allowance," dated May 23, 2023, BE RECEIVED; and,
2. That, a By-law be passed to authorize the Mayor and Clerk to sign an agreement for the purchase of Part 2 of Reference Plan No. 30R-15980, on the southeast corner of Abingdon Road and Concession 5 Road; and,
3. That, once the lands have been transferred to the Township of West Lincoln, a by-law be passed to declare Part 2 on Reference Plan No. 30R-15980, on the southeast corner of Abingdon Road and Concession 5 Road, as Public Highway.

**Carried**

15.6 Members of Council  
Re: Council Remarks

1) Councillor Bradaric  
Re: Silverdale Hall Annual BBQ

Councillor Bradaric stated Silverdale Hall Annual BBQ was coming up on June 9th from 5 pm to 6:30pm, at which they will be selling pies and hosting a BBQ with the funds going towards hall maintenance and improvements.

2) Councillor Trombetta  
Re: Creekside Market Grand Opening

Councillor Trombetta stated that he attended the grand opening, this past weekend, of the Creekside Country Market on Caistor Centre Road, near Twenty Road.

3) Councillor Reilly  
Re: Mayor's Luncheon

Councillor Reilly stated that the Mayor's Luncheon was a great success, and that it was very well attended.

4) Councillor Chechalk  
Re: Plant Market and Silverdale Hall Fundraiser

Councillor Chechalk noted that she had attended the Farmers' Market Plant Market, with the market being on a hiatus until June 9 when the regular Farmers Market will commence. Councillor Chechalk also noted that Silverdale Hall will be hosting their annual BBQ fundraising even from 5 pm to 7 pm with funds going towards the hall. Councillor Chechalk stated she also helped make smile cookies for the Tim Hortons' fundraiser campaign for the West Lincoln Community Care. Councillor Chechalk noted she enjoyed the time making smile cookies and that she was amazed by community's support with donation of over \$25,000. She noted that she had to leave the Mayor's luncheon early and looked forward to hearing the rest of her speech on the COGECO broadcast.

5) Councillor Rehner  
Re: Mayor's Luncheon

Councillor Rehner stated that he enjoyed attending the Mayor's luncheon which was well attended and very well organized.

**16. NEW ITEMS OF BUSINESS**

There were no new items of business brought forward by any Member of Council in attendance.

**17. BY-LAWS**

**Moved By** Councillor Mike Rehner

**Seconded By** Councillor Shelley Bradaric

1. That, leave be granted to introduce By-law #s 2023-35, 2023-36, 2023-37, and 2023-38, and that the same shall be considered to have been read a first, second, and third time with one reading, and are hereby adopted; and,
2. That, the Mayor and Clerk be and are hereby authorized to sign and affix the Corporate Seal thereto, any rule of this Council to the contrary notwithstanding.

**Carried**

**SUMMARY OF APPROVED BY-LAWS:**

**17.1 BY-LAW 2023-35**

A By-law to confirm the proceedings of the Council of the Corporation of the Township of West Lincoln at its regular meeting held on the 24th day of April, 2023 and its special meeting held on 26th day of April, 2023 and May 1st, 2023.

**17.2 BY-LAW 2023-36**

A By-law to adopt the estimates for the year 2023 and to set the rates of taxation for the year 2023.

**17.3 BY-LAW 2023-37**

A By-law to authorize the Mayor and Clerk to sign an agreement for purchase of a triangular parcel of land on the southeast corner of Abingdon Road and Concession 5 Road, being part 2 on a reference plan 30R-15980, in the former Township of Caistor, now Township of West Lincoln, Regional Municipality of Niagara.

**17.4 BY-LAW 2023-38**

A By-law to authorize an agreement between the corporation of the Township of West Lincoln and Conrad Lighting Solutions for Leisureplex ball diamonds - Award of LED lighting upgrades.

**18. CONFIDENTIAL MATTERS**

There were no confidential matters.

**19. ADJOURNMENT**

The Mayor declared this meeting adjourned at the hour of 7:25 p.m.



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**JOANNE SCIME, DIRECTOR OF  
LEGISLATIVE SERVICES/CLERK**

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**MAYOR CHERYL GANANN**

**From:** Usick, Karen [<mailto:Karen.Usick@niagarahealth.on.ca>]

**Sent:** June 12, 2023 11:48 AM

**Subject:** World Hepatitis Day 2023 Proclamation Request

Greetings everyone!

Hope you are marvelous Monday so far! 😊

On behalf of the Hepatitis C Care Clinic Team, I would like to express our gratitude for your support in declaring Thursday May 11, 2023 Canadian Viral Hepatitis Elimination Day (Can Hep Day) throughout Niagara. The Team with the Niagara Health System-Hepatitis C Care Clinic is continuing our 2023 hepatitis and liver health awareness campaign to encourage individuals to seek testing at one of our community awareness events, or at one of our many clinic locations throughout Niagara. Our community awareness event at St Andrews Church in Niagara Falls, which raised awareness of Can Hep Day, was a huge success. We are busily preparing for our next community awareness event in St. Catharines at Montebello Park on Friday July 28<sup>th</sup>. We have hosted our community events annually since 2014 (except for 2020 and 2021) to recognize World Hepatitis Day... and to join our global partners around the world on this very important awareness day. While hosting our annual events, our program and community partners who join us, bring a street-based health, and social services fair to the community. Our residents here in Niagara need our support now more than ever. This is why the Hepatitis C Care Clinic Team and the many programs of our community partners feel it is important to meet individuals where they are at . . . and to bring our care and services to them.

Please join us on July 28<sup>th</sup> to learn more about the Hepatitis C Care Clinic's program and services. In addition, you will also learn how easy it is to get tested for hepatitis C, hepatitis C treatments options, hepatitis and liver health. Our community partners would love to share with you about their program's care and services. 😊 Are you wondering how you can help? Please join together with our awareness campaign to recognize World Hepatitis Day on July 28<sup>th</sup>. Can we count on your support to declare July 28<sup>th</sup> World Hepatitis Day in your municipality of Niagara? If you have any questions or require further information, please do not hesitate to contact me! 😊 Please find enclosed our promotional flyer for the event. The flyer will provide you with all of the details for the event! 😊

Thank you so very much for your ongoing support to bring awareness to the 12 municipalities of Niagara!

Hope you have a lovely day and a wonderful week! 😊

Take care and stay safe!

*Karen*

**Karen Usick – Reg. N**

**Hepatitis C Care Clinic | Community Coordinator**

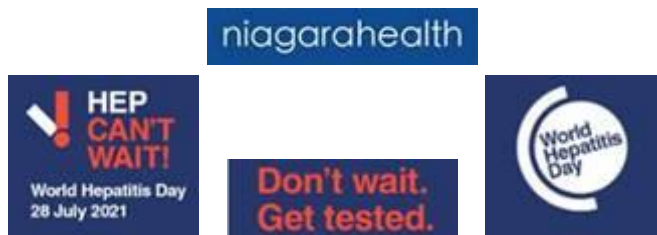
**Niagara Health System | Addiction Services**

W: 905-378-4647 x32555 | C: 289-696-2523

260 Sugarloaf Street, Port Colborne, ON L3K 2N7

HCCC Website Address - [www.niagarahealth.on.ca/site/hepatitis-c-care](http://www.niagarahealth.on.ca/site/hepatitis-c-care)

NHS Addiction Services - [www.niagarahealth.on.ca/services/addiction-recovery](http://www.niagarahealth.on.ca/services/addiction-recovery)



**#HepCantWait | #WorldHepatitisDay | #NoHep**

# World Hepatitis Day

Free Community Event

Hepatitis C testing • Food and refreshments  
Community health fair • Live music and entertainment



**Friday, July 28**

11 a.m. to 3 p.m.



**Montebello Park**

64 Ontario St.  
St. Catharines

**For more information contact**  
Hepatitis C Care Clinic  
905-378-4647 x32554

**Scan code to save the date  
to your calendar.**



niagarahealth

## **WORLD HEPATITIS DAY**

**July 28<sup>th</sup>, 2023**

**WHEREAS**, approximately 204,000 Canadians are living with hepatitis C and over 250,000 people are living with hepatitis B;

**WHEREAS**, people living with hepatitis B and C have an increased risk of developing cirrhosis, liver failure and related illnesses;

**WHEREAS**, Ontario has over 110,000 people living with hepatitis B or C, both of which are slow and progressive diseases; and

**WHEREAS**, there are vaccines available for Hepatitis A and B; effective Hepatitis C treatment therapies can cure over 95% of cases; and

**WHEREAS**, World Hepatitis Day provides an opportunity to reach out to millions of Canadians and encourage hepatitis testing, provide treatment and care for those affected while paving the way towards elimination of hepatitis as a public health concern in Canada by 2030;

**THEREFORE**, I, Cheryl Ganann, Mayor of the Township of West Lincoln, do hereby proclaim **July 28<sup>th</sup>, 2023 World Hepatitis Day** in West Lincoln.

## **JOURNÉE MONDIALE CONTRE L'HÉPATITE**

**Le 28 juillet 2023**

**ATTENDU QUE**, au Canada, quelque 204 000 personnes vivent avec l'hépatite C et environ 250 000 avec l'hépatite B;

**ATTENDU QUE** le risque de cirrhose, d'insuffisance hépatique et de maladies connexes est plus élevé chez les personnes qui vivent avec l'hépatite B ou C;

**ATTENDU QUE** l'Ontario compte plus de 110 000 personnes vivant avec l'hépatite B ou C, deux maladies lentes et progressives; et

**ATTENDU QU'**il existe des vaccins pour protéger contre l'hépatite A et B ainsi que des traitements efficaces pouvant guérir plus de 95 % des personnes atteintes d'hépatite C; et

**ATTENDU QUE** la Journée mondiale contre l'hépatite est une occasion de joindre des millions de Canadiennes et de Canadiens, d'encourager le dépistage de l'hépatite et de fournir traitements et soins aux personnes touchées tout en ouvrant la voie vers l'élimination de l'hépatite en tant que problème de santé publique au Canada d'ici 2030;

**PAR CONSÉQUENT**, je, Cheryl Ganann, mairesse de West Lincoln, proclame par la présente le **28 juillet 2023 Journée mondiale contre l'hépatite** à West Lincoln.

**Cheryl Ganann  
Mayor / Mairesse**

Sent: June 5, 2023 7:13 AM

To: Perkins, Chaundra <chaundra.perkins@homehardware.ca>; Jacquie Thrower <jthrower@westlincoln.ca>

Cc: Dennis Fisher <dfisher@westlincoln.ca>; Joanne Scime <jscime@westlincoln.ca>

Subject: Re: Fireworks application for August 20th

Good morning all at Township of West Lincoln,

You may recall that, last year, we performed a relatively small Professional Fireworks Display on the property of Chaundra Perkins at 2433 Port Davidson Road, Smithville, ON..

Chaundra has requested our services once again for Saturday August 19th, 2023.

I know that this must pass through Council so, with your permission, I will submit all the necessary Display documentation for your consideration.

There are no changes of note to the Display Area and the performance would be equivalent in size, scale and duration to the one conducted in 2022.

Please confirm (with any updated contacts at the Township, if applicable)..

Thank you very much

Best regards,

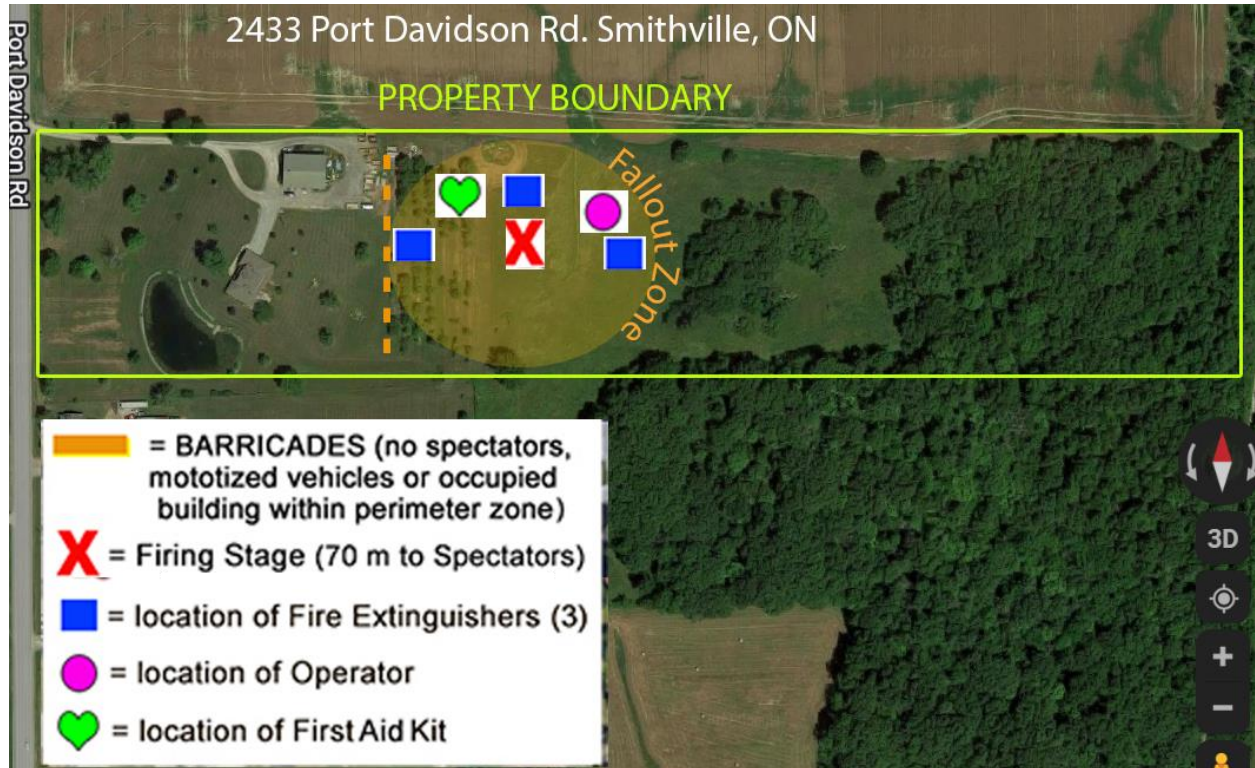
Tom Jacobs

Rocket Fireworks Inc.

Office Tel: 416-456-5057



You must be 18+ to buy or use Fireworks or Smoke Grenades in Canada.





# CERTIFICATE OF LIABILITY INSURANCE

This certificate is issued as a matter of information only and confers no rights upon the certificate holder and imposes no liability on the insurer.  
This certificate does not amend, extend or alter the coverage afforded by the policies below.

1. CERTIFICATE HOLDER - NAME AND MAILING ADDRESS			2. INSURED'S FULL NAME AND MAILING ADDRESS		
The Corporation of the Township of West Lincoln			Rocket Fireworks Inc.		
318 Canborough St			14 Advance Road		
Smithville ON			Etobicoke ON		
POSTAL CODE L0R 2A0			POSTAL CODE M8Z 2T4		

3. DESCRIPTION OF OPERATIONS/LOCATIONS/AUTOMOBILES/SPECIAL ITEMS TO WHICH THIS CERTIFICATE APPLIES (but only with respect to the operations of the Named Insured)

Wholesale, Retail, and Display of Fireworks & Sale of Novelties.

Re: Professional Fireworks Display at 2433 Port Davidson Road on Saturday August 19th, 2023.

See Attached...

## 4. COVERAGES

This is to certify that the policies of insurance listed below have been issued to the insured named above for the policy period indicated notwithstanding any requirements, terms or conditions of any contract or other document with respect to which this certificate may be issued or may pertain. The insurance afforded by the policies described herein is subject to all terms, exclusions and conditions of such policies.

### LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

TYPE OF INSURANCE	INSURANCE COMPANY AND POLICY NUMBER	EFFECTIVE DATE YYYY/MM/DD	EXPIRY DATE YYYY/MM/DD	LIMITS OF LIABILITY (Canadian dollars unless indicated otherwise)		
				COVERAGE	DED.	AMOUNT OF INSURANCE
<b>COMMERCIAL GENERAL LIABILITY</b>  <input type="checkbox"/> CLAIMS MADE <b>OR</b> <input checked="" type="checkbox"/> OCCURRENCE <input checked="" type="checkbox"/> PRODUCTS AND / OR COMPLETED OPERATIONS <input checked="" type="checkbox"/> EMPLOYER'S LIABILITY <input checked="" type="checkbox"/> CROSS LIABILITY  <input type="checkbox"/> WAIVER OF SUBROGATION  <input checked="" type="checkbox"/> TENANTS LEGAL LIABILITY <input type="checkbox"/> POLLUTION LIABILITY EXTENSION <input type="checkbox"/> <input type="checkbox"/>	Certain U/W of Lloyds thru Totten Ins. B1750PY230046	2023/04/14	2024/10/01	COMMERCIAL GENERAL LIABILITY BODILY INJURY AND PROPERTY DAMAGE LIABILITY - GENERAL AGGREGATE		\$5,000,000
				- EACH OCCURRENCE		\$5,000,000
				PRODUCTS AND COMPLETED OPERATIONS AGGREGATE		\$5,000,000
				<input type="checkbox"/> PERSONAL INJURY LIABILITY OR <input checked="" type="checkbox"/> PERSONAL AND ADVERTISING INJURY LIABILITY		\$5,000,000
				MEDICAL PAYMENTS		
				TENANTS LEGAL LIABILITY		\$500,000
				POLLUTION LIABILITY EXTENSION		
<input checked="" type="checkbox"/> NON-OWNED AUTOMOBILES <input checked="" type="checkbox"/> HIRED AUTOMOBILES	Certain U/W of Lloyds thru Totten Ins. B1750PY230046	2023/04/14	2024/10/01	NON-OWNED AUTOMOBILES		\$5,000,000
				HIRED AUTOMOBILES		\$75,000
<b>AUTOMOBILE LIABILITY</b>  <input type="checkbox"/> DESCRIBED AUTOMOBILES <input type="checkbox"/> ALL OWNED AUTOMOBILES <input type="checkbox"/> LEASED AUTOMOBILES ** ** ALL AUTOMOBILES LEASED IN EXCESS OF 30 DAYS WHERE THE INSURED IS REQUIRED TO PROVIDE INSURANCE				BODILY INJURY AND PROPERTY DAMAGE COMBINED		
				BODILY INJURY (PER PERSON)		
				BODILY INJURY (PER ACCIDENT)		
				PROPERTY DAMAGE		
<b>EXCESS LIABILITY</b>  <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/>				EACH OCCURRENCE		
				AGGREGATE		
<b>OTHER LIABILITY (SPECIFY)</b> <input type="checkbox"/> <input type="checkbox"/>						

## 5. CANCELLATION

Should any of the above described policies be cancelled before the expiration date thereof, the issuing company will endeavor to mail 30 days written notice to the certificate holder named above, but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives.

6. BROKERAGE/AGENCY FULL NAME AND MAILING ADDRESS			7. ADDITIONAL INSURED NAME AND MAILING ADDRESS (Commercial General Liability- but only with respect to the operations of the Named Insured)		
Purves Redmond Limited			For Additional Insured(s) refer to section 3: Description of Operations section.		
70 University Avenue					
Toronto ON					
POSTAL CODE M5J 2M4					
BROKER CLIENT ID: ROCKFIR-01					
			POSTAL CODE		

## 8. CERTIFICATE AUTHORIZATION

ISSUER Purves Redmond Limited	CONTACT NUMBER(S)			
AUTHORIZED REPRESENTATIVE Terri Phomsouvanh	TYPE Phone	NO. 416-362-4246	TYPE	NO.
	TYPE Fax	NO. 866-570-6922	TYPE	NO.

SIGNATURE OF AUTHORIZED REPRESENTATIVE <i>Terri Phomsouvanh</i>	DATE 2023/06/19	EMAIL ADDRESS certificates@purvesredmond.com
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## DESCRIPTIONS Continued.

The Corporation of the Township of West Lincoln and Chaundra Perkins is/are added as an Additional Insured to the Commercial General Liability policy but only with respect to liability arising solely out of the operations of the Named Insured. The policy limits are not increased by the addition of such Additional Insured and remain as stated in this Certificate.



Rocket Fireworks Inc.  
14 Advance Rd. Etobicoke, ON M8Z 2T4  
Tel: 416-456-5057 | Email: [sales@rocket.ca](mailto:sales@rocket.ca) | Fax: 1-866-835-8371

### EVENT DESCRIPTION re 2433 Port Davidson Rd. Smithville, ON : AUGUST 19, 2023

#### Location, Date & Time of Display:

(a) **Location:** Rocket Fireworks Inc. proposes to conduct a Fireworks Display at 2433 Port Davidson Rd. Smithville, ON L0R 2A0

(b) **Date & Time of Display:** The proposed Display shall commence at 10:00pm (+/- 30 minutes), with a duration not to exceed 5 (five) minutes.

**Expected Attendance:** 200 persons,

**Shooters:** The Licensed Display Supervisor shall be Tom Jacobs or Jim Ward with Robert Schutte (Display Assistant) acting as the designated Fire Watch person



#### Security & Emergency Planning:

- \* As per the attached Site Plan, the Firing Stage & Fallout Zone are within a secured area on private property. Distance to Spectators (70 m) and Fallout Area (60 m) exceed ERD required distances for the articles to be utilized during the Display.
- \* The Display Supervisor shall be in contact via 2-Way radio with the Display Assistant/Fire Watch to monitor the direction of fallout and ensure the safe proceeding of the Display.
- \* The appointed Fire Watch person shall be in radio or cell phone contact with Chaundra Perkins (Event Organizer) in the event of any concerns to persons or property before, during or after the Display.
- \* The Shooter will have a full view of the Firing Area/Fallout Zone.
- \* The Firing Area & Fallout Zone will be barricaded (see accompanying Site Map) such that unauthorized

persons shall be barred from entry.

- \* The Rocket Fireworks crew shall hold a Safety Meeting during set-up and also just prior to the Display to review signals, chain of command, communication protocols, emergency procedures, location of First Aid Kit, etc.

- \* In case of fire, 3 (three) 20-Lb pressurized water Extinguishers will be on hand (see accompanying Site Map for details).

- \* In case of an injury or emergency on Site, Rocket staff or Chaundra Perkins will contact Emergency Services. Emergency contacts include The Township of Lincoln Fire/Emergency Services (911) and CANUTEC.

- \* Emergency Vehicles can gain immediate access the site by way of the entrance to the property on Port Davidson Rd.

#### **FIRE SUPPRESSION & SAFETY MEASURES:**

- \* 3 (three) Pressurized Water-Based 20-lb Extinguishers will be onsite

- \* Angle of firing can be modified to account for winds

- \* Display Assistant will be on Fire Watch

- \* Paper or Foil tops will be removed from all articles prior to firing in order to minimize debris

- \* The Site will be thoroughly inspected and cleaned subsequent to the Display

#### **Notifications:**

- \* NAVCAN shall be notified 24 hours in advance of the event

- \* Local Police shall be sent informed of the proceedings on the day of the event.

#### **Maximum Height of Effects and Safety Distances (refer to accompanying 'List of Articles' for details):**

- \* The majority of the articles shall be Consumer Type F.1 Fireworks

- \* The maximum height of effects will be 60 meters (Type F.2 50mm Display Cakes)

- \* We are exceeding NRCAN's recommended safety distances for the F.2 articles to be used during this Display (see accompanying Site Map and List of Articles)

#### **Display Duration:**

- \* The total duration of this Display shall is estimated at 4-5 minutes and shall not exceed 5.5 minutes.

#### **Sequencing:**

- \* Display shall consist of Consumer Fireworks (F.1) Cakes, fired singly and in pairs, followed by a finale of Type F.2 Display Cakes.

#### **Method of Firing:**

- \* The Display shall be fired with a Cobra Professional Firing System. Each article will be wired separately so that the Shooter will have maximum control of the Display and can cease firing at any moment should any safety concerns arise.

#### **Indemnification & Liability Coverage:**

- \* Rocket Fireworks Inc. has provided Certificates of Insurance naming The Township and also the property owner as 'Additionally Insured' in the amount of \$5-Million.

Item Code/Name (as per NRCAN Authorized List of Explosives)	Common Name	QTY	Item Type	UN #	UN Class	Hazard Category
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## TYPE - F.1 (Consumer Fireworks)

IMPORTER: BEM Fireworks - Coteau Du Lac, Québec

BEM-1104D-100SC-P - Perseids	100-Shot Perseids	2	Cake	0336	1.4G	4
35 Shots Z And Fan Raid	Z-Fan Raid	2	Cake	0336	1.4G	4
BEM-46 - Brocade Crown	Brocade Crown	3	Cake	0336	1.4G	4
BEM-44 - Fiesta	Fiesta	2	Cake	0336	1.4G	4
BEM-45 - Gold Palm	Gold Palm	4	Cake	0336	1.4G	4

IMPORTER: Competition Fireworks Ltd. - Abbotsford, British Columbia

99887	Double Trouble	1	Cake	0336	1.4G	4
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IMPORTER: Royal Pyrotechnie Inc. - St-Pie, Québec

DFC-1201 -	DFC-1201	2	Cake	0336	1.4G	4
DFC-1202 -	DFC-1202	2	Cake	0336	1.4G	4

IMPORTER: BDH Pyro Ltd. - Kitchener, Ontario

SRD-914	Crazy Cyclone	1	Cake	0336	1.4G	4
SRD-911	Komodo	2	Cake	0336	1.4G	4
SRD-915	Maximum Load	1	Cake	0336	1.4G	4

## TYPE - F.2 (Display Fireworks)

IMPORTER: Mystical Distributing Company Ltd. - Abbotsford, British Columbia

66002	Gold Stone	1	45mm Cake	0335	1.3G	3
25C45M01-20	Cranium Shrii	1	45 mm Cake	0335	1.3G	3
25C45M01-52	Salute Cake	1	45mm Cake	0335	1.3G	3

**TOWNSHIP OF WEST LINCOLN  
PLANNING/BUILDING/ENVIRONMENTAL  
COMMITTEE MINUTES**

**MEETING NO. SIX**

**June 12, 2023, 5:30 p.m.**

**Township Administration Building**

**318 Canborough Street, Smithville, Ontario**

Council: Councillor William Reilly (Chair)  
Councillor Shelley Bradaric  
Mayor Cheryl Ganann  
Councillor Jason Trombetta  
Councillor Mike Rehner  
Councillor Joann Chechalk

Absent: Councillor Terry Bell – Notification provided

Staff: Bev Hendry, CAO  
Brian Treble, Director of Planning and Building  
Jessica Dyson, Deputy Clerk  
Dave Heyworth, Manager of Planning  
Joanne Scime, Director of Legislative Services/Clerk\*  
Donna DeFilippis, Director of Finance/Treasurer\*  
Cassandra Carey, Human Resource Coordinator\*

Other Members: Tom Richardson, Sullivan Mahoney\*  
Regional Councillor Witteveen\*  
John Ganann\*

**\*IN ATTENDANCE PART-TIME**

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**1. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST**

There were no disclosure of pecuniary interest and/or conflict of interest for confidential matters.

## 2. CONFIDENTIAL MATTERS

**Moved By** Councillor Joann Chechalk

**Seconded By** Mayor Cheryl Ganann

That, the next portion of this meeting be closed to the public to consider the following pursuant to Section 239(2) of the Municipal Act 2001:

### 2.1 CAO (Bev Hendry)

Re: Confidential Report CAO-01-2023 - Approval of New Collective Agreement – CUPE 1287

#### **Applicable closed session exemption(s):**

- personal matters about an identifiable individual, including municipal or local board employees; and,
- labour relations

### 2.2 Township Solicitor (Tom Richardson, Sullivan Mahoney LLP) & Director of Planning and Building (Brian Treble)

Re: Legal/Solicitor-Client Privilege - Ontario Land Tribunal (OLT) - Helen Kszan (File No.22-00280)

#### **VERBAL UPDATE**

#### **Applicable closed session exemption(s):**

- Advice that is subject to Solicitor-Client Privilege, including communications necessary for that purpose; and,
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

### 2.3 Township Solicitor (Tom Richardson, Sullivan Mahoney LLP) & Director of Planning and Building (Brian Treble)

Re: Legal/Solicitor-Client Privilege - Ontario Land Tribunal (OLT) - Official Plan Amendment (OPA) 63

#### **VERBAL UPDATE**

#### **Applicable closed session exemption(s):**

- Advice that is subject to Solicitor-Client Privilege, including communications necessary for that purpose; and,
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

### 2.4 Director of Planning & Building (Brian Treble)

Re: Property Matter/By-law Enforcement Matter - South Grimsby Road Property Matter

#### **VERBAL UPDATE**

**Applicable closed session exemption(s):**

- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and,
- personal matters about an identifiable individual, including municipal or local board employees

**Carried**

**Moved By** Councillor Joann Chechalk

**Seconded By** Councillor Shelley Bradaric

That, this Committee meeting does now resume in open session at the hour of 7:20 p.m.

**Carried**

**2.1 ITEM P47-23**

CAO (Bev Hendry)

Re: Confidential Recommendation Report CAO-01-2023 - Approval of New Collective Agreement – CUPE 1287

**Moved By** Councillor Mike Rehner

**Seconded By** Councillor Shelley Bradaric

1. That, CAO Report RFD-CAO-01-23, dated June 12, 2023, regarding “Approval of New Collective Agreement - CUPE 1287”, be received; and,
2. That, Budget Amendment BA2023-02, in the amount of \$21,380, as outlined in “Part A” of this report; be approved, to fund any budget impacts resulting from the ratification of the CUPE Collective Agreement; and,
3. That, a by-law be presented to Council at the June 26, 2023 Council Meeting to authorize the Mayor and Clerk to sign the new Collective Agreement and any schedules and/or related documents to the Agreement.
4. That, Budget Amendment BA2023-03, in the amount of \$1,720, as outlined in “Part B” of this report; be approved regarding associated changes related to the Mayor and Members of Council remuneration; and,
5. That, Budget Amendment BA2023-05, in the amount of \$33,620, as outlined in “Part C” of this report; be approved regarding the associated changes to the remuneration for permanent non-union staff and other than permanent non-union employees.

**Carried**

**2.2 ITEM P48-23**

Township Solicitor (Tom Richardson, Sullivan Mahoney LLP) & Director of Planning and Building (Brian Treble)

Re: Legal/Solicitor-Client Privilege - Ontario Land Tribunal (OLT) - Helen Kszan (File No.22-00280)

**VERBAL UPDATE**

Council rose without reporting.

**2.3 ITEM P49-23**

Township Solicitor (Tom Richardson, Sullivan Mahoney LLP) & Director of Planning and Building (Brian Treble)

Re: Legal/Solicitor-Client Privilege - Ontario Land Tribunal (OLT) - Official Plan Amendment (OPA) 63

**VERBAL UPDATE**

Councillor Reilly read into the public record a letter from Township Legal Counsel regarding "Public Information with respect to Appeal of Official Plan Amendment No. 63", dated June 8th, 2023 (attached as Schedule A).

**Moved By** Mayor Cheryl Ganann

**Seconded By** Councillor Joann Chechalk

That, Township staff and Legal Counsel be and are hereby authorized to proceed as directed in closed session with respect to a Legal/Solicitor-Client Privilege matter, specifically as it relates to Ontario Land Tribunal (OLT) appeal of Official Plan Amendment (OPA) No. 63.

**Carried**

**2.4 ITEM P50-23**

Director of Planning & Building (Brian Treble)

Re: Property Matter/By-law Enforcement Matter - South Grimsby Road Property Matter

**VERBAL UPDATE**

Council rose without reporting.

**3. CHAIR - Councillor William Reilly**

Prior to commencing with the Planning/Building/Environmental Committee meeting agenda, Chair Reilly provided the following announcements:

1. Comments can be made from members of the public for a matter that is on the agenda by advising the Chair during the "Request to Address an Item on the Agenda" Section of the agenda.

2. The public may submit written comments for matters that are on the agenda to [jdyson@westlincoln.ca](mailto:jdyson@westlincoln.ca) before 4:30 pm on the day of the meeting. Comments submitted will be considered as public information and will be read into the public record.
3. This meeting will be livestreamed as well as recorded and available on the Township's website.

**4. LAND ACKNOWLEDGEMENT STATEMENT**

Chair Reilly read the following Land Acknowledgement Statement:

The Township of West Lincoln, being part of Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hattiwendaronk (Hat-i-wen-DA-ronk), the Haudenosaunee (Hoe-den-no-SHOW-nee), and the Anishinaabe (Ah-nish-ih-NAH-bey), including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Township of West Lincoln, as part of the Regional Municipality of Niagara, stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

**5. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST**

There were no disclosure of pecuniary interest and/or conflict of interest.

**6. PUBLIC MEETING(S)**

There are no public meetings.

**7. CHANGE IN ORDER OF ITEMS ON AGENDA**

There was no change in order of items on the agenda.

**8. APPOINTMENTS**

There were no appointments.

**9. REQUEST TO ADDRESS ITEMS ON THE AGENDA**

There were no requests to address items on the agenda.

**10. CONSENT AGENDA ITEMS**

**10.1 ITEM P51-23**

**CONSENT AGENDA ITEMS**

**Moved By** Councillor Joann Chechalk

**Seconded By** Councillor Jason Trombetta

That the Planning/Building/Environmental Committee hereby approve the following Consent Agenda items:

1. Items 1 and 2 be and are hereby received for information; and,
2. Item 3 be and is hereby received and the recommendations contained therein be adopted.

with the exception of Item no.(s) 3.

**Carried**

1. Memorandum - Manager of Planning (Dave Heyworth) and Director of Planning & Building (Brian Treble) - By-Law Amendments to the Township's Administrative Monetary Penalties (AMPs) By-law and Hearing Officer Appointment By-law
2. Memorandum - Manager of Planning (Dave Heyworth) - Authorizing By-law (Kelly/Redekop) Garden Suite Temporary Use Agreement
3. Recommendation Report No. PD-33-2023 – Authority to Sign Pre-Servicing Agreement with P. Budd Developments Inc.

Councillor Chechalk stated that she understood why the Township was pursuing a Pre-Servicing agreement with P. Budd Developments, however Councillor Chechalk noted that she has personally witnessed deals fall through similar to this, where the Township would be liable to foot the bill. To avoid this, Councillor Chechalk stated that she would like for an agreement to contain securities from P. Budd Developments, clauses that protect the Township and ensure that P. Budd Developments acquires a front-end servicing agreement before the deal happens, that P. Budd Developments cannot sell homes until this process ends.

In response to Councillor Chechalk's inquiry, the Director of Planning and Building Brian Treble stated that the intention is to provide services to the North-West quadrant while trying to continue the project. He further stated that multiple meetings have been held with various stakeholders, and the key objective is to keep putting pressure on the Region in order to install a crucial waterline for the project. Most recently, staff has been informed that the waterline is at approximately 60%, and still has a way to go. The developer behind the waterline construction has met with staff, and has been communicative in regards to the project. Director of Planning and Building, Brian Treble, further stated that Planning staff has spoken with Public Works staff, who have said that the calculations behind what amount of securities

P. Budd Developments would have to pay in order for the Township to be satisfied is currently under way. He noted that his staff has taken the utmost care and pursued various legal and financial contributions to ensure that the Township will be protected in this agreement.

Councillor Chechalk stated she was most concerned with the fact that the developers can proceed with sales, despite the fact that the agreement may fall through and the infrastructure for the development has not yet been completed. Councillor Chechalk stated that she wants to make sure that P. Budd Developments understand that this agreement can go through although it is not normal practice, but the Township would require securities in order to ensure the financial safety of the Corporation.

**Moved By** Councillor Joann Chechalk

**Seconded By** Councillor Shelley Bradaric

1. That, Recommendation Report PD-33-2023, regarding “Authority to Sign Pre-Servicing Agreement with P. Budd Developments Inc.”, dated June 12, 2023, be RECEIVED; and,
2. That, a By-law be passed to authorize the Mayor and Clerk to sign a Pre-Servicing Agreement such as the one found at attachment 1 to this report.

**Carried**

## **11. COMMUNICATIONS**

### **11.1 ITEM P52-23**

Katie Church (Research Support Officer and EWC Field Team Lead),  
Invasive Species Centre

Re: European Water Chestnut Rapid Response Program Update 2023

**Moved By** Councillor Shelley Bradaric

**Seconded By** Mayor Cheryl Ganann

1. That, the correspondence from Katie Church, Research Support Officer and EWC Field Team Lead, of the Invasive Species Centre, dated June 5, 2023 regarding the "European Water Chestnut Rapid Response Program Update 2023" be received; and,
2. That, Township staff continue to provide the Invasive Species Centre with support, if necessary, and provide an update to Committee and Council if such action is taken.

**Carried**

**11.2 ITEM P53-23**

Suzanne Mammel (Senior Associate/Team Lead, Community Development), Stantec Consulting Ltd.

Re: Draft Block Plan and MESP Guidelines

**FOR INFORMATION**

**12. STAFF REPORTS**

**12.1 ITEM P54-23**

Manager of Planning (Dave Heyworth) and Director of Planning and Building (Brian Treble)

Re: Recommendation Report No. PD-28-2023 - Request for Funding to Support a Public Realm Improvement Program - PRIP Application

Councillor Bradaric stated that this was discussed at the Heritage Committee, and noted that the signage coming into West Lincoln is quite lacking and in some parts of West Lincoln, completely absent.

Councillor Reilly agreed with the comments made by Councillor Bradaric, and stated he hoped the grant application was successful.

**Moved By** Councillor Shelley Bradaric

**Seconded By** Mayor Cheryl Ganann

1. That, Recommendation Report No. PD-28-2023, regarding “Request for Funding to Support a Public Realm Improvement Program - PRIP Application”, dated June 12, 2023, BE RECEIVED; and
2. That, Council approve Budget Amendment BA2023-04 as outlined in this report which provides a budget of up to \$75,000 towards a PRIP Welcoming Signage project to be used only if the PRIP application is successful.
3. That, a copy of Report No. PD-28-2023, relating to the “Request for Funding to Support PRIP Application-dated June 12, 2023 be FORWARDED to the Region prior to ratification by Council.

**Carried**

**12.2 ITEM P55-23**

Manager of Planning (Dave Heyworth) and Director of Planning and Building (Brian Treble)

Re: Recommendation Report No. PD-29-2023 - Block Plan and Master Environmental Servicing Plan (MESP) Guidelines to Facilitate Development in the Expansion Area

Councillor Bradaric inquired to the CAO and Director of Planning and Building, in regards to the very specific timelines noted in the report, and if it is possible to meet with the current staff levels.

In response to Councillor Bradaric's inquiry, the Manager of Planning Dave Heyworth stated that the plan was created on best practices, and has been compared to other municipality's agreements to ensure the timelines are realistic. The Manager of Planning, Dave Heyworth, noted that because these comparisons were done on larger municipalities with much more resources, staff have extended the timelines to ensure that the goals can be met. He further noted that the guidelines are fluid, and can be reassessed later if staff feels that the current timelines are too constricting.

The Director of Planning and Building, Brian Treble, stated that staff has reached out to the consultants who helped consolidate the Township's fee schedule last year, and was assured that the fee's associated with the block plan will fund itself.

**Moved By** Mayor Cheryl Ganann

**Seconded By** Councillor Jason Trombetta

1. That, Recommendation Report No. PD-29-2023, relating to the "Block Plan & MESP Guidelines to Facilitate Development in the Expansion Area", dated June 12, 2023, BE RECEIVED; and,
2. That, Council ENDORSE the Block Plan & MESP Guidelines provided as Attachment 1 to Report No. PD-29-2023; and,
3. That, a copy of Report No. PD-29-2023 be FORWARDED to the Region of Niagara Planning and Development Department, Niagara Peninsula Conservation Authority and consultants that participated in the Block Plan & MESP workshop.

**Carried**

### **12.3 ITEM P56-23**

Manager of Planning (Dave Heyworth) and Director of Planning and Building (Brian Treble)

Re: Recommendation Report No. PD-32-2023 – Township Official Plan Amendment (No. 65) to Implement Provincial Changes (Bill 109, 23, and others)

Councillor Bradaric inquired to the Director of Planning and Building, Brian Treble, in regards to background information on the Ontario government stepping back from their plan on allowing up to three severances on a parcel of land to encourage home building.

In response to Councillor Bradaric's inquiry, the Director of Planning and Building, Brian Treble, stated that he had heard messaging from the province in this regard but has yet to see any amendments to policy. He noted that the pressure on the province to step back from this initiative was immense, and will provide an update to Council when something of substance comes forward.

The Director of Building and Planning, Brian Treble, provided background information on report PD-32-2023 and on the recent passing of Bill 97 which will expedite the application timeline process.

Councillor Chechalk stated that with the recent flurry of Provincial Bills in regards to municipal planning, Council will likely have to make modifications to what the Corporation has agreed to to align with Provincial policy.

Councillor Rehner inquired why Council needs to vote on this matter, as the Provincial government will enforce these measures onto the Township whether they vote on it or not.

In response to Councillor Rehner's inquiry, the Director of Building and Planning, Brian Treble, stated that Council has the right to vote however they see fit, however the proposed processes are designed to ensure that timelines are met and the Township will not have to pay back application fees to developers.

**Moved By** Councillor Joann Chechalk

**Seconded By** Mayor Cheryl Ganann

1. That, Recommendation Report PD-32-2023, regarding "Township Official Plan Amendment (No. 65) to Implement Provincial Changes (Bill 109, 23, and others)", dated June 12, 2023, be RECEIVED; and,
2. That, Section 34(17) of the Planning Act apply and that no further public meeting is required; and,
3. That, Official Plan Amendment No. 65 (File No. 1701-001-23) and a corresponding amending bylaw (Section 18 – Implementation of the Official Plan) be APPROVED and passed; and,

4. That, staff be authorized to circulate the Notice of Decision on the approval of Official Plan Amendment No. 65 to the agencies and public to commence the 20 day appeal period as Regional Council approval is not required.

**Carried**

### **13. OTHER BUSINESS**

#### **13.1 ITEM P57-23**

Director of Planning & Building (Brian Treble)

Re: Stanpac Noise Matter

##### **VERBAL UPDATE**

The Director of Planning & Building, Brian Treble, provided an update to Council regarding the Stanpac noise matter, and stated that Stanpac feels they have done everything they can. He stated that the file has been passed to the Ministry of the Environment, which covers noise related matters. He stated they will be testing in the next month, and will report back with what comes from this testing.

Councillor Reilly inquired what would be the approximate timeline for the Ministry to complete their tests.

In response to Councillor Reilly's inquiry, the Director of Building and Planning, Brian Treble, stated that while he does not know the exact timelines of the Ministries process, he expects sometime in the middle of summer would be likely.

#### **13.2 ITEM P58-23**

Members of Committee

Re: Other Business Matters of an Informative Nature

1. Mayor Ganann

Re: Update on the Recognition Program and Blood Donor Week

The Mayor provided an updated on the mandate for the Recognition program, where there are now different categories for Recognition rewards in the community, as well as providing insight into the application process. She also inquired whether other Councillors could provide some names to potentially appoint members to be judges for the award. Mayor Ganann noted that it was Blood Donor Week, and encouraged everyone to give blood. Mayor Ganann noted that the Farmers Market was also open now.

2. Councillor Chechalk  
Re: Silverdale Hall BBQ

Councillor Chechalk stated the event was a great success and was well attended.

3. Councillor Reilly  
Re: Blood Donor Week

Councillor Reilly echoed comments made by Mayor Ganann regarding Blood Donor Week, and encouraged everyone if possible to donate blood as it is crucial for people in need.

**14. NEW BUSINESS**

There were no new business items brought forward from Members of Committee.

**15. ADJOURNMENT**

The Chair declared the meeting adjourned at the hour of 8:05pm.

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JESSICA DYSON,  
DEPUTY CLERK

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COUNCILLOR WILLIAM REILLY,  
CHAIR

**DATE:** June 26, 2023  
**REPORT NO:** CAO-02-2023  
**SUBJECT:** **2023-2026 Corporate Strategic Plan**  
**CONTACT:** Beth Audet, Communications Specialist  
Bev Hendry, Chief Administrative Officer

**OVERVIEW:**

- The current West Lincoln Strategic Plan was developed in 2019. In recognition of a new term of Council, a refresh of the Strategic Plan has been undertaken.
- The process included six phases:
  1. The first involved garnering feedback from the general public. An educational video was launched along with a survey available online and in paper form.
  2. The second involved targeted individual interviews with active community members and community leaders representing a variety of sectors.
  3. The third involved individual interviews with each member of Council and each member of the senior management team.
  4. The fourth phase was a training workshop for Council at the Silverdale Community Hall, to review the findings of phases one through three and for Council to begin outlining its goals for the next four years.
  5. The fifth phase was another training workshop for Council at the Abbingdon Community Hall, to focus on refining Council's list of strategic initiatives for inclusion in the final product. (*Minutes of both training workshops are included in the Closed Session packages from April 26, 2023, and May 1, 2023.*)
  6. Phase six is the final approval of the Corporate Strategic Plan as presented in CAO-02-2023.

**RECOMMENDATION:**

1. That, Recommendation Report CAO-02-2023 regarding the 2023-2026 Corporate Strategic Plan, dated June 26, 2023, be received and approved; and,
2. That, Vision Option \_\_\_ as outlined in the report be approved; and,
3. That, Mission Option \_\_\_ as outlined in the report be approved; and,
4. That, the Corporate Strategic Plan attached as Schedule A to this report be adopted and hereby implemented.

## **ALIGNMENT TO STRATEGIC PLAN:**

### **Theme #6**

- **Efficient, Fiscally Responsible Operations**

### **BACKGROUND:**

The last West Lincoln Strategic Plan was developed in 2019. Despite, and perhaps because of, additional pressures caused by the global pandemic and new provincial Modernization funding, many of the outcomes laid out in the current Strategic Plan were accelerated and many more outcomes were added in order to sustain service delivery.

A corporate strategic plan is a “living document” and should undergo periodic review and adjustments to reflect progress toward achievement of goals. Since a majority of the goals laid out in the current plan have either been completed or are well on their way towards completion, and specifically in recognition of a new term of Council, it was determined that a refresh of the plan is necessary.

An experienced, local strategic planning professional was approached in the Fall of 2022, to ensure that a scaled-down approach to refreshing the plan was feasible. Suzanne Gibson, of Suzanne Gibson and Associates, was officially secured in the Spring of 2023 to spearhead the refresh of the Corporate Strategic Plan.

The goal was to complete the project by the Summer of 2023, to create a clear path forward for the remainder of the term of Council and beyond. Completing it before the fall also ensures that it will guide even the most preliminary discussions for the 2024 budget.

The 2023-2026 Corporate Strategic is attached as Appendix A. This document will assist in communicating the Plan to residents, businesses and other levels of government.

As part of the process, the future of West Lincoln was discussed and it was decided that the Vision, Mission and Values would be refreshed.

Council’s decision as to the final Mission and Vision is requested. The options are:

#### **Vision**

Option 1: The Township of West Lincoln will be a safe, engaged and vibrant community that fosters connections, opportunities and a strong sense of home.

Option 2: Fostering a strong sense of community, West Lincoln celebrates its rural roots while promoting sustainable growth that increases opportunities for all.

#### **Mission**

Option 1: The Township of West Lincoln provides responsive municipal services that enhance the quality of life in our community.

Option 2: Through efficient and effective leadership, the Township of West Lincoln provides quality services and opportunities for engagement, to enhance the quality of life in our community.

Throughout the process, three overarching themes plus one foundational theme were identified as the appropriate framework to guide key strategies and deliverables for the next four years. The four strategic priorities are:

- 1) Build a Safe, Connected, Caring and Active Community
- 2) Champion Strategic and Responsible Growth
- 3) Enrich our Strong Agricultural Legacy
- 4) Foundational: Advance Organizational Capacity and Effectiveness

A total of 20 key strategies have been developed under these strategic priorities, to guide decision making and investments for the next four years. A full description of the strategic priorities and key strategies are provided in the attached Appendix A.

A total of 51 deliverables for Staff have been outlined and are provided in the attached Appendix B.

Reports summarizing feedback gathered in the qualitative interviews, public consultation and survey are provided in attached Appendices C-D.

#### **CURRENT SITUATION:**

Further steps will be required once the Corporate Strategic Plan has been approved by Council in order to keep the project living and flexible. The following next steps are planned:

1. Communicate Council strategic priorities to employees and the community;
2. Hold team meetings across the organization and ensure all employees are aware of the Corporate Strategic Plan and how individual work teams play a role in implementation;
3. Align the Corporate Strategic Plan within operational business plans and annual operating and capital budgets, identifying where additional or different resources are required and requesting approval as necessary;
4. Ensure the Corporate Strategic Plan is provided to external firms involved in preparing Township plans and studies;
5. Assign accountabilities for each deliverable under the Corporate Strategic Plan and establish cross-departmental project teams where implementation involves more than one operating department;
6. Organize Council reports and agendas so it is clear when reports relate to the Corporate Strategic Plan;
7. Provide regular status updates to Council and a comprehensive report on progress prior to the next election in 2026;
8. Provide orientations with incoming Councils every four years, following each municipal election, to ensure the Corporate Strategic Plan aligns with their collective vision and make adjustments as necessary; and,
9. Communicate progress to the public on an ongoing basis.

**FINANCIAL IMPLICATIONS:**

This project has been completed within the approved budget of \$20,000.

**INTER-DEPARTMENTAL COMMENTS:**

The CAO reviewed the report and provided no further comments.

**CONCLUSION:**

Once approved by Council, and bolstered by the momentum that has been built within the corporation and the community, Township staff will implement the plan as laid out in the next steps with pride and enthusiasm.

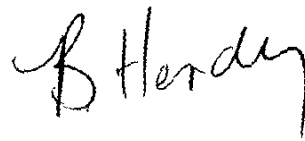
**Prepared & Submitted by:**



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**Beth Audet,**  
**Communications Specialist**

**Submitted & Approved by:**



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**Beverly Hendry,**  
**CAO**

## APPENDIX A

# Township of West Lincoln 2023 to 2026 Corporate Strategic Plan

## VISION

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The Township of West Lincoln will be a safe, engaged and vibrant community that fosters connections, opportunities and a strong sense of home.

**OR:**

Fostering a strong sense of community, West Lincoln celebrates its rural and agricultural roots while promoting sustainable growth that increases opportunities for all.

## MISSION

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The Township of West Lincoln provides responsive municipal services that enhance the quality of life in our community.

**OR:**

Through efficient and effective leadership, the Township of West Lincoln provides quality services and opportunities for engagement, to enhance the quality of life in our community.

## VALUES

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**Service:** We take pride in providing responsive, friendly customer experiences that adapt to meet the varying needs of the community.

**Respect:** We value the contributions and diverse perspectives of all our community members and partners.

**Leadership:** We understand our roles, are empowered to contribute our ideas and are recognized for our contributions.

**Teamwork:** We commit to supporting each other and learning together in a positive work environment.

**Inclusion:** We foster a safe, welcoming and engaging culture.

## STRATEGIC PRIORITIES

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### I. BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY

West Lincoln envisions a community with strong, safe and active transportation connections. This includes safe passage in and around the Township through advocacy for an escarpment crossing, a truck bypass and ongoing maintenance of road conditions and safety. We will

explore opportunities for various approaches to transit within West Lincoln and expand community walkability.

We prioritize the safety and well-being of all community members. We will continue to ensure our fire and emergency services are appropriately equipped to meet required standards. To support our growing community, we will lobby for increased police presence. We will also aspire to improve healthcare access through collaborations with local service providers and all levels of government.

Leveraging community partnerships and existing assets, including the West Lincoln Community Centre and the West Lincoln Public Library, we will enhance recreational programming and other initiatives to support people of all ages. We will also maximize the use of parklands and playgrounds.

West Lincoln will cultivate a welcoming and inclusive community that fosters a sense of pride and belonging. In partnership with others, we will collaborate to coordinate, host and promote community events, gatherings and other opportunities to bring people together. Lastly, we will lobby for services and programming that meets the needs of families and individuals at all stages of life, with a focus on child care, long-term care for seniors, and other needed social services.

**Our key strategies for the next four years are:**

1. Implement the transportation master plan to support safe, efficient and strong transportation connections for all modes of transportation, including a trail system.
2. Investigate transit options from the new Niagara Regional Transit Commission.
3. Develop and begin to implement a parks and recreation facilities master plan.
4. Provide Fire and Emergency Services and Public Works and Recreation Operations with the appropriate resources to reflect the growth that our community is anticipating.
5. Strengthen the community's safety and wellbeing through effective emergency planning and the lobbying of increased health care options.
6. Leverage our facilities and develop partnerships to enhance quality and appropriate community programming and expand community events, gatherings and local attractions.
7. Lobby for community services and programs – including child care, long-term care for seniors, and other social services – that address the emerging needs of a growing population.

## **II. CHAMPION STRATEGIC AND RESPONSIBLE GROWTH**

West Lincoln is committed to preserving the Township's natural assets. We will champion strategic and responsible growth while protecting our agricultural and rural assets and rich ecosystem. We will protect the high-quality of life enjoyed by our community by promoting environmentally sustainable growth and business strategies.

Working with other municipalities, the private sector and community groups, we will develop synergies that promote mutually beneficial economic development opportunities and outcomes across the Township. The growth of West Lincoln is dependent on the active participation of

many stakeholders in every step of development and redevelopment processes. Growth strategies will also consider the needs of our rural and urban community.

The current economic development plan provides a foundation for our next four years, with a focus on streamlining approval processes and securing grants, when available, to support growth. We will identify service gaps to inform business development strategies with an effort to meet the needs of the community.

**Our key strategies for the next four years are:**

1. Work collaboratively with developers and builders to support appropriate residential and commercial growth, including infill and intensification initiatives.
2. Lobby for and encourage the development of mixed forms of housing across the Township.
3. Ready the Township for strategic growth through the development of a land asset inventory as well as a commercial gaps analysis of West Lincoln.
4. Foster strategies that accelerate the development and beautification of the downtown core of Smithville and other hamlets, and encourage growth across all sectors, where possible.
5. Facilitate the development of urban and rural employment parks by targeting distinct sectors and employment uses.
6. Lobby for broadband capacity across the entire township.
7. Encourage the greening of Smithville by naturalizing restoration areas and linkages, including those areas especially where secondary trail and corridor uses can co-exist.

### **III. ENRICH OUR STRONG AGRICULTURAL LEGACY**

Agriculture is one of the most important industries and employers in West Lincoln and the Niagara Region. The Township values our strong, diverse agricultural base, recognizes that our farmlands are non-renewable and acknowledges that our farmers are leaders in land stewardship. They feed our community and our economy.

West Lincoln is committed to protecting farmers and their land for the long-term, to support a thriving agricultural industry. Through appropriate policy development, West Lincoln will encourage the expansion, diversification and intensification of innovative farming opportunities while preserving land and responding to climate change.

To better understand the unique role the Township can play in positioning the agricultural sector for innovation and growth, we will engage a breadth of stakeholders, including local area municipalities, OMAFRA, academia, researchers and innovators in the field. This work will set direction for future agricultural opportunities, investments and projects, including strategies to attract agri-business and agri-tourism opportunities.

While this broader feasibility work is being undertaken, we will celebrate our agricultural roots through: a “Support Local” campaign that promotes our farmers and their products; the growth of our Farmers’ Market; strategies that increase the safety of farmers; and initiatives that amplify agricultural contributions to our community.

**Our key strategies for the next four years are:**

1. Consult with farmers to inform policies and strategies that support agricultural operations and growth, including value-added agricultural activities, while preserving land and responding to climate change.
2. Undertake feasibility work with others, to explore West Lincoln's role in leveraging opportunities for growth and innovation within the agricultural sector.
3. Educate the community about the importance of locally sourced food and agriculture products through a "Support Local" campaign.
4. Grow the Farmers' Market.
5. Safeguard our farming community through a safety signage initiative and an emergency response program.

#### **IV. FOUNDATIONAL: ADVANCE ORGANIZATIONAL CAPACITY AND EFFECTIVENESS**

To ensure the success of the Strategic Plan, the Township must invest in advancing organizational capacity and staffing across all departments to keep pace with community growth, ensure adherence to legislative requirements and meet emerging needs. This includes being efficient, innovative and committed to approaches that are sustainable, effective and fiscally responsible.

Through proactive asset management, we will continue to care for our roads, bridges and culverts, water, wastewater and storm water, land improvements, equipment, buildings and facilities. We will strategically invest and manage our reserves according to good investment practices, to maximize returns.

For broader impact locally and regionally, West Lincoln will strengthen relationships with local area municipalities and Niagara Region to explore joint and shared services and creative synergies.

The Township values the talent, expertise, leadership and dedication of our workforce. Supporting the ever-changing needs of employees, we will invest in talent attraction and retention strategies, professional development, wellness practices and engagement opportunities. We will continue to cultivate a culture of inclusion, innovation and excellence.

To support modernization and quality customer service, we will continue to explore and implement tools to promote efficiencies and provide an enhanced customer experience. We will implement environmental sustainability practices at an operational and service level.

#### **Our key strategies for the next four years are:**

1. Explore additional revenue streams and funding, to ensure the Township has sufficient funds to maintain and upgrade its assets to support service delivery.
2. Develop and expand new services to address emerging community needs.
3. Develop and implement mutually beneficial synergies with local area municipalities and the Region.
4. Foster an open, generative and productive work culture that encourages cross-departmental communication, collaboration and creative problem solving.
5. Invest in tools and professional development that support employee productivity and customer service.

APPENDIX B

**2023-2026 Corporate Strategic Plan  
DELIVERABLES**

**I. BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY**

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- 1) The Township has made progress in advancing the Region's Transportation Initiative to implement an escarpment crossing and truck by-pass around Smithville and continues to actively lobby the Ministry of Transportation and the Niagara Region.
- 2) The pavement management system keeps pace with and addresses current road conditions.
- 3) Road safety is enhanced through ongoing maintenance, ongoing capital renewal and the implementation of a traffic calming policy.
- 4) NRT On Demand is providing inter- and intra-on demand transit services to the community.
- 5) The parks and recreation facilities plan is completed and sets the framework for future projects.
- 6) Fire Prevention Services and Life Safety Education programming have been expanded and the required equipment and training for the fire department keeps pace with community need.
- 7) The Public Works and Recreation Department is adequately resourced to meet community needs.
- 8) The Regional Physician Recruitment Specialist supports physician recruitment in West Lincoln, and the Township builds an ongoing relationship to support shared strategies.
- 9) Quality and appropriate recreational programming leverages the Township's facilities and meets public demand.
- 10) The West Lincoln Public Library has developed and implemented a four-year strategic plan that increases its presence and membership across the Township.
- 11) The Wellandport streetscape master plan is in process in collaboration with the Region's road project.
- 12) Improvements to our rural community hall properties and facilities are made, pending available funding.
- 13) The bridge and road rehabilitation in St. Ann's is underway.
- 14) One new Township event has been launched, in partnership with others, that brands the Township's unique identity.
- 15) Capacity for staffing of community events and gatherings has been increased.
- 16) A new community recognition program is implemented to celebrate residents making contributions to the community.

**II. CHAMPION STRATEGIC AND RESPONSIBLE GROWTH**

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- 1) Through the implementation of the newly approved urban boundary expansion, the Township works with developers and builders to support appropriate growth.
- 2) The process of planning for mixed housing has begun.

- 3) The Township has explored the utilization of a Community Incentive Program (CIP) and other incentive programs, when available, to create residential housing types that might not occur if left to the market.
- 4) A commercial gaps analysis is undertaken with our partners to inform future growth.
- 5) A land inventory database is created to help promote urban and rural employment lands.
- 6) The planning approvals process encourages the greening of Smithville, and includes multiple forms of housing development and linkages, as necessary, to make Smithville a complete community.
- 7) In collaboration with Niagara Region, streetscape improvements and beautification have begun in Wellandport.
- 8) Projects that beautify and enhance the character and appearance of West Lincoln have been initiated, including entrance signage and other features.
- 9) Strategies to encourage employment growth opportunities are identified and developed in targeted sectors.
- 10) The feasibility of a community hub in the downtown core of Smithville is explored by assessing community assets and partnerships.
- 11) The Township's broadband network has expanded further into the rural areas.
- 12) Working with the Region, options are explored to rejuvenate the lagoons to secure green recreational space for community members and wildlife.
- 13) Staff will investigate and present to Council the impact of collapsing the Urban Service Area Tax levy into the Township's General Levy.

### **III. ENRICH OUR STRONG AGRICULTURAL LEGACY**

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- 1) West Lincoln seeks the best process to engage with our farming community.
- 2) Policies developed by the Township have regard for the broad agricultural community and its needs.
- 3) West Lincoln enhances its connections, relationships and synergies with key agricultural stakeholders, to collectively identify and respond to opportunities for the Township.
- 4) The Township researches best practices undertaken by other rural municipalities to inform its role and approach going forward.
- 5) A "Support Local" campaign rolls out annually.
- 6) The Farmers' Market is expanded, resulting in more vendors and more buy-in from the community.
- 7) West Lincoln has successfully implemented a "Share the Road" Sign Program that protects farmers and their vehicles.
- 8) West Lincoln continues to implement the Farm 911 Emily Project.
- 9) West Lincoln continues to support the creation of new municipal drains where they improve agricultural productivity.

### **IV. FOUNDATIONAL: ADVANCE ORGANIZATIONAL CAPACITY AND EFFECTIVENESS**

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- 1) The senior management team has actively explored revenue streams and lobbied for additional funding and is ready to leverage grant opportunities.

- 2) Cemetery grants are updated to ensure private cemeteries are sustainable and independent.
- 3) A marriage licensing service is being examined and implemented, if viable.
- 4) Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.
- 5) A process is established to ensure operational policies are updated on a timely basis.
- 6) An all encompassing delegation of authority by-law is established and approved by Council.
- 7) Strategic investments are made in staff onboarding, development, retention and succession planning.
- 8) Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.
- 9) Staff receive cultural competency training to foster a work environment that embraces diversity, equity and inclusion of all.
- 10) Continual investment into information technology services are made to keep pace with changes in trends, growth and emerging threats, and staff is equipped with appropriate technology and tools to respond to the community and support asset management.
- 11) A record management system, including an electronic records data system, will be implemented to enhance the public's access to open data, provide efficiencies, support record retention and mitigate risk.
- 12) The feasibility of establishing a community engagement platform is completed with recommendations.



**TOWNSHIP OF WEST LINCOLN STRATEGIC PLANNING**

**KEY STAKEHOLDER CONSULTATION FEEDBACK**

**April 11, 2023**

*Submitted by Suzanne Gibson and Associates*

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**STRATEGIC PLANNING  
KEY STAKEHOLDER CONSULTATION FEEDBACK  
April 11, 2023**

**BACKGROUND AND CONTEXT**

The Township of West Lincoln is one of the twelve lower tier municipalities in the Niagara Region of Ontario, Canada. West Lincoln is Niagara's largest municipality by land area (387.02 square kilometers) and is comprised of many rural communities such as the hamlets of St. Ann's, Silverdale, Bismark, Caistorville, Fulton, Grassie and Wellandport, among others. Smithville is the largest urban centre in the Township and serves as the principal area for growth in the industrial, commercial and residential sectors.

Characterized by a number of key attributes including prime farmlands, natural heritage areas, and principal residential and business areas, West Lincoln is a progressive municipality known for its strong community, agriculture and nature.

The current population of West Lincoln is 15,454<sup>1</sup>, and is rapidly growing. According to growth projections, the Township is expected to see a considerable increase in population to 38,370 residents by the year 2051. In particular, Smithville will see the most significant population increase, which is forecasted to grow more than four times its current population in the next 30 years<sup>2</sup>. (See Appendix A for a breakdown of population growth, households and employment forecasts for the Township of West Lincoln and Smithville 2016-2051).

In addition to significant population growth, West Lincoln is forecasted to see considerable change in its demographics in the coming years. Population trends indicate that the number of older adults living in the

*The Township of West Lincoln is forecasted to see considerable growth, change, and an increase in diversity in the coming years. This will require thoughtful and purposeful strategic planning to ensure that it continues to be a thriving place to live, work and play.*

<sup>1</sup> Based on population in 2021. Source: West Lincoln webpage: <https://www.westlincoln.ca/en/living-here/about-west-lincoln.aspx>

<sup>2</sup> Township of West Lincoln Master Community Plan (Smithville), 2022

Township is increasing. Simultaneously, the Township is experiencing a large influx of new, younger, diverse residents moving into the area – a trend that is expected to continue exponentially in the future, especially as the Federal Government continues to prioritize immigration to Canada.

In total, West Lincoln is home to 5,295 households, with a mix of urban and rural houses. The majority of the Township’s residents own their own home, with a homeownership rate of 89.9%, compared to the Ontario average of 68.4%<sup>3</sup>. The median after-tax income of households in West Lincoln is \$92,000, considerably higher than the Ontario average of \$70,100<sup>4</sup>.

The employment industry of West Lincoln is varied, with a mix of trades, transport, sales and service, manufacturing, construction, retail, and management operations. Agriculture is one of the most important industries and employers in West Lincoln, with 391 farms operating in the Township in 2016<sup>5</sup>.

As a municipality, West Lincoln’s past and current Councils have been proactively monitoring and carefully responding to these trends to position the Township for manageable, incremental, and strategic growth that is viable and that also preserves the Township’s unique charm and natural and agricultural assets.

## **STRATEGIC PLANNING OVERVIEW**

### **Context**

In 2019, the Township of West Lincoln adopted a 10-year corporate strategic plan to guide its work through to 2029. The plan is centred around 6 key priority areas as follows:

1. Strong Transportation Connections
2. Support for Business and Employment Opportunities for Residents
3. Strategic, Responsible Growth
4. Local Attractions
5. Community Health and Safety
6. Efficient, Fiscally Responsible Operations

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<sup>3</sup> Source: i) West Lincoln data – West Lincoln webpage: <https://www.westlincoln.ca/en/build-and-invest/community-profile.aspx>. ii) Ontario data – statistics Canada: <https://www150.statcan.gc.ca/n1/daily-quotidien/220921/mc-b001-eng.htm>

<sup>4</sup> Source: Based on 2020 data, Statistics Canada *Median after-tax income, Canada and Provinces, 2016-2020* <https://www150.statcan.gc.ca/n1/daily-quotidien/220323/t002a-eng.htm>

<sup>5</sup> Source: <https://www.westlincoln.ca/en/build-and-invest/community-profile.aspx>

Using the 6 priority areas as a framework, the 10-year plan was bundled into short, medium, and long-term initiatives in a 3-year planning cycle, with the first planning cycle running from 2019-2022. During this time, the Township of West Lincoln accomplished and surpassed all of the 25 goals set out and approved by Council.

Currently, West Lincoln is embarking on a strategic planning process that will guide its operations for the next planning cycle, which will run from 2023-2026. The strategic planning process will include an assessment of achievements and lessons learned, a review and revision of current priorities, as needed, the identification of new priorities given the Township's evolving context, and the establishment of concrete goals and deliverables for the next 4 years.

The new strategic plan (2023-2026) will be informed by consultation with diverse stakeholders to garner strategic information, advice, and feedback related to the Township's future directions, including:

- A review of relevant Township demographics, data and trends, as well as relevant reports and plans
- Compilation of feedback from interviews with 7 members of West Lincoln's Council (including the Mayor) and 7 members of West Lincoln's senior management team
- Interviews with 16 individuals identified as key community stakeholders and leaders well poised to provide input
- Community engagement through a public survey that has been disseminated widely
- Council and senior management team participation in two planning sessions in April 2023, to undertake a visioning refresh process (tied to the 10-year plan) and to identify Council's focus regarding key initiatives and outcomes for the coming term

The *West Lincoln 2023-2026 Corporate Plan* is set to be completed by the end of June 2023, and will be used to guide year-to-year business planning for the next 4 years.

### **Planning Process: Stakeholder Consultation**

The purpose of this document is to summarize feedback gathered from the interviews with members of the Township of West Lincoln's Council and senior management team, as well as key community stakeholders as it relates to the development of the *West Lincoln 2023-2026 Corporate Plan*. Feedback from the public survey has been compiled in a separate report through West Lincoln's communications department.

Please see Appendix B for a list of Councillors, senior management staff, and key stakeholders who were consulted, and Appendix C for the interview questions that guided the discussions.

The consultation feedback within this document is structured as follows:

1. A consolidated SWOT, which presents **Strengths, Weaknesses, Opportunities and Threats**
2. A summary of key strategic issues, trends and priorities that need to be addressed as part of the planning process
3. Final advice and recommendations with respect to what stakeholders feel is important regarding the planning process and the creation of a focused and impactful strategic planning document for the Township of West Lincoln

The feedback is at times divergent and reflects different perspectives, experiences, and perceptions of the various stakeholders who were interviewed. The varied perspectives highlight the different relationships stakeholders have with the Township of West Lincoln and reflect the complexity of the work that will need to be considered throughout the planning process.

Additionally, while some recommendations secured through the consultation fall outside of the Township's mandate and scope of work, they have been included because the Township has the potential to act as a catalyst, influencer, and partner in instigating great outcomes for the community in those areas identified.

## **SWOT (Strengths, Weaknesses, Opportunities, Threats)**

### **STRENGTHS**

#### **West Lincoln is geographically well-positioned and rich in assets**

- West Lincoln is a beautiful place to live. It encompasses prime agricultural land, provides a natural habitat, and is well situated with proximity to St. Catharines, Grimsby, Lincoln, Pelham, and Hamilton. It is also nestled up to Niagara's wine region and rich fruit belt.
- The Township has a mix of rural land, pockets of small communities or hamlets, and a small developing urban area (i.e., Smithville) which provides residents a choice with respect to the setting they want to live in. During COVID, many large city dwellers moved to West Lincoln.
- Compared to many other municipalities in Ontario, West Lincoln's affordable housing, safe communities, and amenities such as the West Lincoln Community Centre and new arena, recreational and drop-in programs, parks, schools, and green space, etc. make it a great place to live and raise a family.

#### **West Lincoln has a small town feel that "draws people in" with its sense of community**

- West Lincoln is rich with history, character, and is home to friendly and welcoming people. As one stakeholder notes, *"...I love the town and I love the people...you can go to Tim*

*Hortons and see people you know and the next thing you know there is a whole group of people chatting...some often do not know each other."*

- The Township has historically benefitted from a very strong sense of community cohesion and engagement. Although this waned during COVID, there has been a recent resurgence of community cohesiveness in recent months (e.g., through well-attended events such as the Santa Claus Parade and tree lighting ceremony) with positive responses from the public and requests for more community engagement activities moving forward.
- The Township's agricultural roots are celebrated and supported by the community.
- Some community engagement takes place through the Township's municipal planning initiatives (e.g., public consultation through the urban boundary work, the Age-Friendly Advisory Committee has recently been restarted, Community Engagement work, the Budget Engagement Survey for residents, etc.).

**The Township is proactively engaging in municipal planning projects and studies that focus on sustainable growth and environmental conservation**

- West Lincoln is collaborating with the community through public consultation and stakeholder engagement, to proactively plan for growth that is sustainable and focused on environmental conservation. Consultation stakeholders identified a number of these initiatives, including:
  - The Smithville Master Community Plan and the related Master Plans (Transportation, Water and Waste, Subwatershed Study & Stormwater) were undertaken to form a comprehensive and coordinated planning process that will ensure Smithville will grow over the next 30 years.
  - Sustainability: West Lincoln has prioritized adaption planning for climate change, which is applied and proactively integrated into its work (e.g., identifying emerging risks that may impact residents, ecology, and environment and working to mitigate these risks, including planning for more extreme heat days and mitigating the impact on vulnerable populations, etc.).
- West Lincoln undertook a refresh of its economic development plan in 2020 with input from the public, business leaders, and regional economic development representatives to guide economic development from 2020 to 2023. The plan "*Building Capacity, Building Connections*" explores the needs of local businesses, reviews needs against resources to identify opportunities for Township support, leverages resources, funding, and program support, and identifies potential partners. Recommended directions were set and the work to implement the recommendations commenced, creating a foundation for more focused work in the area over the coming 4 years.

## **The Township of West Lincoln Council and employee base are key assets**

- The Township's new Council is seen to be a strong leadership group and the Mayor is noted as a major asset and strength to the Township.
- The Township has strong leadership – the CAO and senior management staff are very well-regarded and recognized for their dedication and hard work.
- Municipal staff are dedicated, responsive, community-focused, nimble, and able to “wear multiple hats.” Some specific comments included:
  - As one Councillor stated, *“the planning department is doing an excellent job with its staff and capacity.”*
  - Another stakeholder mentioned that the Township's Communication *“...is amazing and the press releases are absolutely fantastic”*; and
  - The IT group has given virtual public access to all Municipal meetings; and
  - The 2019 website renewal project has allowed residents to report concerns through the webpage, resulting in easier access to information and fewer inquiries over the phone.
- Work and connectivity between the municipality's departments has increased over the past few years, resulting in an increased culture of collaboration.
- West Lincoln successfully achieved all of its goals and stated outcomes during its last strategic planning cycle and during a time of great turbulence due to COVID.
- West Lincoln has been exploring enhancing human resources, to prepare for future staffing and organizational needs as the Township incrementally grows (e.g., acquisition of a designated HR staff member, updating HR policies to meet current legislative standards, creatively addressing organizational capacity needs and efficiencies).

## **WEAKNESSES**

### **West Lincoln's transportation infrastructure needs immediate attention**

- Almost all consultation stakeholders identified the Township's lack of public transportation and limited transportation routes in, out, and around West Lincoln as a major weakness. Similarly, survey respondents of the *Township of West Lincoln 2023 Budget Engagement Survey* identified infrastructure repairs and replacements and road maintenance as the two areas where they would like to see tax dollars spent (See Appendix B for a full list of all respondent's data).
- Specifically, stakeholders identified the following gaps related to West Lincoln's transportation infrastructure:
  - The lack of public transportation deters businesses from moving to West Lincoln since many employees need transit to get around.

- o More high-volume roads are needed to support current and future growth and provide easy access into and out of the Township, including:
  - An escarpment crossing that provides a direct route to access the QEW, to increase accessibility to Smithville & West Lincoln;
  - A Regional Road 20 By-Pass; and
  - Upgrading of rural roads to support increased traffic (currently many are gravel or dirt and require upgrades to chip and tar to support increased traffic).
- o Development of alternative routes to ease congestion in downtown Smithville is needed, particularly as this area is seeing rapid growth, in addition to traffic calming strategies.
- o Road development/enhancement to increase access and connection between the urban and rural areas of the Township is needed (e.g., small rural roads not designed for large transport trucks, traffic in downtown Smithville due lack of alternative routes through the city).
- o Roads in industrial park require maintenance.
- o As a heavily vehicle-based community, planning for parking is and will continue to be a critical issue going forward.
- Many areas in West Lincoln lack walkability, with limited sidewalks, pedestrian crosswalks, and safety measures. For example, Industrial Road has a very high volume of pedestrians and does not have a consistent sidewalk; Regional Road 20 is traffic heavy and pedestrians are required to climb over highway railings and snow banks to reach businesses.
- Traffic calming measures and controls are needed in a number of residential neighbourhoods across the Township.

**There is a lack of housing options available within the Township, particularly affordable housing, which is a major barrier to growth**

- Most consultation stakeholders identified the need for affordable housing in West Lincoln, including affordable rental units and housing geared to income, as a pressing priority that requires immediate attention (currently West Lincoln only has 1 geared to income housing complex).
- The current housing stock consists mostly of single-family homes, resulting in limited choice for people who need or want other types of housing (e.g., single level floor plans, smaller homes such as condos, apartments, etc.).
- The lack of current zoning for high-rise buildings in West Lincoln needs to be addressed, particularly since high density housing has been identified as a Provincial priority (i.e., development of high-density housing). This is further complicated by the fact that West Lincoln's fire service is not legislatively prepared to address fires in high-rise buildings and will require additional investments in equipment and training.

- West Lincoln lacks housing for seniors who require additional home-based supports (e.g., Supportive Care Housing, Long Term Care housing), and residents who need this type of housing often have to move out of the Township. As a large segment of West Lincoln's population ages, the need for residential care housing will drastically increase in the coming years. Supportive care housing, the development of a long-term care home in the Township, and a dedicated Senior's Centre were identified as significant needs in the community.
- There is a need for West Lincoln to continue to advocate to the Region and Province with respect to housing affordability and housing access and to develop partnership with key external stakeholders, including developers, to help play a catalytic role in housing development.

### **More emphasis could be placed on economic development strategies**

- In recent years, some stakeholders perceive that West Lincoln has missed opportunities to enhance its *public service infrastructure*, which would have benefitted its residents. Some consultation respondents believe that West Lincoln needs to be more politically savvy. Specifically, stakeholders noted a number of development projects in neighbouring municipalities that would have been beneficial to have in West Lincoln:
  - A new, large high school built in Grimsby, resulting in the closing of West Lincoln's only high school (Provincial grant: \$50.4 million);
  - New West Lincoln Memorial Hospital in Grimsby (Provincial funding: \$140 million); and
  - Funding to invest in hospice care for expansion to the McNally house.
- If West Lincoln wants to grow, it needs to continue to focus on creating *opportunities to attract and retain businesses and employees*. For example, stakeholders identified the following gaps:
  - West Lincoln's commercial development strategy needs to be strengthened to secure land zoned for commercial, make more productive use of existing buildings for commercial ventures, and acquire new businesses that create and increase the variety of jobs to West Lincoln;
  - West Lincoln needs a plan to create sustainable jobs that attract and retain the Township's residents. Currently, West Lincoln has a high number of its residents working from home at jobs outside of the Township compared to other municipalities (and is sometimes described as a bedroom community). Creating more local jobs that are attractive to West Lincoln's population (especially competitive wages and a variety of work opportunities) was identified as a priority by many consultation stakeholders;
  - The Township needs a plan to attract new industry. This would first require addressing the shortage of natural gas at the Industrial Park and having "shovel ready" sites approved for development for potential industrial partners;

- While nestled up to Niagara's tourism region, West Lincoln is not promoted as a tourist destination and lacks amenities that could leverage the Township's tourism industry. West Lincoln currently does not have any hotels or bed and breakfasts, which hinders the Township's ability to attract people to the Township to visit. There are currently no incentives for this type of industry to invest in West Lincoln; and
- With respect to the availability of employment lands, the recent Municipal Comprehensive Review has added employment lands to the Township for future employment growth, including approximately 60 hectares (149 acres) of urban employment lands (gross) and 36 hectares (89 acres) of rural employment lands (gross) in the Hamlet of Fulton. The need to commute should be offset by business growth in the Township, which will help towards achieving a complete community.
- More attention is needed with respect to asset management activities to ensure the Township has a sustainable plan for infrastructure and service, to meet the current and future needs of West Lincoln. For example, the Public Works Yard needs updating, Wellandport and Abingdon Halls need updating, etc.
- Tax base enhancements could help generate more funding for projects, and could be accomplished through strategies that attract and retain industrial and commercial business to the area.

#### **More services and supports for residents are needed**

- The Township is currently lacking retail stores and services, requiring residents to go outside of the Township (e.g., Grimsby or Lincoln) to shop due to the lack of options (e.g., West Lincoln currently only has 1 grocery store, the West Lincoln Farmers' Market in Smithville). There is a desire to see the Township proactively create business development strategies to support the growth of these services.
- West Lincoln is experiencing a drastic shortage of childcare services, with very few licensed daycares in the municipality. Although Council has begun to address this issue by advocating to the provincial and federal governments, a lack of staff for childcare centres, a lack of space for childcare facilities, and the rapid growth and influx of young families in the area is driving a need for increased childcare services at a rate that cannot be met.
- There is a shortage of physicians for the current residents of West Lincoln, in the Township and across Niagara. Currently, the Township's one medical office is not sufficient to meet the needs of the population, making it hard to find care and forcing residents to go out of the Township to find a family doctor or seek care from Emergency Departments or Urgent Care.
- There is a lack of social service supports in the Township (e.g., mental health, housing shelters, youth services, charitable organizations, etc.), and plans and resources to focus on these services in the future are limited.

- There is a need for more Emergency Medical and Police Services to support the growth in West Lincoln, which will need to be budgeted for (e.g., the current replacement of the second fire hall will require more staff and volunteer firefighters, growth in the Township will require more police officers and paramedics, as well as administration and support staff for these services). Some stakeholders encourage the Township to play an increased advocacy role in these areas.
- There is a need for enhancement of the municipal service infrastructure to support growth; this includes Transportation, Trails, Parks, Water, Wastewater, and Storm Water Management, and recycling pick-up in industrial areas, which currently is not a service provided by the Township.
- There is a desire for more recreation activities that are accessible for residents *of all ages* (e.g., Healthy, Safe, and Strong program at WLCC is full, which demonstrates a need for these types of activities; families currently leave West Lincoln for specialized children's recreation programs and activities, as they are not offered in the Township).

#### **Recent events caused strong division within West Lincoln and severed its strong community bonds**

- During the last term of office, a number of public incidences occurred that created contention and division within Council and the community (divergent perspectives related to COVID-19 vaccinations and public health responses as well as the Freedom Fighters movement). While this has been resolved as a result of the new Mayor's leadership, stakeholders note that continued work needs to be done, *"to heal rifts."*
- In addition to challenges faced by Council and senior management related to the above noted contention, the community of West Lincoln also became divided by COVID, resulting in a division between residents who were pro-vaccination and those who were anti-vaccination. There has also historically been contention in the community related to PCBs (Polychlorinated Biphenyls), Ontario Waster Management Corporation Facility, and wind turbines. These incidents have acted over time to sever the strong community bond and cohesiveness in West Lincoln. There is a strong need for purposeful work to be done to rebuild community relationships in West Lincoln and rebuild the Township's image. Many respondents wish to see the Township do more recreational and community engagement activities to bring the community together.

#### **West Lincoln's capacity is stretched**

- West Lincoln's current staffing complement is not adequate to keep up with the demand for services, which impacts the Township's ability to work proactively. As one senior manager commented, *"...[we] are so busy, we do not have the staff resources to work proactively on grants and innovative opportunities. There is not enough time and resources for 'forward*

*thinking’.*” Another community stakeholder mentioned that the “...*lack of City staffing has caused delays.*”

- With current incremental pressures from Bill 109 and Bill 23, we are competing with much larger municipalities for the same planning staff.
- West Lincoln could benefit even more from improved software systems for mapping applications, data management, and electronic records management, which would increase staff efficacy and streamline processes.
- West Lincoln is not seen as a competitive employer compared to other municipalities because it cannot offer competitive wages, which makes recruiting and retaining staff a significant challenge.

**Some operational processes could be improved within the Township of West Lincoln to make it more responsive to the community**

- Perceived long wait times, complicated regulations, and “red tape” at the Township related to land development approval, zoning changes, building and other permits, as well as Municipal processing shortfalls impede businesses’ development and will hinder the Township’s ability to attract developers, investors, and businesses to the area.
- The Township is lacking a Diversity, Equity, and Inclusion strategy and sensitivity training for its Council and senior management team. This is something that should also eventually be integrated into all the work done by the Township of West Lincoln.
- Better communication between some Municipal departments could improve processes (e.g., Planning Department and Engineers could be working more closely together).
- West Lincoln could benefit from *more regularly* gathering feedback, insight, and perspective from its key stakeholders (e.g., businesses, community organizations, residents, etc.) on an ongoing basis to identify and address community issues and needs as they arise.
- More comprehensive data collection and analysis is needed, to better understand West Lincoln’s current and future needs and make data informed decisions (e.g., statistics, demographic data, collection of data through community engagement activities such as the Township of West Lincoln 2023 Budget Engagement Survey, a commercial gaps analysis, etc.).

**OPPORTUNITIES**

**There is opportunity for West Lincoln to increase and enhance its community spaces and places**

- There is opportunity for significant improvements to be made to the Township’s downtown spaces in various ways (increased walkability, creation of more benches and family friendly spaces or squares, accessible walking and biking paths, coffee shops/meeting places, etc.).

As one Councillor noted, “...we don’t need to be building just homes, we need to be building a community.” Another stated, “...we need complete communities.”

- There is great opportunity for West Lincoln to create one or a number of community “hubs,” which could offer integrated services and opportunities for diverse residents of all ages to come together. Community hubs could also help to increase community cohesiveness and engagement. This could be developed in existing buildings, or West Lincoln could investigate the development of a multi-use centre that could also be used as a cultural centre for community events, youth activities, festivals, etc. Community “hub” offerings could include:
  - Increased recreation activities (for children, adults, seniors, families, etc.);
  - Opportunities for volunteerism in the community;
  - Cultural events;
  - Community gathering spaces for events, social service provision, programs, etc.;
  - Employment services;
  - Childcare; and
  - Health services.
- West Lincoln has a number of existing public spaces that could be enhanced to attract a larger segment of the community, such as:
  - Wellandport Park,
  - Development of leash-free dog parks in existing green spaces, and
  - Improved access to library spaces (increase in library hours at the 3 libraries).
- There is opportunity for West Lincoln to increase its green space (particularly in Smithville) through watershed planning, as well as a continuation of current efforts, such as planting trees on Township-owned properties (in collaboration with Land Care Niagara) and conservation and naturalization of lagoons.
- West Lincoln could expand its recreation offerings through innovative use of space (e.g., outdoor workout spaces, greater use of the libraries and other community centres).
- Based on the aging demographics and current demand for seniors programming, West Lincoln could explore promoting the development of a senior’s centre in partnership with others.
- West Lincoln could promote the expansion of the Farmers’ Market from Smithville into other areas, such as Wellandport or Caistor.
- West Lincoln has a number of Township assets (e.g., community halls, vacant land), which should be closely reviewed to see whether or not they are surplus to the Township’s needs or should be repurposed.

## **West Lincoln could build community cohesion through various engagement strategies**

- Consultation stakeholders identified the following opportunities for West Lincoln to improve communications, community engagement, and rebuild community cohesion:
  - Developing targeted outreach strategies to connect with residents who may not be connected to the community (e.g., residents who work from home, rural residents, new residents, youth, seniors, etc.);
  - Using a variety of general public engagement/communication strategies to keep residents up-to-date on current events (e.g., exploring current and new social media avenues; leveraging opportunities within the community centre; utilizing hubs in the Township (like hardware stores) to relay information; leveraging municipal services available online, posting information on televisions at doctor's office, etc.);
  - Hosting more community events to promote the Township, increase morale, and promote a renewed sense of community (similar to Poultry Fest, Santa Claus Parade, etc.), including activities that highlight and celebrate West Lincoln's diversity; and
  - Increasing/enhancing the number and variety of community-based programs offered through the Township (e.g., Healthy, Safe, and Strong Program for older adults).
- West Lincoln needs to find innovative opportunities to bridge the residents who have lived in West Lincoln for a long time and residents who are new to West Lincoln, to create community cohesion and engagement. Similarly, strategies to bridge the urban and rural divide within the Township need to be explored.

## **West Lincoln can leverage its unique assets to bring people to the Township**

- West Lincoln is a unique Township with a variety of offerings and niches that could be leveraged and promoted as part of a West Lincoln Tourism strategy as a destination for visitors, such as:
  - Leveraging the Township's agricultural heritage as a point of interest for visitors, including promotion of the Farmers' Market, promotion of local farm produce/activities at farms, etc.;
  - Enhancement of downtown areas to attract tourists (e.g., creating a walkable downtown area that attracts commercial ventures, including coffee shops, bakeries, restaurants, boutiques, and recreational activities for visitors); and
  - The Region could increase the Township's visibility to visitors driving nearby, by promoting destinations/attractions on highway signs.
- West Lincoln's proximity to wine country could be used to bring visitors into the area, as one stakeholder stated, *"...we need to make West Lincoln a destination! Not just somewhere people come when they get lost on their way to Niagara Falls."*

**West Lincoln can strengthen its community focused planning approach by more deeply engaging a wider range of stakeholders in the community and incrementally readying itself for development and growth**

- West Lincoln could engage in more inclusive, thoughtful planning processes, to more deeply understand the current and future needs of West Lincoln, such as:
  - Frequent consultation with businesses and industry, to gain perspective on how the Township can better work with and meet the needs of businesses (e.g., there has not been enough natural gas for the industrial park for the last 6 years; however, this issue was not brought to the attention of the Township until recently);
  - Continuous engagement with farmers, to understanding their changing needs and how they can best be supported by the Township;
  - Working with special interest people and groups (e.g., Age Friendly Advisory Committee, Mayor's Youth Advisory Committee, Heritage Committee, etc.); and
  - Public engagement activities and accessible platforms, to allow for ongoing resident feedback.
- West Lincoln could consult and collaborate with various planning professionals (e.g., experts on climate change, economic sustainability, sustainable infrastructure growth, etc.) from within the Township and Region, as well as through collaboration with other subject matter experts, to help guide and strengthen its community planning strategies.
- West Lincoln can build on the economic development work achieved through the implementation of the 3-year 2020 *"Building Capacity, Building Connections"* Plan. This will require reviewing, updating and refreshing recommendations in the plan, to leverage new opportunities related to:
  - Establishing programs and activities to encourage business retention, expansion, and attraction in a range of industry sectors and business sizes;
  - Developing and managing the infrastructure required to attract and retain a broad range of investments;
  - Leading community development initiatives that create a supportive environment for resident and business attraction and retention efforts;
  - Increasing awareness and positive perception of West Lincoln as a quality place to live;
  - Leveraging community resources and regional programs to enhance economic development efforts; and
  - Leveraging the Twenty Mile Creek for Community and visitor opportunities.

## **West Lincoln could increase its capacity through strategic partnerships and collaborations**

- Consultation stakeholders identified a number of strategic partnerships and collaborations that West Lincoln could explore as a way to increase its capacity, create efficiencies, and deepen its impact through:

### Municipal Partnerships

- West Lincoln could identify and leverage existing partnerships and engage in joint strategies with surrounding municipalities. Specifically, stakeholders identified Lincoln, Niagara Region, Welland, St. Catharines, and Grimsby as potential partners to:
  - Strategically plan large-scale, long-term infrastructure growth projects (e.g., sewer, water, transit). For example, there is opportunity for West Lincoln to take a leadership role in advocating for the development of a one-tier water/wastewater system for the area (i.e., to make water and wastewater a utility at the regional level); and
  - Work with developers for mutual benefit. This will provide opportunity for resource sharing and cost savings, and may attract developers who do not want to be working with a large number of small municipalities.
- There is opportunity to capitalize on and expand existing collaborations with West Niagara, to create service and cost efficiencies and to share resources and solutions (e.g., joint work that is currently taking place with libraries and the fire department).

### Other Partnerships

- West Lincoln needs to continue to work collaboratively with the Provincial and Federal governments (e.g., to advocate for increased provincial/federal funding, to leverage cost sharing opportunities with the government for capital asset projects such as road repairs and upgrades rather than using debenture funds, etc.) This will require work within the Township, to foster more influential relationships at the provincial and federal levels of government and strong political leadership at the Township level.
- West Lincoln should continue to leverage synergies between different departments within the Township (rather than working in silos) to increase efficiencies. While staff note that collaboration is strong between departments, it can also be improved.
- There is opportunity to explore potential partnership between the Township of West Lincoln and its businesses, industries, not-for-profit sector, etc., to increase efficiencies, create incentives, and achieve mutual benefit. Examples of potential partners identified by stakeholders included: the Agricultural Society, Chamber of Commerce, Federation of Agriculture, and local farmers.
- One stakeholder advocates for the Township to work with farmers to support farmland drainage strategies, to maximize farmland in the area (despite the fact that

is not in the Township's mandate), and points to efforts undertaken in the Township of Wainfleet as a best practice.

**There is opportunity for West Lincoln to be innovative with its response to emerging needs and concerns in the Township**

- West Lincoln could explore innovative housing ventures:
  - A number of stakeholders believe the Township could be more creative in its development strategies (e.g., proactively pursue multi-use buildings/sites/high-rise structures<sup>6</sup>, engage in strategies to diversify the housing stock, multi-use zoning, etc.); and
  - One key community stakeholder suggested the development of “employment housing”: a partnership between the Township and large businesses to provide subsidised, affordable housing options for their employees who cannot afford housing in the area.
- The Township could engage in ongoing strategies and incentives to attract businesses to the area and create jobs (e.g., invest in business development strategies to create space and provide support for start-up businesses, support the expansion and diversification of agriculture, provide support for innovation initiatives [an Innovation Park]). Elements of this work would be best informed by a commercial gaps analysis of the Township.
- There is great opportunity for West Lincoln to inventory its current assets and determine how they can best be utilized, for example:
  - Repurposing and revitalizing developed land. This could be part of a downtown revitalization plan that aims to bring businesses and consumers back into the downtown; and
  - Enhancing current spaces for multiple purposes (e.g., conversion of old fire hall to multi-use building, social services, community groups, day care etc.).
- The Township could proactively invest in youth priorities to (e.g., action plan for the attraction, engagement, and retention of youth, including employment opportunities).
- The Township could work with the agricultural community to support drainage strategies, to maximize farmland and to identify and promote agricultural opportunities in the area.
- Agricultural tourism and tourism generally.
- Encourage and support innovation, value added diversification, new agricultural venture, hemp, hops, etc.

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<sup>6</sup> Should the Township pursue higher density housing strategies, it will need to invest in its fire services through the purchase of appropriate vehicle(s) and equipment to support high-rise fires as well as training for fire fighters. Additionally, more staffing will be required to ensure fire services has the capacity needed to respond to community need.

## THREATS

### Limited funding and budget restraints will pose challenges for West Lincoln

- The rapid influx of people moving into West Lincoln from other locations, due to current affordability of housing, is putting pressure on the Township to provide the range of services that those from larger cities expect (e.g., recreation, parks, programs, services).
- Significant growth is quickly changing the Township, which will require West Lincoln to be proactive in responding to the diversity of future needs, including budgeting for the future.
- Overall, reductions in government funding and the downloading from the federal and provincial government to municipalities often result in West Lincoln having fewer resources to provide the same or increased level of services to its residents. Council and senior management will need to be strategic in managing its limited resources. This will require proactive budget planning, to balance the need for financial investments while being accountable to the taxpayers and respecting budget limitations.
- Development requires up-front fees for engineering and planning (i.e., from Planning and Public Works budgets), which will require West Lincoln to be well prepared with a plan to proactively manage its budget.
- Bill 23<sup>7</sup> makes fundamental changes to the land use planning system in Ontario. Municipalities are no longer eligible to receive development charges (historically paid by builders), to help cover the cost of municipal infrastructure to support affordable and subsidized housing. This will result in a significant budget shortfall, and will impact West Lincoln's affordable housing related project planning.

### Significant growth in West Lincoln may have unintended negative outcomes

- Should West Lincoln embrace rapid growth, this may result in the Township losing its “small town” feel and charm, heritage, and may result in a loss of identity, community, connectedness, and uniqueness. As one stakeholder noted, *“People moving in are not getting involved in the community...two community service clubs that used to run in Smithville have closed down...people just don't feel connected to the community in the same way as when it was smaller.”* Another stakeholder stated that there is a risk of West Lincoln, *“...losing its identity as an agricultural municipality...this is its history and legacy.”*
- There is a possibility that West Lincoln could be amalgamated with surrounding municipalities. This direction would come from the province of Ontario, and West Lincoln

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<sup>7</sup> Bill 23, the *More Homes Built Faster Act* was passed by the Government of Ontario on November 28<sup>th</sup>, 2022. This legislation is part of the government's plans to achieve construction of 1.5 million homes by 2032. For more information about this Bill see <https://www.ola.org/en/legislative-business/bills/parliament-43/session-1/bill-23>

should be proactively prepared for this possibility. At a minimum, there is an expectation that West Lincoln may need to provide services jointly with other municipalities.

- Urban boundary expansion may have unintended negative consequences, such as:
  - Bill 23 will allow for municipalities to expand onto greenbelt spaces;
  - Housing being built on productive farmland, destruction of natural land, disappearance of wildlife species, etc.; and
  - Loss of agricultural land will affect the Township's agriculture industry and add uncertainty for farmers (in addition to affects of climate change, etc.).
- Significant residential development may further exacerbate the current lack of services/businesses (e.g., grocery stores, gas stations, restaurants) to meet the demand from residents.

### **The current economic state will have negative impacts on West Lincoln and its residents**

- Lack of housing affordability is a big threat that has been identified by a large majority of stakeholders, which is a trend that is expected to continue as the rate of population growth in the Region exceeds the rate of housing development, creating competition and driving prices up.
- The current economic downturn (increased inflation, higher interest rates, etc.) will have a number of negative effects that West Lincoln needs to proactively plan and budget for (e.g., increased need for social services, such as the food bank, shelter/transitional housing, etc.).
- Many not-for-profit organizations qualified for COVID funding/grants that are not being offered anymore, and this will impact services (e.g., West Lincoln Community Care started housing program during COVID, but it is currently on hold due to lack of funding, etc.).
- The need to accept townhouses, stacked and back-to-back; more dense housing types are a change for the current community to understand and accept.

### **KEY ISSUES, TRENDS, AND PRIORITIES**

Based on consultations with the Township of West Lincoln's key stakeholders, the following key strategic issues, trends, and priorities have been identified as important to address in the *2023-2026 Corporate Plan*. For a detailed breakdown of priorities identified by Council and the senior management staff, please see Appendix E.

- West Lincoln needs a strategic framework that outlines its long-term plan **for managed, sustainable, and balanced growth**, with concrete strategies that focus on:
  - a. Creating an optimal balance of residential (both urban and rural), industry, agriculture, and commercial spaces;
  - b. Maintaining a focus and prioritization on agriculture while nurturing growth in other sectors such as business, service, and industry;
  - c. Ongoing urban growth boundary planning;

- d. Thoughtfully planned houses and communities that include adequate parks, recreation spaces, and green spaces and are accessible and walkable;
  - e. Purposeful planning to revitalize downtown areas; and
  - f. Environmental considerations (e.g., Greenbelt protection, preservation of green spaces, etc.).
- Growth needs to take into consideration the increased diversity of residents as the Township grows and plans proactively for community development, particularly with **infrastructure and services that are widely accessible** for all (e.g., accessible community design, variety of programming and activities available, opportunities for residents to celebrate their cultures, support and services for certain populations, such as childcare services, retirement homes, etc.). This work is best informed by integrating a Diversity, Equity, and Inclusion lens into the planning process, to better understand and respond to the variety of needs of residents.
- Another matter to be reviewed with growth is **policies around by-law** adherence based on community desires.
- **Transportation** is a significant priority that needs to continue to be addressed, including strategies for:
  - a. Public transportation planning;
  - b. Increased walkability and safety;
  - c. More high-volume roads, to support current and future growth and provide easy access into and out of the Township; and
  - d. Upgrading of rural roads to support increased traffic.
- West Lincoln needs to prioritize **access to housing** with a specific focus on affordable housing, subsidized housing, and high-density housing (as per provincial direction).
- West Lincoln needs to advocate to ensure **adequate levels of social services** are available and can meet the demand of the Township as it grows (e.g., physicians, community services, childcare, health and social services, emergency services, such as police, bylaw adherence, firefighting).
- In its response to significant growth, there is a continued need for the Township to **enhance its infrastructure** to meet current and future needs (e.g., sewer, water, wastewater, recycling programs, phone/internet, etc.), which needs to be carefully planned through strategic capital investment projects.
- The Township can engage in a number of various **economic development strategies** (e.g., incentives to bring new business into the region, increase amenities and services, create jobs, etc.).
- There is a need for **community engagement strategies** to increase community cohesiveness (to bridge the urban/rural divide, bring together people from different age groups and cultures, etc.) and to allow all residents to feel a sense of belonging and sense of place.

Based on the findings of the consultation process, the 6 priorities identified in 2019 are still relevant as follows:

1. Strong Transportation Connections
2. Support for Business and Employment Opportunities for Residents
3. Strategic, Responsible Growth
4. Local Attractions
5. Community Health and Safety
6. Efficient, Fiscally Responsible Operations

However, a new set of goals, initiatives, and outcomes need to be established for the *West Lincoln 2023-2026 Corporate Plan*. This work will be undertaken by Council and senior management in the month of April 2023, so that a new plan can be approved and rolled out by the end of June 2023.

## FINAL STRATEGIC PLANNING RECOMMENDATIONS

The following provides a summary of consultation stakeholders' final advice and input as it relates to the strategic planning process.

- There is a need for West Lincoln to create a **shared vision and plan** for the Township, supported by clearly defined priorities. This includes a shared vision related to how and where the Township will grow, its future identity, etc. This will require Council and senior management to be innovative, proactive, and visionary, and to communicate its work to the community in a compelling and frequent way.
- As government funding decreases and more fiscal responsibility is downloaded onto the municipality, West Lincoln will need to be **innovative and proactive in its budget planning processes**. Partnerships and investments should be strategic, intentional, and aligned with the Township's long-term vision and priorities.
- **Public involvement through meaningful engagement** should be prioritized on a more regular basis, to more deeply understand and plan for the needs of the Township.
- As part of the upcoming strategic planning process, West Lincoln would benefit from **an in-depth internal review** of its current resources and capacity, identify gaps and potential for increased efficiencies (e.g., need for streamlined municipal processes, the need for a performance evaluation process, the creation of a succession plan, a focus on employee retention, etc.).
- Most importantly, **West Lincoln's Council and senior management team must first turn inwards** and purposefully work as a cohesive team driven by a shared vision and plan for the Township.

## Appendix A: Population, Households, and Employment Forecasts for Township of West Lincoln and Smithville

<b>Population Forecast</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>	<b>2041</b>	<b>2046</b>	<b>2051</b>	<b>2021-2051</b>
Township of West Lincoln	14,870	16,370	20,010	25,530	27,420	31,240	34,730	38,370	22,000
Smithville	6,250	7,140	10,770	14,270	18,140	21,940	25,410	29,030	21,890
<b>Households Forecast</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>	<b>2041</b>	<b>2046</b>	<b>2051</b>	<b>2021-2051</b>
Township of West Lincoln	4,970	5,330	6,760	8,190	9,730	11,300	12,670	14,060	8,730
Smithville	2,160	2,435	3,855	5,275	6,810	8,375	9,740	11,125	8,690
<b>Employment Forecast</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>	<b>2036</b>	<b>2041</b>	<b>2046</b>	<b>2051</b>	<b>2021-2051</b>
Township of West Lincoln	4,330	4,460	5,550	6,260	7,250	8,280	9,340	10,480	6,020
Smithville	1,805	1,860	2,860	3,480	4,385	5,330	6,305	7,360	5,500

Source: Township of West Lincoln Master Community Plan (Smithville), 2022

## Appendix B: Stakeholder Consultation List

### Township of West Lincoln: Council and Senior Management Staff (in alphabetical order)

Name	Position
Terry Bell	Councillor, Ward 3
Shelley Bradaric	Councillor, Ward 2
Joann Chechalk	Councillor, Ward 2
Mike DiPaola	Director of Public Works and Recreation
Donna DeFilippis	Treasurer/Director of Finance
Cheryl Ganann	Mayor
Bev Hendry	CAO
Tim Hofsink	Acting Fire Chief
Vanessa Holm	CAO of the Library
Mike Rehner	Councillor, Ward 1
William Reilly	Councillor, Ward 3
Joanne Scime	Director of Legislative Services/Clerk
Brian Treble	Director of Planning & Building
Jason Trombetta	Councillor, Ward 1

### Key Community Stakeholders

Name	Position	Organization
Peter Budd	Developer	Budd Developments
Anthony Chiarella	Vice President	Marz Homes
Chris Frere	Community Leader	Silverdale Community Hall
Mike Keizer & Chaundra Perkins	Owners	Smithville Home Hardware
Satinder Klair	Director of Children's Services	Niagara Region
Denise Potter	Executive Director	West Lincoln Chamber of Commerce
Jo Pacinda	Retail & Sales Director	Domaine Queylus
Bob Reece	Owner	Touchdown Willy's Tap & Grill
Bryan Rose	Executive Director	Niagara Community Foundation
Beth Shaw	Executive Director	FORT
Janelle Van Halst	President	West Lincoln Chamber of Commerce
Cathy Vitucci	Farmer	Land Owner
Sharlene Volpatti	Manager, Client Services & Food Bank	West Lincoln Community Care
Fred Vrugteveen	General Manager	Niagara Pallet
Steve Witt	President	Stanpac
Albert Witteveen	Regional Councillor	Niagara Region

## **Appendix C: List of Interview Questions**

### **Corporate Planning Interview: Questions for 1-1 Consultations with Council**

1. As you reflect on the past planning cycle, what are some of the learnings that should be integrated into future planning?
2. In terms of our context, what has changed since 2019 when the 10-year Corporate Plan was initially created?
3. What trends (demographic and other), changes, and issues do you see emerging now and over the coming 5 to 10 years that will have an impact on West Lincoln?
4. What did you hear on the campaign trail that needs to be considered in this corporate planning process?
5. What are your top issues and priorities for Council in the coming 4 years?
6. Where are there opportunities for West Lincoln to enhance services and programs to have a greater impact?
7. What specific deliverables would you like to see Council achieve during its term?
8. What are the municipality's current strengths, assets, and competencies to build on and leverage moving forward? Conversely, what are key weaknesses, challenges, or constraints that need to be addressed?
9. Are there natural synergies, alliances, or partnerships that Council and the municipality should be pursuing, in order to more strategically achieve its mandate and enhance its impact in the region?
10. In what ways do you think West Lincoln can be innovative in its response to emerging community needs and issues?
11. What final recommendations can you share to ensure this planning process is successful?

### **Corporate Planning Interview: Questions for 1-1 Consultations with Senior Management**

1. As you reflect on the past planning cycle, what are some of the learnings that should be integrated into future planning?
2. In terms of our context, what has changed since 2019 when the 10-year Corporate Plan was initially created?

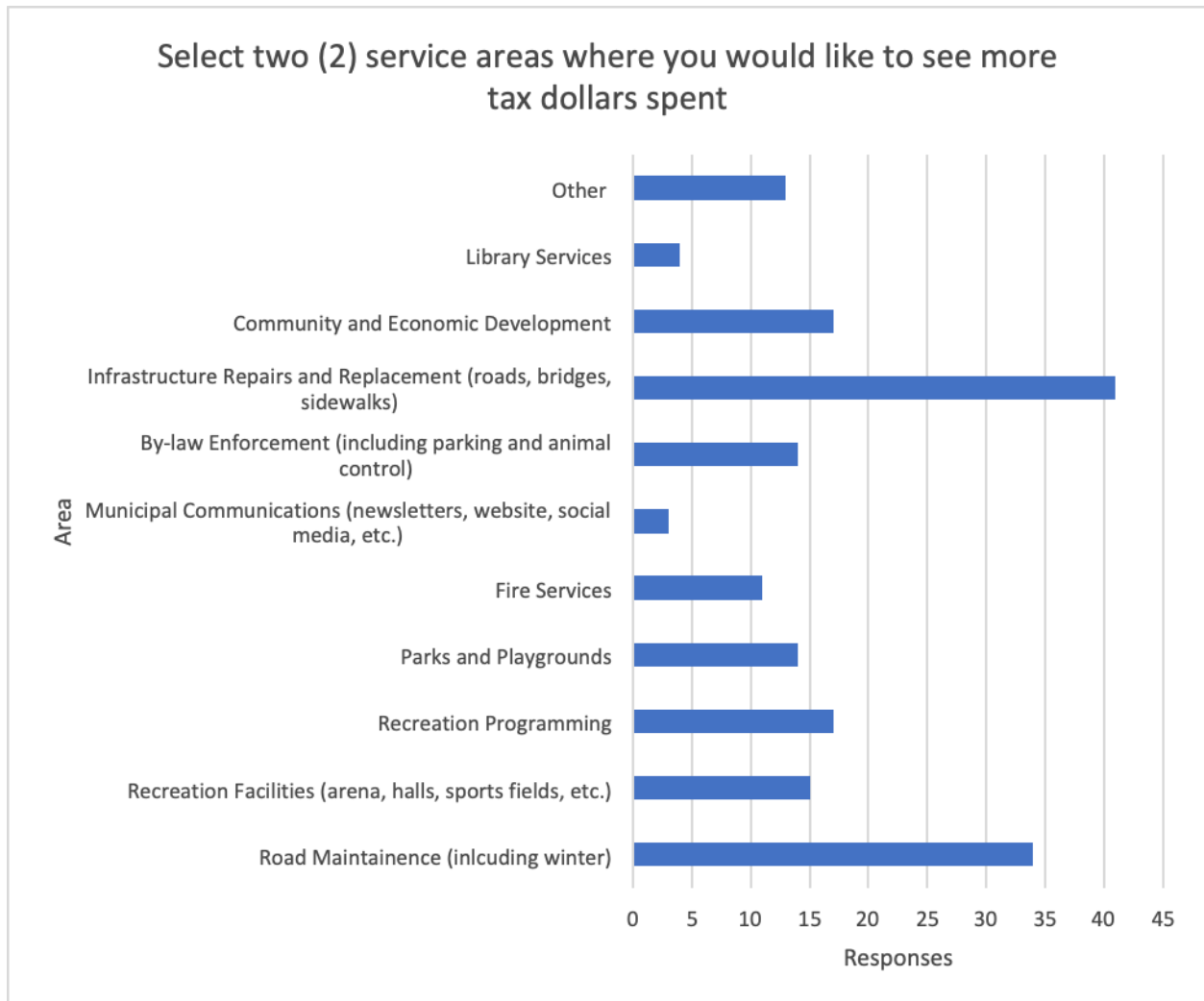
3. What trends (demographic and other), changes, and issues do you see emerging now and over the coming 5 to 10 years that will have an impact on West Lincoln?
4. What have you heard from the public and broader community that needs to be considered in this corporate planning process?
5. What are your top issues and priorities for West Lincoln in the coming 4 years?
6. Where are there opportunities to enhance West Lincoln's municipal services and programs to have a greater impact?
7. What specific deliverables would you like to see achieved during Council's term?
8. What are the municipality's current strengths, assets, and competencies to build on and leverage moving forward? Conversely, what are key weaknesses, challenges or constraints that need to be addressed?
9. Are there natural synergies, alliances, or partnerships that Council and the municipality should be pursuing, in order to more strategically achieve its mandate and enhance its impact in the region?
10. In what ways do you think West Lincoln can be innovative in its response to emerging community needs and issues?
11. What final recommendations can you share to ensure this planning process is successful?

#### Corporate Planning Interview: Questions for 1-1 Consultations with Community Stakeholders

1. What trends (demographic and other), changes, issues, and opportunities do you see emerging now and over the coming 5 to 10 years that will have an impact on West Lincoln?
2. What do you think are the top issues and priorities for West Lincoln in the coming 4 years?
3. Where are there opportunities to enhance West Lincoln's municipal services and programs to have a greater impact?
4. What specific deliverables would you like to see achieved over the next 4 years?
5. In what ways do you think West Lincoln can be innovative in its response to emerging community needs and issues?

## Appendix D: Township of West Lincoln 2023 Budget Engagement Survey

Question completed by 82 residents, skipped by 20 residents



Source: 2023 West Lincoln Budget Survey Results

## Appendix E: Strategic Priorities Identified by Council and Senior Management Staff

### Councillors/Mayor

- A. **Sustainable, managed growth** and development, with a focus on creating spaces and places that enhance the community and promote community cohesion (e.g., recreation, green spaces, gathering places, etc.) as well as a focus on stewarding and protecting agricultural lands and West Lincoln's natural habitats
- B. **Preservation of West Lincoln's agricultural sector and lands** as well as its rich natural habitats
- C. **Road and infrastructure upgrades** (e.g., upgrades and work on highway 20 corresponding with sewer work, truck by-pass, converting higher traffic gravel roads to chip and tar, calming traffic strategies, sewer, water and waste, etc.)
- D. **Economic development**, including strategies to grow employment opportunities in West Lincoln and to attract more industrial and commercial/retail partners
- E. **Downtown revitalization**, which would include the creation of a downtown core to engage current residents and attract new people to the Township
- F. **Strategic, visionary, and innovative recreation** planning and community spaces and services that engage all ages, including a focus on child care, access to medical services, etc.
- G. **Community engagement strategies** to increase West Lincoln's cohesiveness as a Township (with a focus on the urban/rural divide)
- H. **Conservation projects**
- I. **Public transportation**
- J. **Capital investments and asset management**
- K. **Public safety**
- L. **Potential amalgamation with other municipalities and/or strategies to develop joint efforts with other municipalities**

## **Senior Management**

- A. **Managing growth** in West Lincoln while preserving its unique attributes (e.g., mix of urban, rural, agricultural) through thoughtful, well-planned, proactive responses to projected growth (e.g., creation of a framework for strategic, proactive planning for significant growth projections, investment in the Township's planning department to ensure it has the resources to be proactive and responsive to the increasing need for services)
- B. Purposeful planning for West Lincoln's **downtown core areas**, with a focus on creating a vision for these areas and a plan to promote them as an asset in the Township
- C. Continued focus on developing a variety of **recreation activities** for diverse groups (e.g., seniors, youth, children, families, etc.)
- D. **Roads infrastructure**, including updating rural gravel roads, ditches, and development of accessible transportation linkages for West Lincoln (e.g., better access to the QEW, etc.)
- E. **Strategic and community planning** (e.g., focus on walkability, understanding what residents want in their community, strong asset management planning to ensure sustainable funding for future plans/projects)
- F. **Capital investments and asset management**
- G. **Conservation projects**, including green space planning (could be included in the Township of West Lincoln's Parks and Trails Master Plan)
- H. **Housing and housing affordability**
- I. **Economic development**, including strategies to grow employment opportunities in West Lincoln, strategies to attract and retain staff, etc.
- J. **Succession planning** within the Township of West Lincoln, to ensure business continuity and transfer of knowledge as well as a more robust human resource infrastructure
- K. **Collaboration and resource sharing** by leveraging opportunities within the Township and with other municipalities and partners, to share resources, knowledge, etc.
- L. **Sourcing of new revenues and grants as well cost efficiencies**

## CORPORATE STRATEGIC PLAN SURVEY RESULTS

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### BACKGROUND

The Township launched a survey to garner feedback about perceived opportunities and threats, along with priorities, services and programs the public would like included in the review of West Lincoln's 2019-2029 Corporate Strategic Plan.

The survey was available in an online format as well as a paper format available for pickup at Township Administration, the West Lincoln Community Centre, and all three branches of the West Lincoln Public Library.

The survey was open from 9 a.m. on Friday, February 17, until 4:30 p.m. on Monday, March 20.

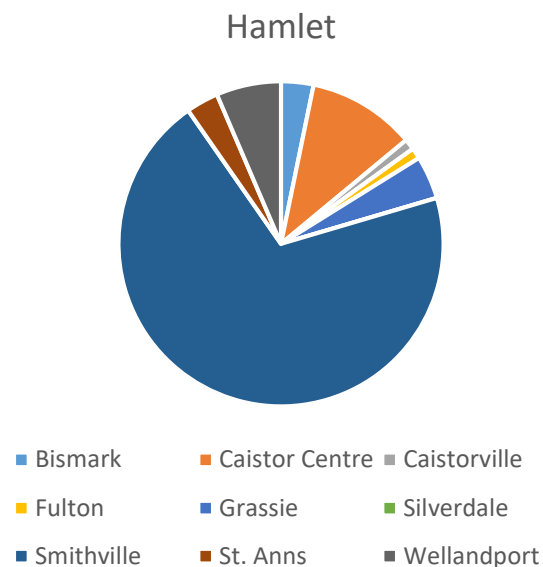
In total, we received **93** completed surveys: 90 online + 3 on paper.

### PARTICIPANTS

Of the 93 people who completed the survey, it is important to note that the vast majority were from Smithville.

**69.89%**

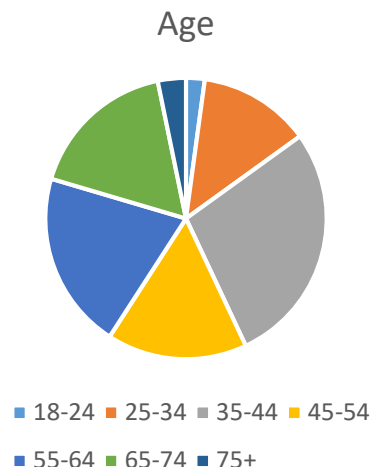
<b>Smithville</b>	
10.75%	Caistor Centre
6.45%	Wellandport
4.30%	Grassie
3.23%	St. Anns
3.23%	Bismark
1.08%	Caistorville
1.08%	Fulton
0.00%	Silverdale



There was a good balance in age groups represented by participants, with most aging from 35 to 44 but those aged 55-64, 65-74, and 45-54 not far behind.

**27.96%**

	<b>35-44</b>
20.43%	55-64
17.20%	65-74
16.13%	45-54
12.90%	25-34
3.23%	75+
2.15%	18-24



## QUESTIONS & ANSWERS

### 1. What do you identify as opportunities for the Township?

**Strategic Growth:** The most common responses touched upon “careful”, “controlled”, “moderate” residential and commercial growth, including the appropriate supporting infrastructure and urban planning - not only in Smithville, but also in rural hamlets. A majority consensus appeared in the results, indicating that strategic growth, including the expansion of urban and hamlet boundaries, and sustainable development is seen as an opportunity for the Township, in order to attract more businesses and services, expand and enhance industries, and create more employment opportunities. Supporting current small businesses with grant opportunities was also noted, as was a desire for downtown revitalization/beautification, more small stores and the maintenance of a small town feel amid growth. Responses also included removing red tape and easing restrictions for building permit applications and allowing severance and rezoning so existing residents and landowners can develop their lands.

**Road & Traffic Improvements:** Diverting trucks from downtown to calm traffic, creating a walking friendly area downtown and in Wellandport, efficient parking, eliminating bottle necked roads, repairing roads, applying pressure to the Region to repair Regional roads, upgrading and improving existing and new transport corridors and a traffic light at Hwy 20 and Dennis St. were identified as opportunities.

**Program & Facility Enhancements:** Increasing programming and events for all age groups at the Community Centre was noted as an opportunity. As was a recreation centre that includes a pool and gym, a seasonal outdoor pool, an outdoor basketball court in Alma Acres, and an outdoor ice rink.

**Environmental Protection:** Balancing growth by ensuring to protect the environment appeared in several responses. Creating policies around carbon footprint (i.e., an idling bylaw), increasing the volume of renewable energy concepts to lower the cost to the Township, solar power

generation to municipal buildings, protecting wetlands and natural areas, preserving wildlife, and greening the Township with tree plantings, parks and trails, and Indigenous gardens were identified.

**Other:** Other comments included rural broadband, farming incentives, promoting increased diversity through education and activities, greater collaboration, removing the Leisureplex fence, increasing Bylaw enforcement, demolishing the Feed Mill on Canborough, a community calendar, and a plan for seniors and disabled residents so they can remain in the community.

**Outside scope:** We also received some responses that would be deemed outside of the municipal scope but are worth noting, affordable housing, long-term care homes, increased daycare options, healthcare, restricting cannabis businesses and avoiding 15-minute cities or digital face recognition.

## 2. What do you identify as threats the Township is facing?

**Rapid Growth:** Interestingly, the most common responses about threats the Township is facing were also pertaining to growth. Consistent with the responses about opportunities, respondents specified that intensification without the proper supporting infrastructure and growth that happens quickly without allowing adequate strategic planning is a threat. Many homes but no increase in businesses or services creating a “bedroom community”, losing the small town feel, loss of farmland/expansion into rural areas, and higher population but no increase in programming were also among responses.

**Extremism:** Several respondents noted intolerance, populism, “unsound political rhetoric”, political extremism, “embarrassing culture war politics”, religious bias, lack of equity, diversity and inclusion, “threats to inclusivity by religious groups”, a “heritage” or “past” way of thinking, and resistance or opposition to growth, change or progress as threats to the Township. Conversely, one respondent identified globalism as a threat and another took the opportunity to express anti-pride and anti-trans sentiments.

**Crime:** A low police presence was identified as the perceived reason for unsafe roads, speeding, increased crime, theft, drugs, and people disregarding stop signs, littering in parks and disrespecting rules. Responses also included increased traffic, limited parking, low sightlines through Wellandport, and bored kids getting into mischief as threats.

**Environmental Deterioration:** Consistent with comments about environmental protection being an opportunity, inadequate environmental protection, including lack of greenspace, tree canopy, and biodiversity, and green field development, was identified as a threat.

**Other:** Low tax base, high property taxes, municipal debt, lack of transportation, inadequate garbage service, cannabis, noise violations, asset deterioration, maintenance/upkeep of rural roads and bridges, being overlooked and underfunded by the Region, decreased access to the QEW, not allowing farmers to sever lots, restrictive bylaws and zoning limitations, red tape and

poor communication over developments, amalgamation, and development charges being waived by the Province were also noted as threats. One respondent also noted that the owner of Smith's Cove Apartment should be responsible for repairs.

**Outside scope:** Several respondents noted that affordability factors, including rising housing costs, expensive necessities, and lack of rental options are a threat to the Township. Limited childcare, no old age home, no hospital, few doctors and nurse practitioners were also noted.

### 3. As you consider the municipality's role, what do you think the Township should prioritize and focus on in its upcoming 4-year plan?

**Strategic Growth:** The most common priorities identified were consistent with previous comments about strategic, measured growth, increased infrastructure and systems to support growth, attracting new businesses, industries and services, supporting small businesses, and creating jobs while maintaining a small town feel and protecting farmland. Again, there was mention of including rural hamlets in strategic planning. Simplifying the development permit process to increase development opportunities and therefore increase the tax base was also noted.

**Balancing Increased Services and Asset Improvements with Reasonable Spending:** A significant wish list for increased/modernized services and amenities was identified, including more recreation programming for all ages, a community pool, community events, online services, parkland and green spaces, fleet, fire equipment, snow removal equipment, traffic calming measures, road and bridge improvements, access to QEW. However, it is important to note that respondents would like to see this accomplished with reasonable spending practices that do not significantly increase property taxes.

**Other:** Increasing police presence, improving park accessibility, easing restrictions to allow landowners to develop their lands, rural broadband, supporting agriculture.

**Outside scope:** Affordable housing, controlling inflation, improving waste services, increased childcare options, proper assessment of properties, places for seniors to age in place, more schools, increased health services.

### 4. How can the Township of West Lincoln provide better municipal services and programs to serve you and the broader community better?

**Increase Programming/Events:** The most common opinion was the need for increased programming and events. Respondents spotlighted all age groups – young children, school-aged children, teens, adults, seniors and families – when expressing the desire for more events and programs that support well being. Better communication (advertising/promotion) of events and programming was also noted for improvement, including suggestions for utilizing newspaper advertisements, signs, newsletters and tax bill inserts. Respondents also mentioned extended

business hours at the Community Centre and Libraries, year-round outdoor programs and events, organized sports, and the expansion of programming into communities outside of Smithville. There were also several mentions of a community pool.

**Roads:** Several respondents noted the need to tar and chip gravel roads. The need for a truck bypass around town, faster filling of potholes, and the desire for overnight parking permitted on residential streets were also noted.

**Shared Spaces:** Green spaces like parks and trails were mentioned as a priority, as well as increased security to protect shared spaces and a need to make parks accessible.

**Other:** It is worth noting that several responses said they are happy with services and programs. Other responses mentioned attracting more businesses, increasing public awareness through information sessions, removing red tape, providing digital services, reviewing services to plan for growth, increasing transparency on future developments, and increasing bylaw enforcement.

**Outside scope:** Affordable housing, improved garbage service, increased police presence, better transportation, better childcare options, more health services, and more diversity were noted.

**DATE:** June 26, 2023

**REPORT NO:** T-16-2023

**SUBJECT:** **Draft Audited Financial Statements and Audit Findings for Year-End 2022**

**CONTACT:** Katelyn Hall, CPA, CA, Deputy Treasurer/Manager of Finance  
Donna DeFilippis, CPA, CA Treasurer/Director of Finance

**OVERVIEW:**

- Presentation of the 2022 Draft Financial Statements
- Presentation of the 2022 Audit Findings Report

**RECOMMENDATION:**

1. That, Recommendation Report T-16-2023 regarding the “Draft Financial Statements and Audit Findings for Year-End 2022”, dated June 26, 2023, be received; and,
2. That, the 2022 Draft Audited Financial Statements, attached as Appendix A to this report, be approved; and,
3. That, the 2022 Audit Findings Report, attached as Appendix B to this report, be received.

**ALIGNMENT TO STRATEGIC PLAN:**

**Theme # 6**

The presentation of this report to Council is best aligned with the theme of Efficient, Fiscally Responsible Operations, under our Corporate Strategic Plan.

The 2022 financial statements provide residents and other interested parties a transparent summary of the Township’s financial position and operations, allowing the Township to remain accountable to its various stakeholders. In addition, our Township is demonstrating good governance in meeting the requirements of Sections 294 & 295 of the Municipal Act regarding the preparation and publication of the financial statements.

**BACKGROUND:**

The 2022 draft consolidated financial statements, including the accompanying notes, attached as Appendix A, have been prepared by the Treasury Department in accordance with Canadian Public Sector Accounting Standards (PSAS).

This is the second year that the Township has implemented Caseware software to automate a large portion of the financial statements. Staff continued to experience increased efficiency, a reduction of trivial tasks, and savings of valuable staff time in preparation of the financial statements.

The statements reflect the assets, liabilities, revenues and expenditures of the Township, including the Library Board. The statements were audited by the firm, KPMG LLP, in accordance with Canadian Generally Accepted Auditing Standards. This is the first year that the Township's financial statements were audited by KPMG LLP, as they were approved for a five-year term appointment through staff report T-01-2023.

Appendix B to this report contains the Audit Findings Report, which includes comments on audit results and other reportable matters. It is important to note that the Township Budget is prepared on a cash basis, not on a PSAS basis. This is common practice among municipalities.

### **FINANCIAL STATEMENT SYNOPSIS:**

Some areas of the financial statements to highlight are below:

- Tangible capital asset net additions in 2022 totalled approximately \$3.4 million, compared to \$2.6 million in 2021. Total net book value of tangible capital assets is approximately \$93.7 million. This represents the historical cost less accumulated depreciation and is not reflective of actual replacement costs.
- Long term debt experienced a decrease of approximately \$0.7 million in 2022, which represents scheduled debenture principal repayments.
- The statements present a 2022 surplus of approximately \$1.6 million; it should be noted that this is based on PSAS accounting rules. However, the Township budget is prepared on a cash basis. Therefore, these two reporting approaches have significant differences and result in the reported surplus not being indicative of the actual "cash basis" surplus. Staff will bring a report to the July 17, 2023 Council meeting to make recommendations regarding the 2022 actual accumulated surplus of approximately \$0.7 million.
  - For example, the change in equity of the Township's subsidiary, Peninsula West Power Inc., for which 2022 totalled \$0.1 million is considered revenue under PSAS accounting. However, for cash basis reporting, this does not contribute to an actual surplus.
  - Another example is amortization expense of \$3.5 million in 2022 is not accounted for under the "cash basis" of accounting, but is included in PSAS accounting.

### **CURRENT SITUATION:**

The approval by Council of these 2022 draft financial statements is one of the final steps required before issuance of the finalized 2022 Audited Financial Statements. Canadian Auditing Standard 700, as issued by the Chartered Professional Accountants of Canada, requires that the date of the auditor's report can be no earlier than the date of approval of the financial statements in final form by the directors. We anticipate that the finalized 2022 Audited Financial Statements will be presented at the July 17, 2023 Council Meeting.

As an item of information for Council, new Canadian Public Sector Accounting Standards related to asset retirement obligations (PSAS 3280) and financial instruments (PS 3450) come into effect for the Township's fiscal period ending December 31, 2023.

These standards represent significant and complex changes to the existing standards, which will result in changes to the financial statements and accompanying notes. Treasury staff will be working through the implementation of these standards this year.

**CONCLUSION:**

It is concluded that Council approve the 2022 Draft Audited Financial Statements, attached as **Appendix A**, and acknowledge receipt of the Audit Findings Report document, attached as **Appendix B**.


**Prepared by:**



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**Katelyn Hall, CPA, CA**  
**Deputy Treasurer/Manager of Finance**

**Approved by:**



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**Bev Hendry**  
**CAO**

**Reviewed & Submitted by:**



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**Donna DeFilippis, CPA, CA**  
**Treasurer/Director of Finance**

Consolidated Financial Statements of

**The Corporation of the  
Township of West Lincoln**

December 31, 2022

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## **Management's Responsibility for the Consolidated Financial Statements**

The accompanying consolidated financial statements of The Corporation of the Township of West Lincoln (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 consolidated 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.

Council meets with management and 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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Chief Administrative Officer

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Treasurer

June 26, 2023



Commerce Place  
21 King Street West, Suite 700  
Hamilton ON L8P 4W7  
Canada  
Tel 905-523-8200  
Fax 905-523-2222

## INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of the Corporation of the Township of West Lincoln

We have audited the consolidated financial statements of the Corporation of the Township of West Lincoln ("the Township"), which comprise:

- the consolidated statement of financial position as at December 31, 2022
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated 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 consolidated financial position of the Township as at December 31, 2022, and its consolidated results of operations and accumulated surplus, its consolidated changes in net financial assets and its consolidated 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 responsibilities 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 Township 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.



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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Other Matter – Comparative Information***

The consolidated financial statements for the year ended December 31, 2021, were audited by another auditor who expressed an unmodified opinion on those financial statements on July 18, 2022.

***Responsibilities 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 Townships' 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 Township or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Townships' 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.



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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 risks 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, intentional 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 purpose of expressing an opinion on the effectiveness of the Townships' 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 events or conditions that may cast significant doubt on the Townships' 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 Township 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.



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- 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 appropriate audit evidence regarding the financial information of the entities or business activities within the Township 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.

**DRAFT**

Chartered Professional Accountants, Licensed Public Accountants,

Hamilton, Canada  
June 27, 2023

# The Corporation of the Township of West Lincoln

## Consolidated Statement of Financial Position

As At December 31, 2022

	2022	2021
<b>Financial assets</b>		
Cash and cash equivalents (Note 2)	\$ 12,444,767	\$ 15,877,421
Portfolio investments (Note 3)	12,835,354	10,137,189
Taxes receivable	2,347,733	1,963,549
User charges receivable	825,188	894,035
Accounts receivable	1,420,830	1,272,087
Long term receivables	47,051	21,323
Investment in subsidiary (Note 4)	7,988,771	7,896,894
	<b>37,909,694</b>	<b>38,062,498</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	3,742,921	3,830,121
Other liabilities	2,459,261	2,540,832
Due to trust funds (Note 18)	271,963	261,013
Deferred revenue (Note 5)	6,266,700	6,953,704
Long term debt (Note 7)	17,349,206	18,071,487
Liability for contaminated site (Note 8)	945,900	302,667
Employee benefit obligations (Note 9)	1,042,970	961,921
	<b>32,078,921</b>	<b>32,921,745</b>
<b>Net financial assets</b>	<b>5,830,773</b>	<b>5,140,753</b>
<b>Non-financial assets</b>		
Tangible capital assets (Pages 27 and 28)	93,668,677	92,809,831
Inventory	25,205	16,222
Prepaid expenses	224,037	164,389
	<b>93,917,919</b>	<b>92,990,442</b>
<b>Accumulated surplus (Note 10)</b>	<b>\$ 99,748,692</b>	<b>\$ 98,131,195</b>

Contingencies (Note 19)

Commitments (Note 20)

Approved by

Chief Administrative Officer

Treasurer

See accompanying notes and schedules to the consolidated financial statements

# The Corporation of the Township of West Lincoln

## Consolidated Statement of Operations and Accumulated Surplus

For the Year Ended December 31, 2022

	Budget 2022	Actual 2022	Actual 2021
(Note 22)			
<b>Revenues</b>			
Taxation (Note 12)	\$ 9,440,740	\$ 9,529,359	\$ 9,181,012
User charges (Note 14)	5,917,140	5,400,840	5,191,666
Government transfers (Note 15)	1,280,710	1,162,595	1,504,765
Other (Note 16)	947,360	1,754,335	1,330,632
	<u>17,585,950</u>	<u>17,847,129</u>	<u>17,208,075</u>
<b>Expenses</b>			
General government	3,566,068	3,262,645	2,227,728
Protection to persons and property	2,074,546	1,825,305	1,826,160
Transportation services	4,655,428	5,036,021	4,433,877
Environmental services	4,924,678	4,186,332	4,307,691
Health services	162,794	119,899	113,919
Recreation and cultural services	3,207,782	3,779,225	3,424,250
Planning and development	886,192	620,843	658,179
	<u>19,477,488</u>	<u>18,830,270</u>	<u>16,991,804</u>
<b>Net (expense) revenue before other</b>	<u>(1,891,538)</u>	<u>(983,141)</u>	<u>216,271</u>
<b>Other</b>			
Revenue related to tangible capital assets			
User charges (Note 14)	283,950	997,893	335,995
Government transfers (Note 15)	2,363,500	1,496,851	594,271
Other (Note 16)	3,000	13,378	61,494
Contributed tangible capital assets	-	-	16,981
Gain (loss) on disposal of tangible capital assets	-	639	(38,184)
Change in equity of subsidiary (Note 4)	-	91,877	143,710
	<u>2,650,450</u>	<u>2,600,638</u>	<u>1,114,267</u>
<b>Annual surplus</b>	<u>758,912</u>	<u>1,617,497</u>	<u>1,330,538</u>
<b>Accumulated surplus (Note 10)</b>			
Beginning of year	<u>98,131,195</u>	<u>98,131,195</u>	<u>96,800,657</u>
End of year	<u>\$ 98,890,107</u>	<u>\$ 99,748,692</u>	<u>\$ 98,131,195</u>

See accompanying notes and schedules to the consolidated financial statements

## The Corporation of the Township of West Lincoln

### Consolidated Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2022

	Budget 2022	Actual 2022	Actual 2021
(Note 22)			
Annual surplus	\$ 758,912	\$ 1,617,497	\$ 1,330,538
Amortization of tangible capital assets	3,468,073	3,468,073	3,449,674
Acquisition of tangible capital assets	(5,421,450)	(4,344,969)	(4,589,804)
Capitalization of prior year construction in progress	-	493	704,060
(Gain) loss disposal of tangible capital assets	-	(639)	38,184
Proceeds from sale of tangible capital assets	-	18,196	97,852
	(1,194,465)	758,651	1,030,504
(Acquisition) use of inventory	-	(8,983)	195
Acquisition of prepaid expenses	-	(59,648)	(36,507)
<b>Change in net financial assets</b>	<b>(1,194,465)</b>	<b>690,020</b>	<b>994,192</b>
<b>Net financial assets</b>			
Beginning of year	5,140,753	5,140,753	4,146,561
End of year	\$ 3,946,288	\$ 5,830,773	\$ 5,140,753

See accompanying notes and schedules to the consolidated financial statements

# The Corporation of the Township of West Lincoln

## Consolidated Statement of Cash Flows

For the Year Ended December 31, 2022

	2022	2021
<b>Operating activities</b>		
Annual surplus	\$ 1,617,497	\$ 1,330,538
Non-cash items		
Amortization of tangible capital assets	3,468,073	3,449,674
(Gain) loss disposal of tangible capital assets	(639)	38,184
Increase in taxes receivable	(384,184)	(10,560)
Decrease (increase) in user charges receivable	68,847	(73,650)
Increase (decrease) in accounts receivable	(148,743)	192,067
Decrease in accounts payable and accrued liabilities	(87,200)	(45,410)
(Decrease) increase in other liabilities	(81,571)	243,099
Increase in due to trust funds	10,950	11,000
(Decrease) increase in deferred revenue	(687,004)	490,659
Increase in liability for contaminated site	643,233	5,222
Increase in employee benefit obligations	81,049	71,595
(Increase) decrease in inventory	(8,983)	195
Increase in prepaid expenses	(59,648)	(36,507)
	<u>4,431,677</u>	<u>5,666,106</u>
<b>Capital activities</b>		
Proceeds from sale of tangible capital assets	18,196	97,852
Capitalization of prior year construction in progress	493	704,060
Acquisition of tangible capital assets	(4,344,969)	(4,589,804)
	<u>(4,326,280)</u>	<u>(3,787,892)</u>
<b>Investing activities</b>		
Increase in portfolio investments	(2,698,165)	(2,679,502)
Increase in investment in subsidiary	(91,877)	(143,710)
Increase in long term receivables	(25,728)	(21,169)
	<u>(2,815,770)</u>	<u>(2,844,381)</u>
<b>Financing activities</b>		
Issuance of long term debt	-	900,000
Payment of long term debt	(722,281)	(662,279)
	<u>(722,281)</u>	<u>237,721</u>
<b>Net change in cash and cash equivalents</b>	<u>(3,432,654)</u>	<u>(728,446)</u>
<b>Cash and cash equivalents</b>		
Beginning of year	15,877,421	16,605,867
End of year	<u>\$ 12,444,767</u>	<u>\$ 15,877,421</u>

See accompanying notes and schedules to the consolidated financial statements

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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The Corporation of the Township of West Lincoln (the "Municipality") was amalgamated/incorporated in 1970 as a municipality under the Province of Ontario and operates under the provision of the Municipal Act, 2001.

### 1. Significant accounting policies

The consolidated financial statements of the Municipality are the responsibility of and prepared by management in accordance with Canadian public sector accounting standards. The preparation of the consolidated 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 significant accounting policies used are as follows:

#### (a) Reporting entity

The consolidated financial statements reflect the financial assets, liabilities, non-financial assets, revenues, expenses and changes in accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their affairs and resources to the Municipality and which are owned or controlled by the Municipality. In addition to general government tax-supported operations, they include the following:

West Lincoln Public Library Board

Interdepartmental and organizational transactions and balances are eliminated.

Niagara Peninsula Energy Inc. is a subsidiary corporation of the Municipality and is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for government business enterprises (Note 4). Under the modified equity basis, the government business enterprise's accounting principles are not adjusted to conform with those of the Municipality, and inter-organizational transactions and balances are not eliminated.

The consolidated financial statements exclude trust assets that are administered for the benefit of external parties (Note 18).

#### (b) Basis of accounting

Sources of revenue and expenses are reported on the accrual basis of accounting. The accrual basis of accounting records revenues in the period they are earned and measurable and expenses in the period the goods and services are acquired and a liability is incurred.

#### (c) Financial instruments

##### i) Measurement

The Municipality initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Municipality subsequently measures its financial assets and financial liabilities at amortized cost.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 1. Significant accounting policies (continued)

#### (c) Financial instruments (continued)

##### i) Measurement (continued)

Financial assets measured at amortized cost include cash and cash equivalents, accounts receivable, and long term receivables.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, other liabilities, and long term debt.

##### ii) Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in the statement of operations. The write-down reflects the difference between the carrying amount and the higher of: the present value of the cash flows expected to be generated by the asset or group of assets; the amount that could be realized by selling the assets or group of assets; and the net realizable value of any collateral held to secure repayment of the assets or group of assets.

When the event occurring after the impairment confirms that a reversal is necessary, the reversal is recognized in the statement of operations up to the amount of the previously recognized impairment.

#### (d) Cash and cash equivalents

Cash and cash equivalents are represented by cash on hand, cash on deposit in chartered banks and investments that mature within three months.

#### (e) Portfolio investments

Portfolio investments are valued at the lower of amortized cost and market value. Where there has been a loss that is other than a temporary decline in market value, the respective investment is written down to recognize the loss.

#### (f) Deferred revenue

Receipts that are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as restricted revenues. When qualifying expenses are incurred, restricted revenues are brought into revenue at equal amounts. Revenues received in advance of expenses that will be incurred in a later period are deferred until they are earned by being matched against those expenses.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 1. Significant accounting policies (continued)

#### (g) Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the municipality is directly responsible or accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

#### (h) Employee benefit obligations

The Municipality provides certain benefits which will require funding in future periods. These benefits include extended health and dental benefits for certain retirees. The costs of extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, health care cost trends, long-term inflation rates and discount rates.

For self-insured retirement benefits that vest or accumulate over the periods of service provided by employees, the cost is actuarially determined using the projected accrued benefit cost method pro-rated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gain or loss related to the past service of employees are amortized over the expected average remaining service life to the expected retirement age of the employee group.

The cost of multi-employer defined benefit pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period. OMERS has been accounted for as a defined contribution plan since it is a multi-employer plan.

#### (i) Tangible capital assets

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset required to install the asset at the location and in the condition necessary for its intended use. Contributed tangible capital assets are capitalized at their estimated fair value upon the date of acquisition and are also recorded as revenue. The Municipality does not capitalize interest as part of the costs of its capital assets.

Works of art for display in municipal property are not included as capital assets. The works of art are held for exhibition, educational and historical interest. Such assets are deemed worthy of preservation because of the social rather than financial benefits they provide to the community. The cost of art is not determinable or relevant to their significance. No valuation of the collection has been conducted or disclosed in the consolidated financial statements.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 1. Significant accounting policies (continued)

#### (i) Tangible capital assets (continued)

Leases are classified as capital or operating leases. Leases that transfer substantially all benefits incidental to ownership 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.

Amortization is calculated on a straight-line basis to write-off the net cost of each asset over its estimated useful life for all classes except land. Land is considered to have an infinite life without amortization. Residual values of assets are assumed to be zero with any net gain or loss arising from the disposal of assets recognized in the consolidated statement of operations.

Classification	Useful Life
Land improvements	15 to 40 years
Facilities	20 to 50 years
Rolling stock	5 to 20 years
Equipment	5 to 20 years
Infrastructure – transportation	10 to 75 years
Infrastructure – environmental	15 to 80 years

No amortization is charged in the year of acquisition and a full year amortization is taken in year of disposal. Assets under construction are not amortized until the asset is available for productive use.

#### (j) Subdivision infrastructure

Subdivision roads, lighting, sidewalks, drainage and other infrastructure are required to be provided by subdivision developers. Upon completion, they are turned over to the Municipality. The Municipality is not involved in the construction and does not budget for either the contribution from the developer or the capital expense.

#### (k) Reserves for future expenses

Certain amounts, as approved by Council, are set aside in reserves for future operating and capital expenses.

#### (l) Revenue recognition

##### i) Taxation

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 Council, incorporating amounts to be raised for local services and amounts the Municipality is required to collect on behalf of the Region of Niagara and the Province of Ontario in respect of education taxes. Realty taxes are billed based on the assessment rolls provided by MPAC. Taxation revenues are recorded at the time tax billings are issued.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 1. Significant accounting policies (continued)

#### (l) Revenue recognition (continued)

##### i) Taxation (continued)

A normal part of the assessment process is the issue of supplementary assessment rolls which provide updated information with respect to changes in property assessment. Once a supplementary roll is received, the Municipality determines the taxes applicable and renders supplementary tax billings. Assessments of the related property taxes are subject to appeal. Any supplementary billing adjustments made necessary by the determination of such changes will be recognized in the fiscal year they are determined and the effect shared with the Region of Niagara and school boards, as appropriate.

##### ii) User charges

User charges are recognized when the services are performed or goods are delivered and there is reasonable assurance of collection.

##### iii) Government transfers

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made.

##### iv) Other

Other revenue is recorded when it is earned and collection is reasonably assured.

##### v) Investment income

Investment income earned on operating surplus funds and reserves and reserve funds (other than obligatory reserve funds) are recorded as revenue in the period earned. Investment income earned on obligatory reserve funds are recorded directly to each respective fund balance and forms part of the deferred revenue – obligatory reserve funds balance.

#### (m) Local improvements

The Municipality records capital expenses funded by local improvement agreements as they are incurred. Revenues are recognized in the year they become payable.

#### (n) Region of Niagara and school board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards and the Region of Niagara are not reflected in the accumulated surplus of these financial statements.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 1. Significant accounting policies (continued)

#### (o) Use of estimates and measurement uncertainty

The preparation of the financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates. Estimates are used with accounting for items such as allowances for taxes receivable, accrued liabilities, liability for contaminated site, employee benefit obligations and tangible capital assets.

### 2. Cash and cash equivalents

Cash and temporary investments are comprised of:

	2022	2021
Cash on hand	\$ 668	\$ 528
Cash held in banks	5,189,835	15,792,524
Investments maturing within three months	7,254,264	84,369
	<b>\$ 12,444,767</b>	<b>\$ 15,877,421</b>

### 3. Portfolio investments

	2022	2021
Guaranteed investment certificates	\$ 11,087,117	\$ 7,973,165
Debentures and bonds	1,538,389	2,059,083
Accrued interest income	209,848	104,941
	<b>\$ 12,835,354</b>	<b>\$ 10,137,189</b>

Portfolio investments carry an effective interest rate ranging from 1.15% to 5.35% and maturity dates ranging from May 2023 to May 2033. Interest is receivable on an annual basis. Portfolio investments reported on the consolidated statement of financial position have a market value of \$12,714,209 (2021 - \$10,122,994).

### 4. Investment in subsidiary

Peninsula West Power Inc. (PWPI), established by Municipal Council under Municipal By-law 2004-45, is an amalgamation of hydro-electric commissions from the municipalities of Lincoln, West Lincoln and Pelham. PWPI wholly-owns Peninsula West Services Ltd. (PWSL), which provides water heater, sentinel lights and related services and owns a 25.5% share of Niagara Peninsula Energy Inc. (NPEI), which provides electric distribution services. The Corporation of the Township of West Lincoln has a 24% interest in PWPI.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 4. Investment in subsidiary (continued)

The following table provides condensed supplementary financial information for Peninsula West Power Inc. (PWPI):

	2022	2021
<b>Financial position</b>		
Current assets	\$ 1,717,662	\$ 1,646,498
Capital assets	69,265	79,889
Investment	37,784,856	36,873,000
Total assets	39,571,783	38,599,387
Current liabilities	58,433	56,753
Deferred tax liabilities	6,226,804	5,638,911
Total liabilities	6,285,237	5,695,664
Net assets	\$ 33,286,546	\$ 32,903,723
Township of West Lincoln's interest – 24%	\$ 7,988,771	\$ 7,896,894
<b>Change in equity investment in subsidiary</b>		
Revenues	\$ 215,604	\$ 171,920
Expenses	(205,572)	(170,136)
Income from operating activities	10,032	1,784
Gain on investment – Niagara Peninsula Energy Inc.	1,421,855	828,921
Finance income – net	24,722	7,569
Income before income taxes	1,456,609	838,274
Income tax expense	(597,786)	(2,081)
Net income and comprehensive income	858,823	836,193
Dividends	(476,000)	(237,400)
Net increase in equity of subsidiary	\$ 382,823	\$ 598,793
Change in equity of subsidiary – 24%	\$ 91,877	\$ 143,710

The financial position information is as reported by PWPI at December 31, 2022 and the results of operations are as reported for the year ended December 31, 2022. The comparative financial position and results of operations figures are as reported by PWPI at December 31, 2021.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 4. Investment in subsidiary (continued)

The below summarizes the Municipality's related party transactions with NPEI. All transactions are in the normal course of operations and are recorded at the exchange value based on normal commercial rates.

	2022	2021
Electricity purchased	\$ 280,107	\$ 246,825
Contracted services	7,298	5,798
	<b>\$ 287,405</b>	<b>\$ 252,623</b>

### 5. Deferred revenue

	2022	2021
Development Charges Act	\$ 3,548,509	\$ 4,215,049
Recreational land (Planning Act)	487,285	352,758
Canada Community - Building Fund	1,031,111	1,375,635
Deferred property tax revenue	920,141	889,369
Other	279,654	120,893
	<b>\$ 6,266,700</b>	<b>\$ 6,953,704</b>

Deferred revenue is made up of the following:

	2022	2021
Balance, beginning of year	\$ 6,953,704	\$ 6,463,045
Contributions from		
Development Charges Act	399,333	522,440
Interest earned	148,997	51,707
Canada Community - Building Fund	459,870	901,956
Deferred property tax revenue	920,141	889,369
Other	715,994	-
	<b>2,644,335</b>	<b>2,365,472</b>
Utilized for		
Operations	(1,012,480)	(879,995)
Tangible capital asset acquisitions	(2,318,859)	(994,818)
	<b>(3,331,339)</b>	<b>(1,874,813)</b>
Balance, end of year	<b>\$ 6,266,700</b>	<b>\$ 6,953,704</b>

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 6. Credit facility

The Municipality has available an authorized revolving line of credit of \$2,000,000 bearing interest at prime less 0.75% to assist with general operating requirements. The line of credit is unsecured and due on demand. As at year end, the line of credit has not been drawn upon (2021 - \$nil).

### 7. Long term debt

	2022	2021
The municipality has assumed responsibility for the payment of principal and interest charges on certain long term debt issued by the Region of Niagara. At year end, outstanding principal is:	<b>\$ 17,349,206</b>	<b>\$ 18,071,487</b>

The balance of long term debt reported on the consolidated statement of financial position is made up of the following:

By-Law Number	Purpose	Interest Rate	Maturity Date	2022	2021
2017-83	Recreation Centre	3.53%	2048	<b>\$ 12,750,000</b>	\$ 13,250,000
2017-83	Bridge 12	3.16%	2028	<b>159,206</b>	188,153
2019-101	Recreation Centre	2.80%	2049	<b>3,600,000</b>	3,733,334
2021-109	Elcho and Concession 5 Roads	2.63%	2036	<b>840,000</b>	900,000
				<b>\$ 17,349,206</b>	<b>\$ 18,071,487</b>

Principal repayments in each of the next five years and thereafter are due as follows:

2023	\$ 722,280
2024	722,280
2025	722,280
2026	722,280
2027	722,280
Thereafter	13,737,806
	<b>\$ 17,349,206</b>

The Municipality paid \$595,939 (2021 - \$594,963) interest on long term debt during the year.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 8. Liability for contaminated site

In 2022, a Consulting Geotechnical and Environmental Engineering firm was hired by the Township to complete an Environmental Site Assessment at 5490 Vaughan Road, the former public works yard owned by the Township of West Lincoln.

The assessment indicated that soil and groundwater quality exceedances of current Ministry of the Environment, Conservation and Parks industrial/commercial land use standards due to the long term effects of salt storage. The estimated remediation cost to employ a stratified depth clean-up approach would be approximately \$945,900.

### 9. Employee benefit obligations

	2022	2021
Accrued vacation pay funded	\$ 441,670	\$ 386,921
Retirement benefits	601,300	575,000
	<b>1,042,970</b>	961,921
Less: Accrued vacation pay funded	<b>441,670</b>	386,921
Liabilities to be recovered in the future	<b>\$ 601,300</b>	<b>\$ 575,000</b>

#### Retirement benefits

	2022	2021
Accrued benefit obligation:		
Balance, beginning of year	\$ 571,400	\$ 574,100
Current benefit cost	50,300	40,700
Interest	17,400	16,400
Benefits paid	(42,900)	(59,800)
Actuarial gain	(87,400)	-
Balance, end of year	<b>508,800</b>	571,400
Unamortized actuarial gain	<b>92,500</b>	3,600
Accrued benefit liability, end of year	<b>\$ 601,300</b>	<b>\$ 575,000</b>

Included in expenses is \$1,500 (2021 - \$500) for amortization of the actuarial gain. The unamortized actuarial gain is amortized over the expected average remaining service life of 11 years.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 9. Employee benefit obligations (continued)

The Municipality provides employees with health and dental benefits between the time an employee retires under the OMERS retirement provisions to the age of sixty-five. The accrued benefit obligation was determined by actuarial valuation completed with an effective date of December 31, 2022, using a discount rate of 4.60% (2021 - 2.80%). Medical costs were assumed to increase in 2022 at 6.79%, decreasing by 0.110% per year until the rate of increase is 4.50%. Dental costs were assumed to increase 4.50% per year. In order to qualify for retirement benefits, CUPE employees must be employed by the Municipality for at least twenty-five years and be part of OMERS for at least twenty-five years, non-CUPE employees must be employed by the Municipality for at least fifteen years, and be part of OMERS for at least twenty years.

### 10. Accumulated surplus

	2022	2021
Operating surplus	\$ 571,590	\$ 651,372
Investment in subsidiary	7,988,771	7,896,894
Unfunded:		
Liability for contaminated sites	(945,900)	(302,667)
Employee benefit obligations	(601,300)	(575,000)
Investment in tangible capital assets (net of long term debt)	76,319,473	74,738,343
Reserves and reserve funds (Note 11)	16,416,058	15,722,253
	<b>\$ 99,748,692</b>	<b>\$ 98,131,195</b>

### 11. Reserves and reserve funds

	2022	2021
Working funds	\$ -	\$ 45,159
Contingencies	1,749,081	1,382,010
Technology	153,589	184,363
Hospital	1,453,997	1,326,367
Insurance	187,655	187,655
Election	27,373	117,231
Library	332,924	290,045
Capital	2,141,844	1,740,959
Wind turbine community fund	443,847	945,023
Fire trucks and equipment	1,661,582	1,536,991
Road equipment	997,610	1,194,254
Industrial park	455,759	455,759
Bridges	430,087	435,090
Facilities	412,822	372,616

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 11. Reserves and reserve funds (continued)

	2022	2021
Sidewalks	201,186	177,102
Streetlights	64,752	64,752
Sewers	2,151,522	1,710,734
Water	1,379,946	985,673
Winter control	638,000	633,000
Cemeteries	73,979	38,595
West Lincoln Community Centre	352,627	169,927
Settlement road agreement	438,338	957,204
Planning	543,941	402,627
Building revenues	123,597	369,117
	<b>\$ 16,416,058</b>	<b>\$ 15,722,253</b>

### 12. Taxation

	Budget 2022	Actual 2022	Actual 2021
Real property	\$ 27,539,882	\$ 27,792,438	\$ 26,566,145
From other governments			
Payments in lieu of taxes	1,111,784	1,119,838	1,117,611
	<b>28,651,666</b>	<b>28,912,276</b>	<b>27,683,756</b>
Less: taxation collected on behalf of others (Note 13)	19,210,926	19,382,917	18,502,744
Net taxes available for municipal purposes	<b>\$ 9,440,740</b>	<b>\$ 9,529,359</b>	<b>\$ 9,181,012</b>
Residential and farm	\$ 7,815,850	\$ 7,650,242	\$ 7,335,116
Commercial	1,155,630	1,481,918	1,460,200
Industrial	469,260	397,199	385,696
Net taxes available for municipal purposes	<b>\$ 9,440,740</b>	<b>\$ 9,529,359</b>	<b>\$ 9,181,012</b>

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

### 13. Collections for the Region of Niagara and school boards

Total taxation and development charges received or receivable on behalf of the Region of Niagara and the school boards were as follows:

	2022	2021
Region of Niagara	\$ 15,041,829	\$ 14,271,013
School boards	4,341,088	4,231,731
	<b>\$ 19,382,917</b>	<b>\$ 18,502,744</b>

The Municipality is required to levy and collect taxes on behalf of the Region of Niagara and the school boards. These taxes are recorded as revenue at the amounts levied. The taxes levied over (under) the amounts requisitioned are recorded as accounts payable (receivable).

The Municipality collects development charges on behalf of the Region of Niagara and the Niagara Catholic District School Board. Development charges collected in excess of those paid to the Region of Niagara and the Niagara Catholic District School Board are recorded as accounts payable.

### 14. User charges

	Budget 2022	Actual 2022	Actual 2021
<b>Operating</b>			
Direct water and sewer billings	\$ 4,355,860	\$ 4,190,139	\$ 4,035,479
Licences and permits	451,540	344,502	400,847
Development charges	228,000	53,699	126,656
Recreation	406,330	371,841	190,783
Rents and concessions	55,510	57,370	56,265
Other	419,900	383,289	381,636
	<b>5,917,140</b>	<b>5,400,840</b>	<b>5,191,666</b>
<b>Capital</b>			
Development charges	283,950	997,893	335,995
	<b>\$ 6,201,090</b>	<b>\$ 6,398,733</b>	<b>\$ 5,527,661</b>

**The Corporation of the Township of West Lincoln**  
**Notes to the Consolidated Financial Statements**  
For the Year Ended December 31, 2022

**15. Government transfers**

	Budget 2022	Actual 2022	Actual 2021
<b>Operating</b>			
Province of Ontario	\$ 1,210,690	\$ 1,113,844	\$ 1,390,552
Government of Canada	-	36,802	43,582
Municipal	70,020	11,949	70,631
	<u>1,280,710</u>	<u>1,162,595</u>	<u>1,504,765</u>
<b>Capital</b>			
Province of Ontario	619,500	463,071	310,299
Government of Canada	1,244,000	1,013,800	283,972
Municipal	500,000	19,980	-
	<u>2,363,500</u>	<u>1,496,851</u>	<u>594,271</u>
	<u>\$ 3,644,210</u>	<u>\$ 2,659,446</u>	<u>\$ 2,099,036</u>

**16. Other revenue**

	Budget 2022	Actual 2022	Actual 2021
<b>Operating</b>			
Penalties and interest on taxes	\$ 300,000	\$ 370,491	\$ 326,781
Other fines	23,540	37,294	29,981
Interest and dividend income	180,000	600,874	338,889
Interest income - reserves and reserve funds	-	15,995	7,911
Other	23,820	278,181	175,570
Community Fund	420,000	451,500	451,500
	<u>947,360</u>	<u>1,754,335</u>	<u>1,330,632</u>
<b>Capital</b>			
Developer contribution	-	10,378	-
Other	3,000	3,000	61,494
	<u>3,000</u>	<u>13,378</u>	<u>61,494</u>
	<u>\$ 950,360</u>	<u>\$ 1,767,713</u>	<u>\$ 1,392,126</u>

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 17. Pension agreements

The Municipality makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the members of its staff. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Municipality does not recognize any share of the pension plan deficit of \$6.68 billion (2021 - \$3.13 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2022 calendar year at rates ranging from 9.0% to 15.8% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the consolidated statement of operations. Employer contributions to OMERS for 2022 current and past service was \$426,751 (2021 - \$401,437) and were matched by employee contributions in a similar amount.

### 18. Corporation of the Township of West Lincoln - Trust Funds

Trust funds administered by the Municipality amounting to \$271,963 (2021 - \$261,013) have not been included in the consolidated statement of financial position nor have these operations been included in the consolidated statement of operations.

### 19. Contingencies

The Municipality is involved from time to time in litigation, which arises in the normal course of business. In respect to any outstanding claims, the Municipality believes that insurance coverage is adequate, and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the financial statements.

### 20. Commitments

#### West Lincoln Memorial Hospital

The Township is committed to funding a portion of the local share amount of \$50 million towards the reconstruction of the West Lincoln Memorial Hospital located in Grimsby. The Township approved a plan to contribute \$4,524,850 towards this project. It is anticipated that the Township contribution of \$4,524,850 will be due and payable sometime in 2025. The Township introduced a new hospital levy in 2021 in order to provide funding towards this commitment. The approved plan includes the issuance of a debenture in 2025 in order to provide the required payment that will be due and payable. The funds from the annual hospital levy will be used to fund the principal and interest payments on the debenture.

### 21. Measurement uncertainty

Property tax billings are prepared by the Municipality based on an assessment roll prepared by the Municipal Property Assessment Corporation ("MPAC"), an agency of the Ontario government. All assessed property values in the Municipality were reviewed and new values established based on a common valuation date that was used by the Municipality in computing the property tax bills. However, the property tax revenue and tax receivables of the Municipality are subject to measurement uncertainty as a number of appeals submitted by taxpayers have yet to be heard. Any adjustments made necessary by the determination of such changes will be recognized in the fiscal year they are determined and the effect shared with the Region of Niagara and school boards, as appropriate.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 22. Budget

The budget by-law adopted by Council on February 28, 2022 was not prepared on a basis consistent with that used to report actual results in accordance with Canadian public sector accounting standards. The budget was prepared on a modified accrual basis while Canadian public sector accounting standards require a full accrual basis. As a result, budget figures presented in the consolidated statements of operations and accumulated surplus and changes in net financial assets represent the Council approved budget and subsequent budget amendments, with the following adjustments.

	<b>2022</b>
Approved budgeted annual surplus	\$ -
Add:	
Acquisition of tangible capital assets	5,421,450
YMCA obligation	52,500
Debenture principal repayment	722,450
Transfer to reserve and reserve funds	2,796,880
Less:	
Transfer from reserve and reserve funds	(4,116,295)
Debenture proceeds	(650,000)
Amortization of tangible capital assets	(3,468,073)
Budgeted surplus reported on the consolidated statement of operations	<u>\$ 758,912</u>

### 23. Segmented information

The Municipality provides a wide range of services to its citizens. Municipal services are provided by departments and their activities are reported in the consolidated statement of operations. Certain departments that have been separately disclosed in the Consolidated Schedule of Segment Disclosure, along with the services they provide, are as follows:

#### General government

General government is comprised of Municipal Council, administrative and clerks departments.

#### Protection to persons and property

Protection to persons and property is comprised of the fire and emergency management, building, by-law enforcement and animal control departments.

#### Transportation services

The transportation services department is responsible for the delivery of public works services related to maintenance of roadway systems, maintenance of parks and open spaces, winter control, street lighting, air transportation and maintenance of Municipal buildings.

# The Corporation of the Township of West Lincoln

## Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

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### 23. Segmented information (continued)

#### Environmental services

The environmental services department consists of water, wastewater and solid waste disposal utilities. The department provides drinking water, collecting and treating wastewater, and providing collection disposal and waste minimization programs and facilities.

#### Health services

Health services department is responsible for cemetery operations.

#### Recreation and culture services

Recreation and culture services department is responsible for the delivery and upkeep of all recreation programs and facilities including arena, recreation complex, parks and library.

#### Planning and development

Planning and development is responsible for providing planning and zoning advice to the residents of the Municipality and construction and maintenance of Municipal drains.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Taxation revenue is allocated to segments based on budgeted amounts with any supplementary tax revenue being allocated to the general government segment.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. The consolidated schedule of segment disclosure and the consolidated schedules of segment disclosure with budget information follow the notes.

### 24. Financial instruments and risks

Unless otherwise noted, it is management's opinion that the Municipality is not exposed to significant risks. There have been no changes in the Municipality's risk exposures from the prior year.

#### Liquidity risk

Liquidity risk is the risk that the Municipality will not be able to meet its obligations as they become due. The Municipality manages this risk by establishing budgets and funding plans to fund its expenses and debt payments.

#### Credit risk

The Municipality is exposed to credit risk through its cash and cash equivalents, accounts and other receivables and long-term receivables. There is a possibility of non-collection of its accounts and other receivables. The majority of the Municipality's receivables are from rate payers and government entities. The Municipality mitigates its exposure to credit loss by placing its cash and cash equivalents with major financial institutions.

### 25. Comparative figures

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year and have no impact on annual surplus.

## The Corporation of the Township of West Lincoln

### Consolidated Schedule of Tangible Capital Assets

For the Year Ended December 31, 2022

	<b>2022</b>							
	Land	Land Improvements	Facilities	Rolling Stock	Equipment	Infrastructure	Construction in Progress	Total
<b>Cost</b>								
Beginning of year	\$ 4,112,267	\$ 5,430,461	\$ 25,699,766	\$ 6,696,695	\$ 4,485,086	\$ 88,887,323	\$ 199,985	<b>\$ 135,511,583</b>
Add: additions	-	253,944	240,875	626,074	213,953	1,038,098	1,972,025	<b>4,344,969</b>
Less: disposals	-	(46,838)	(48,985)	(378,101)	(144,982)	(274,303)	(493)	<b>(893,702)</b>
End of year	4,112,267	5,637,567	25,891,656	6,944,668	4,554,057	89,651,118	2,171,517	<b>138,962,850</b>
<b>Accumulated amortization</b>								
Beginning of year	-	1,991,284	3,337,314	2,981,429	1,456,275	32,935,450	-	<b>42,701,752</b>
Add: amortization	-	164,358	590,143	404,261	365,040	1,944,271	-	<b>3,468,073</b>
Less: amortization on disposals	-	(46,838)	(37,724)	(378,102)	(144,982)	(268,006)	-	<b>(875,652)</b>
End of year	-	2,108,804	3,889,733	3,007,588	1,676,333	34,611,715	-	<b>45,294,173</b>
<b>Net book value</b>	<b>\$ 4,112,267</b>	<b>\$ 3,528,763</b>	<b>\$ 22,001,923</b>	<b>\$ 3,937,080</b>	<b>\$ 2,877,724</b>	<b>\$ 55,039,403</b>	<b>\$ 2,171,517</b>	<b>\$ 93,668,677</b>

## The Corporation of the Township of West Lincoln

### Consolidated Schedule of Tangible Capital Assets

For the Year Ended December 31, 2022

	<b>2021</b>							
	Land	Land Improvements	Facilities	Rolling Stock	Equipment	Infrastructure	Construction in Progress	Total
<b>Cost</b>								
Beginning of year	\$ 4,112,267	\$ 5,440,009	\$ 25,199,456	\$ 6,497,302	\$ 4,273,369	\$ 87,212,075	\$ 203,813	<b>\$ 132,938,291</b>
Add: additions	-	81,388	510,063	781,128	386,454	2,130,539	700,232	<b>4,589,804</b>
Less: disposals	-	(90,936)	(9,753)	(581,735)	(174,737)	(455,291)	(704,060)	<b>(2,016,512)</b>
End of year	4,112,267	5,430,461	25,699,766	6,696,695	4,485,086	88,887,323	199,985	<b>135,511,583</b>
<b>Accumulated amortization</b>								
Beginning of year	-	1,898,818	2,761,204	3,164,013	1,288,335	31,316,124	-	<b>40,428,494</b>
Add: amortization	-	166,052	583,099	378,916	335,996	1,985,611	-	<b>3,449,674</b>
Less: amortization on disposals	-	(73,586)	(6,989)	(561,500)	(168,056)	(366,285)	-	<b>(1,176,416)</b>
End of year	-	1,991,284	3,337,314	2,981,429	1,456,275	32,935,450	-	<b>42,701,752</b>
<b>Net book value</b>	<b>\$ 4,112,267</b>	<b>\$ 3,439,177</b>	<b>\$ 22,362,452</b>	<b>\$ 3,715,266</b>	<b>\$ 3,028,811</b>	<b>\$ 55,951,873</b>	<b>\$ 199,985</b>	<b>\$ 92,809,831</b>

## The Corporation of the Township of West Lincoln

### Consolidated Schedule of Segment Disclosure

For the Year Ended December 31, 2022

	<b>2022</b>							
	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning and Development	Consolidated
<b>Revenues</b>								
Taxation	\$ 2,833,731	\$ 1,194,602	\$ 2,769,856	\$ 85,149	\$ 119,246	\$ 1,881,265	\$ 645,510	\$ <b>9,529,359</b>
User charges	119,508	936,011	187,647	4,191,929	45,522	626,814	291,302	<b>6,398,733</b>
Government transfers	1,055,481	500,618	907,872	1,949	-	178,668	14,858	<b>2,659,446</b>
Other	1,475,413	51,399	10,378	19,827	5,360	205,336	-	<b>1,767,713</b>
(Loss) gain on disposal of tangible capital assets	(11,261)	-	11,900	-	-	-	-	<b>639</b>
Change in equity of subsidiary	91,877	-	-	-	-	-	-	<b>91,877</b>
	<b>5,564,749</b>	<b>2,682,630</b>	<b>3,887,653</b>	<b>4,298,854</b>	<b>170,128</b>	<b>2,892,083</b>	<b>951,670</b>	<b>20,447,767</b>
<b>Expenses</b>								
Salaries and benefits	1,939,659	927,170	1,698,039	439,876	13,834	1,614,572	471,410	<b>7,104,560</b>
Interest on long term debt	-	-	28,609	-	-	560,150	-	<b>588,759</b>
Operating materials and supplies	319,426	201,680	1,023,388	948,529	2,679	566,041	18,922	<b>3,080,665</b>
Contracted services	1,182,973	243,711	1,152,319	1,387,819	92,041	278,168	119,919	<b>4,456,950</b>
Rent and financial expenses	12,500	2,900	1,935	-	-	14,872	-	<b>32,207</b>
External transfers to others	19,500	518	-	-	10,300	5,200	-	<b>35,518</b>
Tax write-offs	61,505	-	2,033	-	-	-	-	<b>63,538</b>
Interfunctional adjustments	(537,700)	180,900	(363,390)	625,720	-	84,270	10,200	<b>-</b>
Amortization of tangible capital assets	264,782	268,426	1,493,088	784,388	1,045	655,952	392	<b>3,468,073</b>
	<b>3,262,645</b>	<b>1,825,305</b>	<b>5,036,021</b>	<b>4,186,332</b>	<b>119,899</b>	<b>3,779,225</b>	<b>620,843</b>	<b>18,830,270</b>
<b>Annual surplus (deficit)</b>	<b>\$ 2,302,104</b>	<b>\$ 857,325</b>	<b>\$ (1,148,368)</b>	<b>\$ 112,522</b>	<b>\$ 50,229</b>	<b>\$ (887,142)</b>	<b>\$ 330,827</b>	<b>\$ 1,617,497</b>

## The Corporation of the Township of West Lincoln

### Consolidated Schedule of Segment Disclosure

For the Year Ended December 31, 2022

								2021
	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning and Development	Consolidated
<b>Revenues</b>								
Taxation	\$ 1,679,798	\$ 1,366,472	\$ 2,737,452	\$ 90,586	\$ 105,464	\$ 2,454,119	\$ 747,121	\$ 9,181,012
User charges	181,812	439,940	175,256	4,038,049	21,124	362,614	308,866	5,527,661
Government transfers	1,128,462	19,593	626,485	41,568	-	247,511	35,417	2,099,036
Other	1,146,936	20,946	960	18,935	1,789	189,418	13,142	1,392,126
Contributed tangible capital assets	-	-	-	-	1,981	15,000	-	16,981
(Loss) gain on disposal of tangible capital assets	(2,765)	12,116	48,663	(89,008)	-	(7,190)	-	(38,184)
Change in equity of subsidiary	143,710	-	-	-	-	-	-	143,710
	4,277,953	1,859,067	3,588,816	4,100,130	130,358	3,261,472	1,104,546	18,322,342
<b>Expenses</b>								
Salaries and benefits	1,743,638	872,746	1,624,200	422,495	20,641	1,429,253	449,822	6,562,795
Interest on long term debt	-	-	6,871	-	-	581,534	-	588,405
Operating materials and supplies	245,964	167,757	833,888	907,400	1,546	484,784	23,036	2,664,375
Contracted services	380,646	340,598	823,729	1,570,359	80,388	175,868	174,929	3,546,517
Rent and financial expenses	11,559	460	1,877	-	-	13,984	-	27,880
External transfers to others	19,300	560	-	-	10,300	4,750	-	34,910
Tax write-offs	115,762	-	1,486	-	-	-	-	117,248
Interfunctional adjustments	(527,200)	177,400	(338,620)	595,660	-	82,760	10,000	-
Amortization of tangible capital assets	238,059	266,639	1,480,446	811,777	1,044	651,317	392	3,449,674
	2,227,728	1,826,160	4,433,877	4,307,691	113,919	3,424,250	658,179	16,991,804
<b>Annual surplus (deficit)</b>	\$ 2,050,225	\$ 32,907	\$ (845,061)	\$ (207,561)	\$ 16,439	\$ (162,778)	\$ 446,367	\$ 1,330,538



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## INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of the Corporation of the Township of West Lincoln

We have audited the financial statements of the Corporation of the Township of West Lincoln - Trust Funds ("the Trust Funds"), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations and accumulated surplus for the year then ended
- and 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 Trust Funds as at December 31, 2022, and its results of operations and accumulated surplus, 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 responsibilities 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 Trust Funds 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.



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### ***Other Matter – Comparative Information***

The financial statements for the year ended December 31, 2021, were audited by another auditor who expressed an unmodified opinion on those financial statements on July 18, 2022.

### ***Responsibilities 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 Trust Funds' 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 Trust Funds or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Trust Funds' 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.



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We also:

- Identify and assess the risks 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, intentional 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 purpose of expressing an opinion on the effectiveness of the Trust Funds' 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 events or conditions that may cast significant doubt on the Trust Funds' 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 Trust Funds 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.



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- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Trust Funds 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.

**DRAFT**

Chartered Professional Accountants, Licensed Public Accountants,

Hamilton, Canada  
June 27, 2023

# The Corporation of the Township of West Lincoln

## Trust Funds

### Statement of Financial Position

As at December 31, 2022

	Bismark United Church Cemetery	Bethel Cemetery	Cemetery Perpetual Care	Marker Perpetual Care	St Ann's Cemetery	Waite Cemetery	Union Cemetery	Union Cemetery Monument	Union Cemetery Care & Maintenance	Caistor Baptist Cemetery	2022 Total	2021 Total
<b>Financial assets</b>												
Due from Corporation of the Township of West Lincoln	\$ 48,339	\$ 16,898	\$ 100,685	\$ 23,464	\$ 5,993	\$ 6,848	\$ 35,444	\$ 7,474	\$ 18,128	\$ 8,690	\$ 271,963	\$ 261,013
<b>Net financial assets and accumulated surplus</b>	\$ 48,339	\$ 16,898	\$ 100,685	\$ 23,464	\$ 5,993	\$ 6,848	\$ 35,444	\$ 7,474	\$ 18,128	\$ 8,690	\$ 271,963	\$ 261,013

### Statement of Operations and Accumulated Surplus

For the Year Ended December 31, 2022

<b>Revenue</b>												
Perpetual care agreements	\$ -	\$ -	\$ 8,550	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,950	\$ 11,000
Interest earned	340	972	175	365	150	713	138	121	448	1,939	5,361	1,788
	340	972	8,725	2,765	150	713	138	121	448	1,939	16,311	12,788
<b>Expenses</b>												
Interest earned distributed to cemetery reserve	340	972	175	365	150	713	138	121	448	1,939	5,361	1,788
<b>Annual surplus</b>	-	-	8,550	2,400	-	-	-	-	-	-	10,950	11,000
<b>Accumulated Surplus</b>												
Beginning of year	48,339	16,898	92,135	21,064	5,993	6,848	35,444	7,474	18,128	8,690	261,013	250,013
End of year	\$ 48,339	\$ 16,898	\$ 100,685	\$ 23,464	\$ 5,993	\$ 6,848	\$ 35,444	\$ 7,474	\$ 18,128	\$ 8,690	\$ 271,963	\$ 261,013

See accompanying notes to the financial statements

# The Corporation of the Township of West Lincoln

## Trust Funds

### Notes to the Financial Statements

For the Year Ended December 31, 2022

---

#### 1. Significant accounting policies

The financial statements of the Trust Funds of the Corporation of the Town of West Lincoln are the responsibility of and prepared by management in accordance with Canadian public sector accounting standards. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgements and actual results could differ from those judgements. Significant accounting policies adopted by the Trust Funds are as follows:

##### (a) Basis of accounting

Sources of revenue 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 the receipt of goods and services and the creation of a legal obligation to pay.

#### 2. Due from Corporation of the Township of West Lincoln

The amounts due from the Corporation of the Township of West Lincoln are unsecured, interest bearing, with no specific terms of repayment.

#### 3. Statement of cash flows

A statement of cash flows has not been provided as the related information is readily determinable from the financial statements as presented.



# The Corporation of the Township of West Lincoln

**Audit Findings Report  
for the year ended December 31, 2022**

*KPMG LLP*

Prepared June 19, 2023  
for presentation on June 26, 2023

[kpmg.ca/audit](https://kpmg.ca/audit)



# KPMG contacts

## Key contacts in connection with this engagement



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## 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.

4	<b>Audit highlights</b>	5	<b>Status of the audit</b>	6	<b>Audit risks and results</b>
11	<b>Significant unusual transactions</b>	12	<b>Uncorrected and corrected audit misstatements</b>	13	<b>Control deficiencies</b>
15	<b>Additional matters</b>	16	<b>Audit quality</b>	17	<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 as at and for the period ended December 31, 2022. This report builds on the Audit Plan we presented to Council. 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

## Status of the audit

We have completed the audit of the consolidated financial statements ("financial statements"), with the exception of certain remaining outstanding procedures, which are highlighted on slide 5 of this report.



## Corrected audit misstatements

No matters to report. In addition, there are no uncorrected audit misstatements.



## Accounting policies and practices

No matters to report.



## Significant changes to our audit plan

There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.



## Control deficiencies

No matters to report. See slide 14 for certain required communications regarding control deficiencies.

We received the full cooperation from the management team and the audit package provided was complete.



## Other financial reporting matters

Findings related to other financial reporting matters are discussed on slide 15.



## Audit risks and results – going concern assessment

No matters to report.



## Audit risks and results – significant risks

Significant findings related to significant risks and areas of focus are discussed on slide 6 to 13.





# Status of the audit

As of the date of this presentation we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing our discussions with you and obtaining evidence of Council's approval of the financial statements
- Obtaining the signed management representation letter from management following those discussions
- Receipt of one legal letter and updated response from internal legal counsel. The expected return date is on or before June 26<sup>th</sup>.

We will update Council 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 in Appendix: Draft Auditor's Report, 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 your team and provide visual insights into the status of the audit!

On your audit we used KCfc to coordinate requests during the audit.

[Learn more](#)



# Significant risks and results

We highlight our significant findings in respect of **significant risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant risks identified.



## Presumption of risk of fraud involving improper revenue recognition

Significant risk	Estimate?
Under Canadian Auditing Standards (CAS) there are presumed fraud risks for revenue recognition. This is a presumed risk of material misstatement due to fraud.	No
We have not identified any risk of material misstatement resulting from fraudulent revenue recognition.	

### Our response

- Fraud risk arising from improper revenue recognition is a presumed risk that must be considered in the planning and risk assessment phase of all audits performed under our professional standards in Canada. Due to the nature of the Township and the fact that a significant portion of its revenue relates to the annual tax levy, we have not identified any specific risks beyond those which are presumed.
- As disclosed in our audit plan, we have rebutted this presumption as we have not identified any specific risk factors and note that the majority of the Township's revenues are supported by third party or independent supporting evidence and do not involve significant complexity.
- Regardless of our rebuttal of the presumption of significant fraud risk, we have performed audit procedures over primary revenue streams, vouching to third party documentation for sources originating from developers or other third parties, and vouching material third party grant revenues to the underlying agreements or supporting evidence of the arrangement.
- Based on the results of procedures performed, we have no significant issues or reportable findings to bring to your attention.



# Significant risks and results

We highlight our significant findings in respect of **significant risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant risks identified.



## Fraud risk arising from management override of control

Significant risk	Estimate?
Consistent with the audit plan presented to you, and all audits performed under Canadian Auditing Standards, the risk of fraud arising from management's ability to override controls is a presumption which cannot be rebutted. This risk is present by default in all audits due to management's access to the financial reporting process and ability to override controls that other financial reporting staff may not be able to due to this high level of access and their role in the control process.	No
Our response	
<ul style="list-style-type: none"> <li>As disclosed in our audit plan, this is a second presumed fraud risk present in all audits performed under Canadian Auditing Standards. This risk is non-rebuttable and must be addressed in each audit we perform.</li> <li>To address this risk and satisfy our professional requirements and standards, we have incorporated the following into our audit:             <ul style="list-style-type: none"> <li>Retrospective review of material estimates which involve management's judgement or estimation</li> <li>Testing of the entire population of journal entries, and specific item testing over those which are deemed to fit certain higher-risk criteria based on the Township's profile</li> </ul> </li> <li>Based on the results of our audit, we have no instances of management override of controls to bring to your attention.</li> </ul>	



# Other findings and results

We highlight other findings, including such findings in other areas of focus as identified in the Audit Plan as follows:



## Tangible capital assets

### Other areas of focus

Risk of material misstatement related to the completeness, existence and accuracy of tangible capital assets and related amortization expense. Potential risk with respect to valuation of certain assets should indicators of impairment be present.

### Estimate?

Yes – Amortization expense

### Our response

- Consistent with our audit plan, and as expected for any municipality or equivalent government entity, tangible capital assets are a material balance within the statement of financial position and requires audit focus.
- Our audit approach involved the following substantive procedures:
  - Recalculation and trend analysis of annual amortization expenses.
  - Roll forward of the tangible capital asset continuity schedule, including tie-out to the general ledger and financial statements
  - Substantive sampling of material additions to tangible capital assets, vouching to third party supporting documentation
  - Substantive sampling of changes to work-in-progress assets, vouching to evidence of costs incurred to date
  - Assessment of management's evaluation of indicators of impairment
- We noted no misstatements based on our work performed.



# Other findings and results



## Post-employment benefit liabilities

### Other areas of focus

Post employment liabilities involves the use of an actuary, assumptions and calculations which is an area that we perform procedures on.

### Our response

- A new and full actuarial valuation was performed effective December 31, 2022 over the Township's post-employment benefit liabilities. Due to the specialized and complex nature of the liability, which is an estimate of the present value of future benefit obligations for current and former employees, management engages a third party actuary to assist with the computation of this estimate for accounting purposes.
- Professional guidelines suggest that the valuation be formally re-performed every three years. This involves management sending an updated set of census data to the actuary and providing other documentation to assist with their exercise. The third party actuary then applies their own assumptions and modeling techniques to provide management with a valuation report which is used to estimate the liability shown on the financial statements.
- During the audit, we worked with the Payroll Team to vouch the relevant attributes of a sample of employees within the census data file to ensure the actuary was provided with an appropriate data set.
- We also evaluate the competence of the actuary to ensure they have adequate professional qualifications to support management's use of their work for accounting purposes.
- We noted no misstatements based on our work performed.





# Other findings and results



## Investment in Peninsula West Power Inc. (PWPI) and Portfolio Investments

### Other areas of focus

Investment in PWPI is significant given the size of and nature of the investment held. There is a risk of material misstatements related to the classification, completeness and accuracy of portfolio investments.

### Our response

- We obtained the Investment in Subsidiary worksheet and reconciled the amounts recorded to the PWPI audited financial statements for the year ended December 31, 2022.
- For portfolio investments, we obtained third party external confirmation over recorded investments from the applicable financial institutions.
- Additionally for portfolio investments, we performed substantive analytical procedures over investment income.
- We noted no misstatements based on our work performed.





# Other findings and results



## Operating Expenditures, including Payroll

### Other areas of focus

Risk of material misstatement related to the completeness, existence and accuracy of expenditures.

### Our response

- We performed substantive sampling of operating expenditures, vouching to third party supporting documentation.
- A search for unrecorded liabilities was performed to ensure all 2022 expenses and accruals have been properly recorded.
- Additionally, we performed substantive procedures over payroll expenses and payroll accruals.
- We noted no misstatements based on our work performed.





# Other findings and results



## Contaminated site and asset retirement obligations

### Other areas of focus

Risk of material misstatement related to the completeness and accuracy of the liability and related expenses. Based on its nature as an estimate, this is an area of focus that is relevant to the Township's financial reporting on an annual basis.

As at December 31, 2022, the amount of Liability for Contaminated Site is \$945,900 (2021 – \$302,667).

### Our response

- As fiscal 2022 was the last year that Public Sector Accounting Standards allow the existing standard for asset retirement obligations, we have carried out our audit plan in a manner consistent with prior period by substantively evaluating the estimates for contaminated sites which have been identified and recorded by management.
- We noted no issues with the approach that has been applied.
- A new standard, PSAS 3280, will take effect for the Township's fiscal year-ended December 31, 2023. This standard did not impact the current period, but is a very significant change which required and continues to require management and Township staff's attention in preparation for implementation in fiscal 2023.
- We have continued to discuss the new standard with management. The effort required to compile the data which will be used to estimate asset retirement obligations under the new standard in fiscal 2023 maybe significant.





# Other findings and results



## Government grants and development charges, including related deferrals

### Other areas of focus

Risk of material misstatement related to the completeness, existence and accuracy of grant and development charge revenue.

### Our response

- We performed substantive testing over the recognition of all significant government transfers and other similar inflows received from third parties.
- We obtained the grant revenue listing and the deferred revenue continuity schedule and selected samples for testing to determine if the selected amounts had been recognized in the current year in accordance with the appropriate legislation or agreements that the revenues pertain to.
- Additionally, we also performed procedures over grant related expenses to validate whether expenses applicable to the selected grants were incurred in the period and that funding related to grants was received in the period.
- We noted no misstatements based on our work performed.





# 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 significant deficiency in internal control over financial reporting is a deficiency, or combination of deficiencies, in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.



# Other financial reporting matters

We also highlight the following:



## Financial statement presentation - form, arrangement, and content



With respect to the audit of the Library Board, we used materiality of \$19,000 to complete the audit for the year ended December 31, 2022. There were no matters to report related to the audit of this component.

With respect to the audit of the Trust Funds, we used materiality of \$352 to complete the audit for the year ended December 31, 2022. There were no matters to report related to the audit of this component.



## Concerns regarding application of new accounting pronouncements



As mentioned on slide 10, the upcoming change to PSAS 3280 – Asset Retirement Obligations, is effective for the Township's fiscal year-ending December 31, 2023.



## Significant qualitative aspects of financial statement presentation and disclosure



No matters to report.



# Audit quality: How do we deliver audit quality?

**Quality** essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contributes to its delivery.

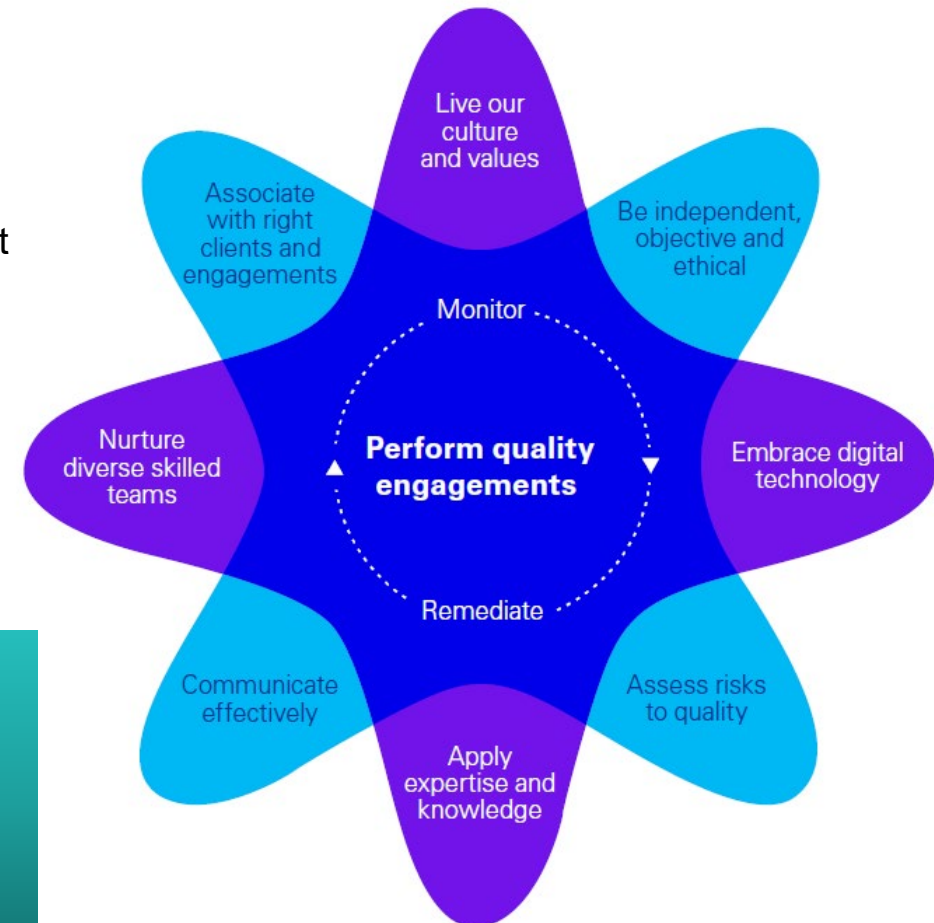
**Perform quality engagement** sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

 [KPMG 2022 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 controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



# Appendices

A

Draft auditor's  
report

B

Other required  
communications

C

Management  
representation letter(s)

D

Insights to enhance  
your business

E

Audit and  
assurance insights

F

Technology

G

Environmental,  
social and  
governance (ESG)



# Appendix A: Draft auditor's report



# Appendix B: Other required communications



## Engagement terms

A copy of the engagement letter and any subsequent amendments has been provided to the Administration/Finance/Fire Committee.



## CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2021 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- The 2022 Annual Inspection Results will be available following Q1 of 2023



# Appendix C: Management representation letter

A customary management representation letter will be provided to management for signing which outlines management's responsibility as it pertains to the financial statements and annual audit. A copy will be made available upon request



# Appendix D: Insights to enhance your business

[Learn more](#)

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.

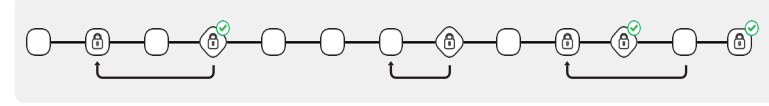
Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

We look forward to discussing how we can use this approach for your audit going forward.

## How it works

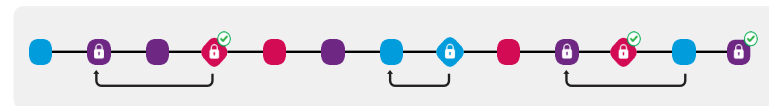
### Standard Audit

Typical process and how it's audited



### Lean in Audit™

Applying a Lean lens to perform walkthroughs and improve Audit quality and minimize risks and redundant steps



### How Lean in Audit helps businesses improve 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 E: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

## KPMG Audit & Assurance Insights

Curated research and insights for audit 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.

## Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

## Accelerate 2023

The key issues driving the audit 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 centre 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 F: Technology – Continuous improvement powered by transformation

## 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.





# Appendix F: Technology - KPMG Clara - Bringing the audit to one place



## Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



## Secure

A secure client portal provides centralized, efficient coordination with your audit team.



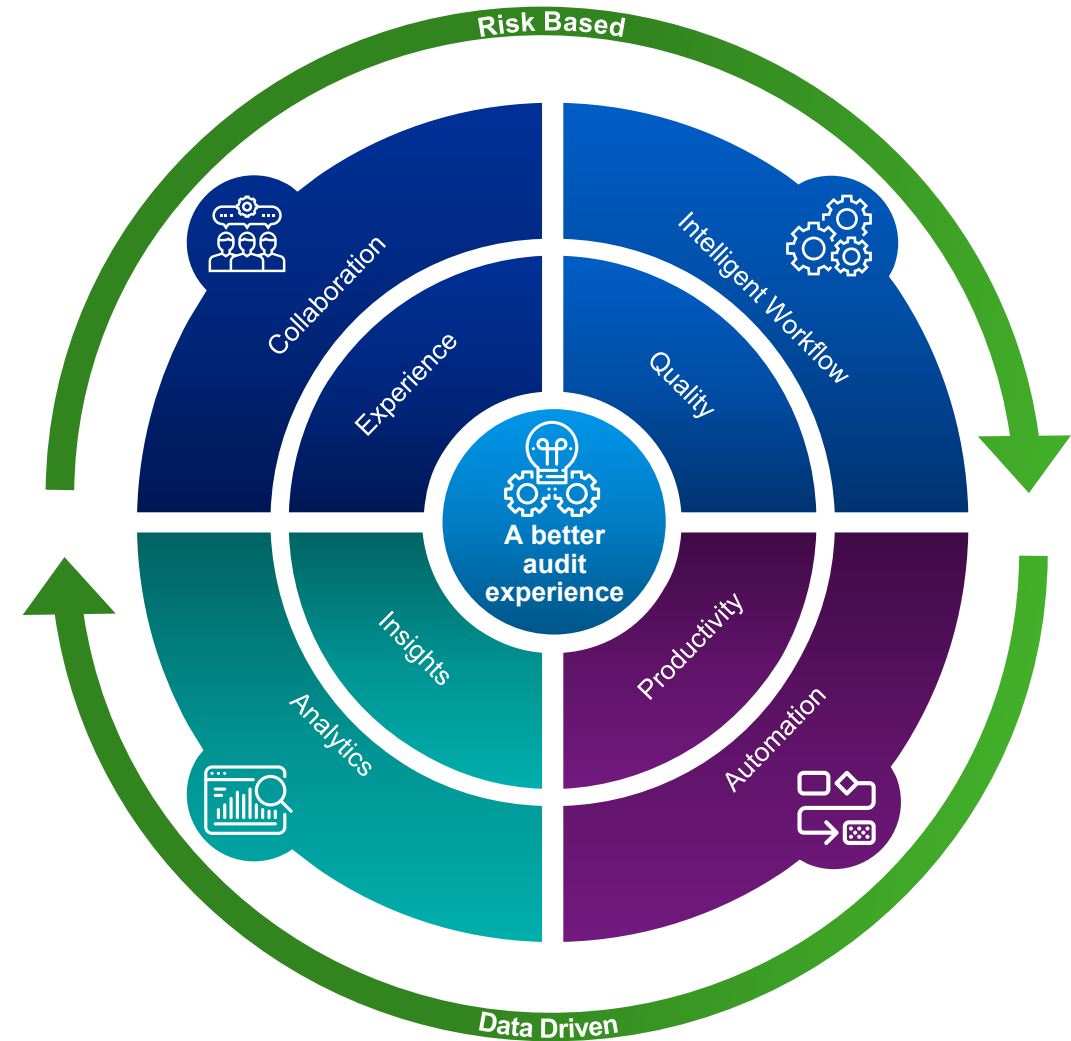
## Intelligent workflow

An intelligent workflow guides audit teams through the audit.



## Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





# Appendix G: Environmental, Social and Governance (ESG)

## The Importance of Sustainability Reporting



### Sustainability Reporting – Who is impacted?

- **Lenders and underwriters** – increased focus on ESG considerations when making access to capital decisions
- **Investors** – ESG integration has become an investment norm
- **Employees** – ESG has become a key factor in attracting and retaining top talent
- **Consumers** – stakeholders increasingly scrutinize companies' ESG performance and transparency affecting brand acceptance and consumer demand



### Importance to the Audit Committee

- **Regulatory developments** – ESG-related compliance costs and disclosure requirements continue to evolve as rules are finalized
- **Material ESG issues** – Audit Committees should understand stakeholder priorities and the company's material ESG risks and opportunities
- **Value creation** – developing a clear ESG strategy, along with a standardized reporting process can set a company apart from its competitors



### Governance on ESG Data and Sustainability Reporting

- **Data collecting and reporting** – understand the ESG frameworks and reporting standards most commonly adopted in the industry and jurisdiction (benchmark to others in the industry)
- **ESG assurance** – Audit Committees are best positioned to understand which ESG metrics merit assurance. An assurance readiness assessment on Carbon is a common and often recommended first place to start



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KPMG member firms around the world have 227,000 professionals, in 145 countries.

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-39**

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL  
OF THE CORPORATION OF THE TOWNSHIP OF WEST  
LINCOLN AT ITS REGULAR MEETING HELD ON THE 23<sup>rd</sup> DAY  
OF MAY, 2023.**

**WHEREAS** the Municipal Act 2001, S.O. 2001, Chapter 25, as amended, Section 5(1), provides that the powers of a municipal corporation shall be exercised by its Council;

**AND WHEREAS** the Municipal Act 2001, S.O. 2001, Chapter 25, as amended, Section 5(3) provides that except where otherwise provided, the powers of any Council shall be exercised by by-law;

**AND WHEREAS** in many cases, action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF  
WEST LINCOLN ENACTS AS FOLLOWS:**

1. That the minutes of the tenth meeting, regular, held on the 23<sup>rd</sup> day of May, 2023 of the Municipal Council of the Corporation of the Township of West Lincoln, be and the same are hereby adopted.
2. That, where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned minutes or with respect to the exercise of any powers by the Council in the above mentioned minutes, then this By-law shall be deemed for all purposes to be the By-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. That, the Mayor and the proper officers of the Corporation of the Township of West Lincoln are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor, Clerk, and/or the Administrator are hereby directed to execute all documents necessary on behalf of the Corporation of the Township of West Lincoln and to affix thereto the corporate seal of the Corporation of the Township of West Lincoln.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
23<sup>rd</sup> DAY OF MAY, 2023.**

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**MAYOR CHERYL GANANN**

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**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW 2023-40**

**BEING A BY-LAW TO APPOINT A CLERK FOR  
THE TOWNSHIP OF WEST LINCOLN.**

**WHEREAS** the Municipal Act, S.O. 2001, c.25, provides that a municipality shall appoint a Clerk to perform specific duties;

**AND WHEREAS** Council deems it necessary to appoint a Clerk for the Corporation of the Township of West Lincoln.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF  
WEST LINCOLN ENACTS AS FOLLOWS:**

1. That Jessica Dyson be and is hereby appointed as Clerk for the Corporation of the Township of West Lincoln.
2. That, the duties and responsibilities of the Clerk shall be in accordance statutory requirements and job description for the position.
3. That, the Clerk shall be paid for her services in accordance with the employment contract between the parties.
4. That, this Appointment By-law shall come into force and effect on the date of its passing.
5. That, By-law 2018-64 be and is hereby repealed.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>TH</sup>, DAY OF JUNE, 2023.**

---

**MAYOR CHERYL GANANN**

---

**JOANNE SCIME, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**  
**BY-LAW NO. 2023-41**

**A BY-LAW TO AUTHORIZE THE MAYOR AND  
CLERK TO SIGN AN EMPLOYMENT  
CONTRACT ON BEHALF OF THE  
CORPORATION OF THE TOWNSHIP OF  
WEST LINCOLN WITH JESSICA DYSON.**

**WHEREAS**, the Council of the Corporation of the Township of West Lincoln deems it expedient to enter into an Employment Contract with Jessica Dyson relating to her appointment as Director of Legislative Services/Clerk for the Corporation of the Township of West Lincoln;

**NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF WEST  
LINCOLN ENACTS AS FOLLOWS:**

1. That, the Corporation of the Township of West Lincoln enter into an Employment Contract with Jessica Dyson relating to her appointment as Director of Legislative Services/Clerk for the Corporation of the Township of West Lincoln; and,
2. That, the Mayor and Clerk be authorized to sign the above mentioned Employment Contract and to affix the Corporate Seal thereto.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>TH</sup>, DAY OF JUNE, 2023.**

\_\_\_\_\_  
**MAYOR CHERYL GANANN**

\_\_\_\_\_  
**JOANNE SCIME, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW 2023-42**

**BEING A BY-LAW TO APPOINT A DEPUTY  
CLERK FOR THE TOWNSHIP OF WEST LINCOLN.**

**WHEREAS** the Municipal Act, S.O. 2001, c.25, provides that a municipality may appoint Deputy Clerks who have all of the powers and duties of the Clerk;

**AND WHEREAS** Council deems it necessary to appoint a Deputy Clerk;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF  
WEST LINCOLN ENACTS AS FOLLOWS:**

1. That Joanne Scime be and is hereby appointed as Deputy Clerk for the Corporation of the Township of West Lincoln.
2. That the Deputy Clerk shall have all the powers of the Clerk under the provision of the Municipal Act, 2001, c.25 and any other Act.
3. That, this Appointment By-law shall come into force and effect on the date of its passing.
4. That, By-laws 2016-02 and 2020-53 be and are hereby repealed.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>TH</sup>, DAY OF JUNE, 2023.**

---

**MAYOR CHERYL GANANN**

---

**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-xx**

**BEING A BY-LAW TO AMEND BY-LAW 2023-03  
WHICH CONFIRMED VARIOUS APPOINTMENTS  
AND/OR RECOMMENDATIONS FOR APPOINTMENTS  
TO BOARDS, COMMITTEES & MUNICIPAL  
POSITIONS.**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln enacted By-law 2023-03 which confirmed various appointments and/or recommendations for appointments to Boards, Committees and Municipal positions;

**WHEREAS** the Council of the Corporation of the Township of West Lincoln now deems it desirable to amend Schedule A, B and D of By-law 2023-23 to provide for additional citizen appointments to the West Lincoln Heritage Committee, West Lincoln Age Friendly Committee and the Mayor’s Youth Advisory Committee.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

- 1. That Debbie Thomas be appointed to the West Lincoln Age Friendly Advisory as a citizen representative; and,
- 2. That Schedule A of By-law 2023-03 be deleted and replaced with the attached revised Schedule A; and,
- 3. That Robert Cosby be appointed to the West Lincoln Heritage Committee as a citizen representative; and,
- 4. That Schedule B of By-law 2023-03 be deleted and replaced with the attached revised Schedule B; and,
- 5. That Tamas Hunter and Sydney Kivell be appointed to the Mayor’s Youth Advisory Committee as a citizen representative; and,
- 6. That Schedule D of By-law 2023-03 be deleted and replaced with the attached revised Schedule D.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>th</sup> DAY OF JUNE, 2023.**

\_\_\_\_\_  
**MAYOR CHERYL GANANN**

\_\_\_\_\_  
**JESSICA DYSON, CLERK**

**SCHEDULE “A” TO BY-LAW 2023-03**

**APPOINTMENT TO THE WEST LINCOLN AGE FRIENDLY ADVISORY  
COMMITTEE (WLAGAC)**

That, the following persons be and are hereby appointed to serve on the West Lincoln Age Friendly Advisory Committee (WLAFAAC) for the Township of West Lincoln for the 2022-2026 term, or until their successors are appointed:

Lisa Maychak  
Sue Langdon  
Linda Sivyer  
Antoinette (Toni) Mills  
John Ganann  
Kitty McGrail  
Karen Parker  
Judi Kelly  
Debbie Thomas

Council Representative: Councillor Terry Bell

**SCHEDULE “B” TO BY-LAW 2023-03**

**APPOINTMENTS TO THE WEST LINCOLN HERITAGE COMMITTEE**

That, the following persons be and are hereby appointed to serve as members on the West Lincoln Heritage Committee for the 2022-2026 term, or until their successors are appointed:

Wendy Veldman  
Allan McLaren  
Kathy Wetselaar  
Darren Draaistra  
Robert Cosby

Council Representative: Councillor Shelley Bradaric

**SCHEDULE “D” TO BY-LAW 2023-03**

**APPOINTMENTS TO THE MAYOR’S YOUTH ADVISORY COMMITTEE**

That, the following persons be and are hereby appointed to serve on the Mayor’s Youth Advisory Committee until their successors are appointed:

- 1. Carter Pataran
- 2. Carson McFarlane
- 3. Reighan Van Duzen
- 4. Seth Chechalk
- 5. Tamas Hunter
- 6. Sydney Kivell

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW 2023-xx**

**BEING A BY-LAW TO AMEND SCHEDULE A OF BY-LAW 2023-05 WHICH PROVIDED FOR APPOINTMENTS TO THE TOWNSHIP OF WEST LINCOLN PUBLIC LIBRARY BOARD.**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln enacted by-law 2023-05 to appoint a Library Board and to delegate the authority for the Members of the Corporation of the Township of West Lincoln Public Library Board to adopt policies, procedures and conditions for the operation of the West Lincoln Public Libraries;

**AND WHEREAS** Schedule “A” of By-law 2023-05 provides for persons appointed to the Township of West Lincoln Public Library Board;

**AND WHEREAS** to appoint a new individual to sit as a Board Member for the remainder of the term of Council, being to November 30, 2026;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

That Schedule A of By-law 2023-05 be and is hereby amended by appointing Christa McBlain to the West Lincoln Public Library Board

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>th</sup> DAY OF JUNE, 2023.**

\_\_\_\_\_  
**MAYOR CHERYL GANANN**

\_\_\_\_\_  
**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW 2023-45**

**A BY-LAW TO AUTHORIZE A COLLECTIVE AGREEMENT BETWEEN THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN AND THE CANADIAN UNION OF PUBLIC EMPLOYEES C.L.C. AND ITS LOCAL 1287 (WEST LINCOLN TOWNSHIP UNIT)**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln deems it expedient to enter into a Collective Agreement with The Canadian Union of Public Employees C.L.C and its Local 1287 (West Lincoln Township Unit).

**NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

1. That, the Corporation of the Township of West Lincoln enter into a Collective Agreement with The Canadian Union of Public Employees C.L.C and its Local 1287 (West Lincoln Township Unit); and,
2. That, the Mayor and Clerk be authorized to sign the above mentioned Collective Agreement and any schedules and/or documents related to the agreement, and to affix the Corporate Seal thereto.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 26<sup>th</sup> DAY OF JUNE, 2023.**

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**MAYOR DAVE BYLSMA**

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**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-46**

**A BY-LAW TO AUTHORIZE A PRE-SERVICING AGREEMENT  
WITH P. BUDD DEVELOPMENTS INC. ON LANDS DESCRIBED  
AS PLAN M94 LOT 1 PLAN 30M300, PT LOTS 12 AND 13 AND  
RP30R15516, PARTS 1 AND 2 (STATION MEADOWS WEST  
SUBDIVISION); WEST LINCOLN.**

**WHEREAS** the Corporation of the Township of West Lincoln deems it expedient to enter into a Pre-Servicing Agreement with P. Budd Developments Inc. on lands described as Plan M94 Lot 1 Plan 30M300, Pt Lots 12 and 13 and RP30R15516, Parts 1 and 2 (Station Meadows West Subdivision); West Lincoln.

**AND WHEREAS** approval and authority for such Pre-Servicing Agreement is required;

**NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN  
ENACTS AS FOLLOWS:**

1. That the Council of the Corporation of the Township of West Lincoln enter into an Pre-Servicing Agreement with P. Budd Developments Inc. on lands described as Plan M94 Lot 1 Plan 30M300, Pt Lots 12 and 13 and RP30R15516, Parts 1 and 2 (Station Meadows West); West Lincoln.
2. That the Mayor and Clerk be and each of them is hereby authorized to sign the said Pre-Servicing Agreement and any other document or documents necessary to implement the intent of this By-law and the said Pre-Servicing Agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto and deliver the same to the appropriate parties.
3. That a copy of the said Pre-Servicing Agreement and any supplementary Agreements, when executed by the said parties shall be attached hereto as "Schedule A" and shall form part of this By-law.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS 26<sup>th</sup>  
DAY OF JUNE, 2023.**

---

**MAYOR CHERYL GANANN**

---

**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW 2023-47**

**BEING A BY-LAW TO APPROVE AMENDMENT NO. 65 (TO  
AMEND SECTION 18 (IMPLEMENTATION) OF THE TOWNSHIP  
OF WEST LINCOLN OFFICIAL PLAN TO ADDRESS  
PROVINCIAL CHANGES INCLUDING BILL 109 AND BILL 23) TO  
THE OFFICIAL PLAN FOR THE TOWNSHIP OF WEST LINCOLN**

The Council of the Corporation of the Township of West Lincoln in accordance with the provisions of the Planning Act, R.S.O. 1990, hereby enacts as follows:

1. THAT, Amendment No. 65 (to amend Section 18 (Implementation) of the Township of West Lincoln Official Plan to address Provincial changes including Bill 109 and Bill 23) to the Official Plan for the Township of West Lincoln, is hereby adopted and implemented by deleting Section 18 of the Official Plan and replacing with the amended Section 18 attached hereto, as detailed in Schedule 'A'.
2. THAT, staff be directed to circulate a Notice of Decision in accordance with the Planning Act, 1990, as amended based on a Regional Municipality of Niagara exemption.
3. AND THAT, this By-law shall become effective from and after the date of passing thereof.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>TH</sup> DAY OF JUNE, 2023.**

\_\_\_\_\_  
**MAYOR CHERYL GANANN**

\_\_\_\_\_  
**JESSICA DYSON, CLERK**

**AMENDMENT NUMBER 65**  
**TO THE**  
**OFFICIAL PLAN**  
**OF THE**  
**TOWNSHIP OF WEST LINCOLN**

**AMENDMENT NUMBER 65**  
**TO THE**  
**OFFICIAL PLAN**  
**OF THE**  
**TOWNSHIP OF WEST LINCOLN**  
**AS AMENDED**

**PART 1 – THE PREAMBLE**

**1.1    TITLE**

This Amendment when adopted by Council shall be known as Amendment Number 65 to the Official Plan of the Township of West Lincoln.

**1.2    COMPONENTS**

This Amendment consists of the explanatory text and the attached Schedule ‘A’. The preamble does not constitute part of the actual amendment, but is included as background information.

**1.3    PURPOSE**

The purpose of this Amendment is to amend (by way of deleting and replacing) Section 18 (Implementation) of the Township of West Lincoln Official Plan to address Provincial changes including Bill 109 and Bill 23.

**1.4    BASIS OF THE AMENDMENT**

The Township of West Lincoln is proposing to amend the Official Plan to delete and replace Section 18 (Implementation).

## **PART 2 – THE AMENDMENT**

### **2.1 PREAMBLE**

All of this part of the document entitled PART 2 – THE AMENDMENT, consisting of the following text changes constitutes Amendment No. 65 to the Official Plan of the Township of West Lincoln.

### **2.2 DETAILS OF THE AMENDMENT**

- 2.2.1** The text of the Township of West Lincoln Official Plan is hereby amended by deleting Section 18 from the consolidated Township of West Lincoln Official Plan and replacing with the following:

#### **SECTION 18**

#### **IMPLEMENTATION**

##### **18.1 General**

- a) The designations shown on Schedule 'B-1' to 'B-4', 'C-1' to C-6', 'D', 'E-1' to 'E-3' and Schedule 'F' to this Official Plan are to be interpreted in a general fashion and are not to be precisely scaled. Where roadway or natural features such as water courses identify a distinct separation between designations such boundaries shall be used to provide a distinct interpretation of the boundary, of the designation. Minor refinements to the boundaries of the designations in association with development applications shall not require an amendment to this Official Plan.
- b) This Official Plan is required to conform to the Township Official Plan and shall be "consistent with" Provincial Policy Statements.
- c) The Urban Area Boundaries as delineated in the Township Official Plan are fixed, and shall only be changed by Amendment to the Township Official Plan.
- d) The boundaries of Hamlet Settlement Areas are generally fixed, however, accessory uses to any permitted use may extend into adjacent lands designated Agricultural without an amendment to this Plan, but subject to a Zoning By-law Amendment.
- e) This Official Plan will be implemented by means conferred upon Council by the Planning Act, the Municipal Act and such other statutes as may be applicable. In particular, this Plan shall be implemented by the Zoning By-law, neighbourhood plans, site plan control, subdivision and part-lot control, consents to severances, the property standards by-law, demolition control, provision of municipal services, public works, energy conservation and any other application legislation.
- f) In order to ensure that the policies of the Official Plan are being implemented, the following controls will be regularly reviewed:
  - i. The Zoning By-law;

- ii. Subdivision and Part-Lot Control;
- iii. Site Plan Control and Design Guidelines, and;
- iv. All other practices and procedures involved in processing development applications.

## 18.2 Zoning By-law

- a) Following adoption of this Plan, it is intended that a comprehensive Zoning By-law will be enacted by the Township Council to establish development standards and control growth within the Township. Such Zoning By-law is to be updated from time to time and must be reviewed within three years of the completion of an Official Plan 5 Year review.
- b) It is not intended to zone each area for the ultimate use as designated on Schedule 'B-1' to 'B-4', 'D', and 'E-1' to 'E-3' - Land Use Plan. Certain areas designated for residential, commercial or industrial uses may be zoned as an interim measure in an agricultural, holding or development zone and when such areas are deemed necessary for development, they will be rezoned in an appropriate category to permit the uses set forth in this Plan.
- c) By-laws may be passed, subject to the policies of Section 18.15 of this Plan, to amend the Zoning Bylaw and to permit the extension and enlargement of existing uses of any land, buildings or structures which do not conform with the land use classification of the Official Plan and of the Zoning By-law. Such an amending by-law passed pursuant to Section 34(10) of The Planning Act, R.S.O. 1990, shall be considered in conformity with the Official Plan if it complies with the policies contained in Section 17 of this Plan.
- d) An amendment to the Zoning By-law is required to permit the establishment of areas for uses other than those included in the initial implementing Zoning By-law. In considering an amendment to the Zoning By-law with a view to zoning additional areas for a particular use or changing the zoning of a particular area, the Council shall have due regard to the policies in this Plan and Schedules 'B-1' to 'B-4', 'C-1' to C-6', 'D', 'E-1' to "E-3' and Schedule 'F'.
- e) By-laws may be passed to protect significant archaeological sites by prohibiting any use of land and the erecting, locating or using of any class or classes of building or structures on land that is the site of significant archaeological resources as per Section 34(1) 3.3 of The Planning Act R.S.O 1990.

### **18.3 Conditional Zoning**

- 18.3.1** In accordance with Section 34 of the Planning Act, Council may, through a zoning amendment, impose one or more conditions on the use, erection or location of lands and/or buildings and structures that shall be fulfilled subsequent to approval of the amendment and must be fulfilled prior to the issuance of a building permit for development. Conditions that shall be imposed through a zoning by-law amendment shall be consistent with prescribed Provincial regulations and may include: a requirement to implement measures identified through the zoning amendment review, the provision of services and infrastructure and the protection of natural resources, built environments, sustainability, energy efficiency, and public health and safety.
- 18.3.2** Council shall require the owner of land subject to a zoning amendment to enter into an agreement to implement, maintain and/or enforce a condition of zoning approval or to provide a time limit for completion of such conditions. The agreement will be registered on title against the lands and will be enforced against the present and subsequent owners

### **18.4 Cash-In-Lieu of Parking Requirements**

- a) Council may enter into agreements with landowners exempting the owner, to the extent specified in the agreement, from the requirements of providing or maintaining parking facilities.
- b) In accordance with the Planning Act R.S.O. 1990, such an agreement should contain provisions requiring the land owner to make one or more payments of cash to the municipality in lieu of providing parking as established by Clause (a) above, a schedule of payments should also be established
- c) The agreement shall be registered in the Registry Office.
- d) When all monies agreed upon have been paid to the Township, the landowner may request that the Town Clerk provide a certificate, in registerable form, certifying that all monies have been paid or that the agreement has been terminated.

## **18.5 Temporary Use By-law and Garden Suites**

### **18.5.1 Temporary Use By-law**

Council may, in a by-law passed under the Planning Act, authorize the temporary use of lands, buildings or structures for any purpose set out therein that is otherwise prohibited by this Plan or by the Zoning By-law. Such a by-law may be in effect for a maximum period of three years for all temporary uses, except garden suites. Garden suites may have by-laws passed to be in effect for up to twenty (20) years from the date of passage (*Amended by OPA 61, 2021*). Council may extend the term of the by-law, by further by-law amendment, for a maximum additional three (3) year term.

Council shall satisfy itself that the proposed use is temporary, and will not create detrimental effects on the surrounding area. Temporary uses not allowed by the applicable policies of this Plan will not be permitted. Temporary uses, buildings and structures that are not farm-related shall not be permitted in the Unique or Good General Agricultural Areas.

Upon expiry of a Temporary Use By-law, uses permitted by that By-law must cease and cannot be considered as non-conforming uses. The type of uses envisaged by Council as requiring a temporary use by-law include, but shall not be limited to: temporary use of a mobile home as a dwelling unit, or the existence of two homes on one lot while one of the homes is under construction.

### **18.5.2 Garden Suites**

A garden suite shall be defined as a one-unit detached residential structure containing bathroom and kitchen facilities, ancillary to an existing residential structure and is designed to be portable and temporary.

- a) In considering such proposals for a garden suite, the following shall be considered:
  - i. The unit shall only be used on a temporary basis in conjunction with an existing dwelling on the same lot;
  - ii. The lot size/layout in terms of accommodating the garden suite without unreasonable loss of private outdoor amenity area;
  - iii. Compatibility of the garden suite with the surrounding neighbourhood in terms of general form, privacy, shadowing and separation distance;
  - iv. Adequacy of site access and on-site parking
  - v. The unit is not placed in the front yard of the lot or the required front yard required by the Zoning By-law;
  - vi. No additional access is provided to the lot from a public road;

- vii. Placement of the unit is not exclusively removed from the existing dwelling;
- viii. The proposed site is capable of accommodating an approved septic and water supply system as determined by the Township of West Lincoln, or verification that adequate municipal services can be provided on this lot.
- ix. The location of such unit shall be in accordance with the Minimum Distance Separation Formulas where the use is proposed near any livestock operation.
- x. The main dwelling unit and the proposed garden suite are clustered in the same general location on the property.

## 18.6 Site Plan Control

- a) All of the Township of West Lincoln shall be considered a site plan control area pursuant to Subsection 41(2) of The Planning Act, R.S.O. 1990. Land uses which are exempt from these provisions would be:
  - i Single detached, semi-detached and duplex dwellings and group homes, except where such dwellings are located on the same lot as another dwelling.
  - ii Agricultural buildings and structures with the exception of agri-tourism uses, commercial farm markets, permanent or mobile farm help houses and greenhouses.
  - iii Any buildings or structures erected for the purpose of flood or erosion control by the Township or Niagara Peninsula Conservation Authority.
  - iv Any buildings or structures exempted under the Planning Act.
  - v Any buildings or structures accessory to the uses stated above.
  - vi Notwithstanding (i) and (ii) above, single detached dwellings or mobile homes used for farm help houses shall be subject to site plan control to regulate the location of the dwelling, preferably in close proximity (50 metres or less) to main farm buildings. In no case shall a road widening be required as a condition of site plan approval for a help house.
  - vii Notwithstanding Policy 10.4.3 within Environmental Protection Areas, Environmental Conservation Areas, Fish Habitat, and adjacent lands as set out in Table 10.2 all uses shall be subject to site plan control to ensure that the objectives and policies of Section 10 are met. An applicant for site plan approval shall be required to submit a scoped Environmental Impact Study.
- b) Council shall enact a site plan control by-law to designate those lands which it considers desirable as site plan control areas.

Pursuant to Section 41(4) of The Planning Act, R.S.O. 1990, all development within such areas designated by Council as a site plan control area, shall require the approval of Council or a delegate of Council of one or all of the following as Council may determine based on the merits of each application:

- i Plans showing the location of all buildings, structures, facilities and works to be constructed in conjunction with the development.
  - ii Drawings showing plan and elevation of each building to be constructed including apartment and multiple-residential buildings.
  - iii That the site plan drawings include design criteria, design measures, or architectural controls as determined by Township Council or their delegate as they related to the sustainability of proposed development within the Urban Area of Smithville.
- c) Council may, in its Site Plan Control By-law, delegate approval authority to a designated member of staff and may require the following in order to ensure the orderly development as part of the Site Plan Approval Process:
  - i As a condition to the approval of plans and drawings referred to in (b) above, Council may require one or more of the following including road widenings abutting the property; access ramps; signage; vehicle loading, parking, walkways and surfacing of such areas; lighting; landscaping; refuse storage facilities; easements for municipal purposes; and site grading and drainage facilities. The owner shall enter into an agreement with the Township ensuring the provision of all buildings, structures, facilities and works required under Subsection 17.6 hereof.
  - ii Pursuant to Subsection 41(9) of The Planning Act, R.S.O. 1990, local road widenings may be required to the extent shown on Schedule "C" - Major Roads Plan as a condition of development of any lands within a designated site plan control area abutting any local road indicated on Schedule 'F' - Major Roads Plan.
  - iii Required road widenings will be taken along the side of the road the subject lands are located on equal to a maximum of one-half the required road widening except where topographic features dictate otherwise. Road widening requirements adjacent to Regional Roads will be in accordance with Regional policy including for daylight triangles.
  - iv Council may adopt guidelines to establish specifications for site works. Alternatively, Council may delegate, by by-law, the adoption of such guidelines to the Director of Planning and Building. Site plan guidelines may establish minimum standards for site works
- d) Site Plan agreements, ensuring the provision of certain items and ensuring development proceeds in accordance with the approved plans, shall be executed and may be registered on title. Agreements may include, but not be

limited to, the following items:

- i. Access ramps, curbs and signage.
  - ii. Parking, loading and driveway areas and their surface treatment.
  - iii. Pedestrian walkways and ramps, including surface treatment lighting.
  - iv. Walls, fences, landscaping and buffering.
  - v. Garbage storage facilities.
  - vi. Easements for the construction and maintenance of public services and utilities.
  - vii. Grading and site drainage.
  - viii. Site servicing.
  - ix. Road widenings and daylight triangles where applicable.
  - x. Exterior design, if permitted under the Planning Act, including, but not limited to, character, scale, appearance and design features of buildings and their sustainable designs.
  - xi. Sustainable design elements on adjoining municipal roads such as, but not limited to, trees, shrubs, hedges, plantings, pavement, furniture, curb ramps, and bicycle parking facilities.
  - xii. Facilities designed to have regard for accessibility for persons with disabilities.
  - xiii. Facilities for lighting, including floodlighting, of the land or any buildings or structures thereto.
  - xiv. Conveyance of part of the land to the municipality to the satisfaction of and at no expense to the Township for a public right of way, where such right of way is shown or is described in this Plan.
  - xv. Protection for natural heritage resources. The Planning Act, as amended from time to time, may alter these requirements. Such changes shall not require an amendment to this Plan.
- e) A building permit shall be issued in respect of any development in the site plan control area only where the plans required have been approved by the municipality and the required agreements ensuring the provision of certain items and ensuring that development proceeds in accordance with the approved plans are executed.
- f) The Township may grant a conditional site plan approval by imposing one or more conditions through the granting of approval of site plan drawings and the execution of a site plan agreement. These conditions may include, but are not limited to, completion of certain studies and drawings, implementation of recommended measures in said studies and completion of recommended on and off-site works. Agreements detailing the conditions may specify deposits to secure necessary works, as well as expiry dates of conditions.

- g) The NPCA for regulated (under the Conservation Authority Act) NPCA hazards only.
- h) The Regional Municipality of Niagara shall be circulated site plans where development is proposed along Regional Road allowances and/or adjacent to other Regional owned lands or operated facilities and where it has been documented that Regional or Provincial interest exists (such as landuse compatibility, cultural heritage, natural heritage, archeology etc.

## **18.7 Subdivision Control**

- a) The Subdivision Plan approval process and Subdivision Agreements pursuant to the Planning Act, 1990, will be used by Council to ensure that the policies and land uses of the Official Plan and Secondary Plan are complied with and that a high standard of design is maintained in new development area.
- b) Council will only recommend approval for those Plans of Subdivision which conform with the following criteria:
  - i. The Plan of Subdivision conforms with the policies of this Plan;
  - ii. Adequate servicing such as water supply, sewage disposal facilities, storm water drainage, solid waste collection and disposal, roads, communications/telecommunications infrastructure, pedestrian facilities and fire and police protection can be provided;
  - iii. The Township is able to provide necessary services without imposing undue increases in taxation on all residents, and;
  - iv. The Plan of Subdivision is not deemed to be premature, and it is considered necessary in the public interest.

## **18.8 Interim Control By-law**

In areas where Council wishes to review the existing land uses or establish new policies, and where a study of land use planning policies for the area has been directed, council may adopt an Interim Control By-law. The Interim Control By-law restricts the land use to its present use until the required studies are completed, at which time the Zoning By-law may be amended to reflect the desired use. Timing and extensions for such a by-law will be subject to the provisions of The Planning Act, 1990.

## 18.9 Holding Zone

- a) In situations where the ultimate use of land is precisely known, but where Council wishes to delay development, a Holding Zone may be applied by using the Symbol 'H' in conjunction with a land use zoning category under any or all of the following circumstances:
  - i. To encourage orderly development of lands in the municipality in situations where other lands in the same zone category should be developed first.
  - ii. To phase development in accordance with the necessary approvals and the orderly progression of sanitary sewers, waterlines or other necessary infrastructure work.
  - iii. To provide for further study of lands for the purpose of establishing design criteria for development.
  - iv. Undertaking one or more studies listed in Policy 18.17 of this Plan, that has been identified as necessary through the processing of any development application including block plan submissions.  
Correspondingly, the removal of the holding provision is conditional upon the following:
    - a. The substantial development of other lands in the same zone category or the need for large parcels of land which cannot be accommodated in these other lands in the same zone category.
    - b. The necessary approvals have been obtained to facilitate the logical progression of sanitary sewers and waterlines.
    - c. A study has been carried out and design criteria has been established relevant to the lands, and the necessary implementing agreements have been entered into.
    - d. Completion of the requisite studies listed in Policy 18.17 of this Plan and the implementation of any recommended measures through the appropriate development, subdivision, and condominium or site plan agreement.
- b) The objective of the Holding Zone is to identify the ultimate use of land and to limit or to prevent the ultimate use in order to achieve orderly, phased development and to ensure that the servicing and design criteria established in this Plan have been met prior to the removal of the 'H' symbol.
- c) The actual Holding By-law shall clearly specify the land uses to be permitted in the interim, the conditions for removal of the holding provision and any regulations applying to the lands during the period of time the holding provision is in place. Interim uses shall be limited to uses that are considered to be compatible with the ultimate use of land. The timing of the removal of the holding provision will be dependent on meeting the conditions identified in the Holding By-law. When all conditions specified in the Holding By-law are met, Council may consider passing a by-law to remove the holding symbol and allow development to take place in accordance with the zoning category or categories assigned.

## **18.10 Community Improvement**

### **18.10.1 Objectives**

- a) To preserve, rehabilitate and redevelop the existing built environment.
- b) To maximize the use of existing public infrastructure, facilities, lands and amenities.
- c) To coordinate private and public community improvement activities.
- d) To guide the Township in setting priorities for municipal expenditure respecting community improvement projects.
- e) To participate, wherever possible, in Federal, Provincial and/or Regional programs to facilitate community improvement.
- f) To reconcile existing land use conflicts and minimize future land use conflicts.

### **18.10.2 Criteria for Selection of Community Improvement Areas**

- a) The Township may designate by by-law one or more Community Improvement Project Area(s), the boundary of which may be part or all of the entire Urban Area of Smithville, and/or part or all of one or more of the Hamlet Communities, with the Urban Area of Smithville and the Hamlet Communities as defined in this Plan, and as amended from time to time.
- b) For an area to be identified as a Community Improvement Project Area, one or more of the following conditions must be present:
  - i. Buildings, building facades, and/or property, including buildings, structures and lands of heritage and/or architectural significance, are in need of preservation, restoration, maintenance, repair, rehabilitation, energy efficiency or renewable energy improvements, or redevelopment;
  - ii. Deficiencies in physical infrastructure including but not limited to the sanitary sewer system, storm sewer system, and/or watermain system, roadways, sidewalks, curbs, streetscapes and/or street lighting, and municipal parking facilities;
  - iii. Vacant lots and/or underutilized properties and buildings which have potential for infill, redevelopment or expansion to better utilize the land base;
  - iv. Commercial areas with high vacancy rates and/or poor overall visual quality of the built environment, including but not limited to, building facades, streetscapes, public amenity areas and urban design;
  - v. Presence of buildings and/or lands of architectural or heritage significance;
  - vi. Known or suspected environmental contamination;
  - vii. Deterioration or deficiencies in the level of community and social services such as public open space, municipal parks, neighbourhood parks, indoor/outdoor recreational facilities, and public social facilities;

- viii. Non-conforming, conflicting, encroaching or incompatible land uses or activities threaten to disrupt the predominant land use and lifestyle of the citizens of the area;
  - ix. Demonstrated deficiency in the condition or provision of accessible parking;
  - x. Demonstrated problem or deficiency associated with the circulation and/or access of traffic;
  - xi. A shortage of land to accommodate widening of existing rights-of-way, building expansion, parking and/or loading facilities;
  - xii. Other significant barriers to the repair, rehabilitation or redevelopment of underutilized land and/or buildings; and,
  - xiii. Other significant environmental, social or community economic development reasons for community improvement.
- c) Priority for the designation of Community Improvement Project Areas and the preparation and adoption of Community Improvement Plans shall be given to:
  - i. Downtown Smithville;
  - ii. Those areas where the greatest number of criteria for selection of Community Improvement Project Areas are present; and/or,
  - iii. Those areas where one or more of the criteria for selection of Community Improvement Project Areas is particularly acute; and/or,
  - iv. Those areas where one or more of the criteria for selection of Community Improvement Project Areas exists across the Urban Area of Smithville and/or across one or more of the Hamlet Communities.
- d) Phasing
 

The phasing of community improvements shall be prioritized according to:

  - i. The financial capability of the Township to fund community improvement projects;
  - ii. Availability and timing of senior government programs that offer financial assistance for community improvement efforts; and,
  - iii. The timing of related capital expenditures from various municipal departments to ensure community improvements are coordinated as much as possible with departmental priorities.
- e) Implementation
 

In order to implement a Community Improvement Plan in effect within a designated Community Improvement Project Area, the Township may undertake a range of actions, including:

  - i. The municipal acquisition of land and/or buildings within Community Improvement Project Areas, and the subsequent:
    - 1 Clearance, grading, or environmental remediation of these properties;
    - 2 Repair, rehabilitation, construction or improvement of these properties;
    - 3 Sale, lease, or other disposition of these properties to any person or governmental authority;

- 4 Other preparation of land or buildings for community improvement.
- ii. Provision of public funds such as grants and loans to owners of land and their assignees;
- iii. Application for financial assistance from and participation in senior level government programs that provide assistance to municipalities and/or private landowners for the purposes of community improvement;
- iv. Provision of information on municipal initiatives, financial assistance programs, and other government assistance programs;
- v. Support of heritage conservation through the Ontario Heritage Act, 1990 and the Local Architectural Conservation Advisory Committee (LACAC);
- vi. Establishment of a Business Improvement Area;
- vii. Refinement of zoning controls and application of flexible land use policies within designated Community Improvement Project Areas to the extent that they complement community improvement goals and objectives; and,
- viii. Enforcement of the Township's property standards by-law.
- ix. All developments participating in programs and activities contained within Community Improvement Plans shall conform with the policies contained in this Plan, the Zoning-By-law, Maintenance and Occupancy By-laws, and all other related municipal policies and by-laws
- x. Council shall adopt such special measures as may be necessary to implement the goals and objectives for Community Improvement.

#### **18.11 Committee of Adjustment**

It is the intent of Council pursuant to Sections 44 and 53 of The Planning Act, 1990, to appoint a Committee of Adjustment to assist in the administration of the Zoning By-law.

- a) The function of the Committee of Adjustment is to process applications relating to consent(s) and minor variance(s) to the Zoning By-law, or applications regarding extensions or enlargements of on-conforming uses, pursuant to Section 45 of The Planning Act, 1990.
- b) The Committee of Adjustment shall consider the policies and general intent of this Plan and Zoning By-law s when dealing with such applications.

#### **18.12 Community Benefits Charges**

- a) Council may pass, under Section 37 of the Planning Act, a by-law that imposes community benefits charges to pay for the capital costs of facilities, services and matters required due to development and redevelopment.
- b) A community benefits charge may be imposed with respect to development or redevelopment that requires:
  - i. A zoning by-law or an amendment to a zoning by-law;
  - ii. The approval of a minor variance;
  - iii. A conveyance of land to which a part lot control by-law applies;

- iv. An approval of a plan of subdivision:
  - v. A consent;
  - vi. The approval of a condominium description; and
  - vii. The issuing of a Building Permit in relation to a building or structure.
- c) The Planning Act, as amended from time to time, may list one or more types of developments that are exempt from a community benefits charge. Such exemptions shall apply under this Plan. Furthermore, amendment of the community benefits by-law to address changes to these exemptions under the Planning Act shall not require an amendment to this Plan.
- d) Prior to passing a community benefits charge by-law, the Township shall adopt a community benefits charge strategy that identifies the facilities, services and matters that will be funded with community benefits charges. The facilities, services and matters that may be funded with community benefit charge may include, but shall not be limited to:
- i. The provision of public parking
  - ii. The provision of urban amenities, including streetscaping, parks and related public realm improvements
  - iii. The provision of public art, heritage and culture facilities
  - iv. The provision of active transportation, including bike lanes and trails.
- e) A community benefits charge shall be in the amount of 4% of the value of the land, which is subject to development or redevelopment, as determined by a qualified appraisal. The community benefits charge by-law shall specify the requirements of this valuation. Any changes to the Planning Act that affect the above noted value shall not require an amendment to this Plan.

### **18.13 Official Plan Review**

- a) Council will determine the need to carry out a comprehensive review of this Plan at intervals of approximately five years. The purpose of this review will be to measure the performance of the Plan's policies against its goals, and to revise goals, policies or means of implementation where deemed necessary. In addition, during this review, this Plan will be amended to conform with amendments to the Region of Niagara Official Plan, Provincial Growth Plan, Provincial Policy Statements and Planning Act. As a result of this review process, this Plan may be amended from time to time.
- b) Housekeeping amendments shall be carried out as required to address changes in legislation or where there is a demonstrated need for policy revisions on certain issues. These revisions shall be processed as amendments under the Planning Act.
- c) Amendments to this Plan shall not be required for Office Consolidation of the Plan; or for changes such as typographical, editorial, or formatting corrections to text or Schedules, which do not change the intent of the Plan.

## **18.14 Land Severances**

### **18.14.1 General Policies for Consents**

- a) Development will be in accordance with the designated uses as shown on the Official Plan Land Use Maps and the provisions of the Zoning By-law.
- b) Any lot or remnant parcel created must have adequate frontage on a public road that is maintained year-round and is of an adequate standard of construction to provide access for the intended use.
- c) No land severance shall create a traffic hazard, or have limited sight lines on curves or grades.
- d) Access to a Provincial Highway, a Regional road or a local road shall be in accordance with the access provisions of the appropriate road authority.
- e) Consents will not be granted when any parcel involved requires access to be obtained where a traffic hazard would be created because of limited sight lines on curbs or grades or in proximity to intersections. The geometric and safety requirements of the applicable road authority shall apply.
- f) Consent will be granted only when it has been established that for all parcels involved, soil and drainage conditions are suitable to permit the proper siting of a building, to obtain a sufficient and potable water supply where applicable and permit the installation of an adequate means of sewage disposal. Consents requiring installation of septic tank systems, or other private sewage disposal systems will meet appropriate standards of the Ontario Building Code.
- g) Consent will be granted only when confirmation of sufficient reserve sewage system capacity and reserve water system capacity within municipal sewage services and municipal water services.
- h) No land severance shall be permitted in any hazardous area that is subject to flooding, erosion or steep slopes except for a severance, which meets the satisfaction of the Ministry of Natural Resources or the Niagara Peninsula Conservation Authority. This may include a requirement for an adequate setback from stable top of slope.
- i) No land severance shall be permitted unless adequate lot grading and drainage can be addressed. Further, no land severance shall be permitted unless drainage can be properly outlet from the area, without impacting neighbouring properties, to the satisfaction of the Township.
- j) Any consent will be required to conform with the policies of this plan and the provisions of the Zoning By-law.
- k) Where a consent is granted which does not conform with the Plan or Zoning By-law, the Municipality may appeal the decision to the Ontario Municipal Board.
- l) Consents will be permitted for infrastructure corridors and facilities where easements or rights of ways are not feasible.

### 18.14.2 Agriculture Consent Policies

In areas designated “Agriculture” on the Land use Plan, consents for conveyance will be in accordance with the following Policies and Actions:

- a) Where the land being conveyed or retained is for agricultural purposes, consent may be granted where both the severed and the retained parcels respect the need for long term agricultural flexibility. In determining if the land is to be used for agricultural purposes, the following criteria will be met:
  - i. Agriculture must be the intended use of the lands being retained and severed
  - ii. Smaller lot severances for greenhouses can be permitted subject to the condition that any new dwellings on the property are allowed only after the greenhouse and other farm buildings have been constructed or substantially completed. It is important that small lot severances for greenhouse operations be of sufficient size so that these ample room for future purposes.
- b) Where the land being conveyed or retained is for a commercial or industrial use which is related to the processing of agricultural products or the servicing of farms and is required in proximity to farms, a consent may be granted subject to the agriculture policies of this plan as they apply to Agriculture Commercial and Industrial Uses.
- c) Where the land being conveyed is from an existing non-farm parcel, a consent may be granted to sever lands to be added to an existing abutting farm operation.
- d) Where the land being conveyed is to be added to an abutting, existing non-farm use, consents will be allowed provided that a minimum amount of productive agricultural land is involved and the conveyance is for legal or technical reasons.
- e) Conveyances for agricultural purposes will be subject to the applicable minimum distance separation requirements and where intensive animal operations are involved a Nutrient Management Plan or other Municipal or Provincial approvals will be required prior to severance.
- f) Where land is being conveyed as part of a minor boundary adjustment, which do not result in the creation of a new lot, consent applications are permitted for legal or technical reasons.
- g) Consents will not be allowed which have the effect of creating lots for non-farm uses. Non-farm rural residential lots will not be allowed with the exception of Surplus Farm Dwelling severances. In the Good General Agricultural Area where a dwelling is acquired through farm consolidation and is surplus to the needs of the farm operation it may be severed subject to the following: *(added by OPA No. 47)*
  - i. The residence is surplus to a farm operator (bona-fide farmer); and
  - ii. That the residence subject to the application for consent is at least 10 years of age, as of the date of application; and,

- iii. It is the intention to utilize the existing dwelling and the Council and/or Building Inspector will not issue a demolition permit or building permit for a new residence unless the existing residence has been occupied for a reasonable length of time, or has, after transfer, been partially destroyed by fire or other natural disaster; and,
  - iv. Where a barn exists in the immediate vicinity to the surplus residence on the lands that are subject to the consent, the Committee may require the demolition of the barn; and,
  - v. That the area to be severed and the remnant parcel shall comply with the provisions of the Zoning By-law. In greater detail, the retained agricultural lands shall have a minimum of 10 hectares being actively used for the growing of crops, the raising of livestock or the raising of other animals for food, fur or fiber; and,
  - vi. That the consent complies with the Minimum Distance Separation Formula I; and,
  - vii. The separated residential parcel has a lot size of 0.4 hectares (1 acre) except to the extent of any additional area deemed necessary to support the residence and the private services required to serve that residence, as determined through a septic evaluation. Under no circumstances shall a severed residential lot be greater than 1.0 hectares. The created lot must be of regular shape (i.e. rectangular or square) whenever possible; and,
  - viii. The remnant farmland shall be rezoned Agricultural Purposes Only (APO) in perpetuity or be merged on title with an abutting piece of Agricultural lands, provided the lands are not already zoned Agricultural Purposes Only (APO); and,
  - ix. Where there are two or more dwellings legally existing on one lot, and neither was built for the purpose of a permanent farm help house, only one surplus farm severance shall be permitted in compliance with this policy; and,
  - x. Farm Help houses are not eligible for surplus farm dwelling severances.
- h) Consents will not be allowed which have the effect of creating lots for non-farm uses. Non-farm rural residential lots will not be allowed with the exception of Surplus Farm Dwelling severances. In the Unique Agricultural Area, where a dwelling is acquired through farm consolidation and is surplus to the needs of the farm operation it may be severed subject to the following: *(added by OPA No. 47)*
  - i. The residence is surplus to a farm operator (bona-fide farmer); and,
  - ii. That the residence subject to the application for consent existed as of the date that the Provincial Greenbelt plan came into effect (December 16, 2004); and,

- iii. It is the intention to utilize the existing dwelling and the Council and/or Building Inspector will not issue a demolition permit or building permit for a new residence unless the existing residence has been occupied for a reasonable length of time, or has, after transfer, been partially destroyed by fire or other natural disaster; and,
- iv. Where a barn exists in the immediate vicinity to the surplus residence on the lands that are subject to the consent, the Committee may require the demolition of the barn; and,
- v. That the area to be severed and the remnant parcel shall comply with the provisions of the Zoning By-law. In greater detail, the retained agricultural lands shall have a minimum of 10 hectares being actively used for the growing of crops, the raising of livestock or the raising of other animals for food, fur or fiber; and,
- vi. That the consent complies with the Minimum Distance Separation Formula I; and,
- vii. The separated residential parcel has a lot size of 0.4 hectares (1 acre) except to the extent of any additional area deemed necessary to support the residence and the private services required to serve that residence, as determined through a septic evaluation. Under no circumstances shall a severed residential lot be greater than 1.0 hectares. The created lot must be of regular shape (i.e. rectangular or square) whenever possible; and,
- viii. The remnant farmland shall be rezoned Agricultural Purposes Only (APO) in perpetuity or be merged on title with an abutting piece of Agricultural lands, provided the lands are not already zoned Agricultural Purposes Only (APO); and,
- ix. Where there are two or more dwellings legally existing on one lot, and neither was built for the purpose of a permanent farm help house, only one surplus farm severance shall be permitted in compliance with this policy; and,
- x. Farm Help houses are not eligible for surplus farm dwelling severances.

#### **18.14.3 Natural Environment Consent Policies (for EPA & ECA lands)**

In areas designated Natural Environment on the Land Use Plan, consents for conveyance will be granted in accordance with the following policies:

- a) All consents must conform with the Natural Environment policies of the plan.
- b) Consents may be granted for the conveyance of land to public bodies or agencies engaged in the protection, reestablishment and management of the natural environment.
- c) Consents may be granted where both the severed and retained parcels satisfy the agricultural policies of this plan.

- d) Consents may be granted for title correction purposes and for minor lot boundary adjustments.

#### **18.14.4 Consent Policies for Smithville**

In areas designated on Schedule 'B-4' on the Land Use Plan, consents for conveyance will be granted in accordance with the following policies:

- a) It is intended that most new lots will be created by the registered plan of subdivision process subject to the policies of this Plan and The Planning Act (RSO 1990).
- b) If a registered plan of subdivision is determined not to be necessary, consents may be granted subject to the goals and policies of this Plan and the following criteria:
  - i. Consents will be granted only in areas where the undue extension of any major service will not be required.
  - ii. Consents will be granted only when all the created parcels involved abut on an existing public road of standard construction acceptable to the Municipality.
  - iii. Consents shall have the effect of infilling existing built-up areas and not of extending built-up areas unduly.
  - iv. Consents will not be granted which will hinder or restrict the interior development of a block of land.
- c) The granting of a land severance may be made conditional upon a development agreement between the Township and the applicant.

#### **18.14.5 Hamlet Settlement Areas**

In area designated as Hamlet Settlement Areas on the Land Use Plan, consent for conveyance will be granted in accordance with the following policies.

- a) The minimum lot size for lots created in a Hamlet designation shall be approximately 1.0 hectare as required to satisfy the Township Building Department and Part 8 of the Ontario Building Code for long term operation of a waste disposal system, unless a hydrological assessment determines that a smaller lot size will be adequate to accommodate private water and sewage treatment facilities.
- b) Where lands are proposed for severance along the Hamlet Settlement Area boundary, the remnant parcel outside the Hamlet Settlement Area boundary shall be rezoned APO (Agricultural Purposes Only).
- c) Severances for correcting or adjusting lot boundaries or for conveying land to an abutting lot for land assembly purposes may be granted provided:
  - i. The conveyance does not lead to the creation of an undersized or irregularly shaped lot unsuited for its intended purpose and contrary to the requirements of the Zoning B-law.
  - ii. The lands being conveyed will be registered in the same name and title as the lands with which they are being merged.

- iii. Severances may be granted for the conveyance of land to public bodies or agencies engaged in the protection, re-establishment or management of the natural environment.
- iv. Creation of lots for industrial, commercial, or public uses may be undertaken by registered plan of subdivision or the consent of the Committee of Adjustment subject to the policies of the Official Plan and the provisions of the Zoning By-law.

## **18.15 Non-Complying Standards of Development and Non-Conforming Uses**

### **18.15.1 General**

It shall be a policy of this Plan to differentiate between non-conforming standards of development and non-conforming uses of land. In this regard, the policies of Subsections 17.14.2 and 17.14.3 below apply.

### **18.15.2 Non-Complying Standards of Development**

- a) The extension or enlargement of any building or structure, the use of which is in compliance with this Official Plan and the applicable Zoning By-law, but which does not comply with the standards of development (i.e. lot area, setbacks, parking, landscaping) shall not be considered a non-conforming use under Subsection 17.14.3 below or Section 34 (10) of The Planning Act, 1990.
- b) Relief from current standards of development as set out in the Zoning By-law shall be based on the merits of each application and may be considered by amendment to the Zoning By-law or by minor variance through the Committee of Adjustment.

### **18.15.3 Non-Conforming Uses**

- a) A land use which is lawfully in existence prior to the passage of the implementing Zoning By-law and which continues to be utilized for such purpose may continue as a legal non-conforming use or may be deemed to conform to the intent of the Plan for the purpose of the By-law. In the latter case, such uses may be zoned in accordance with their present use and performance standards provided:
  - i. The zoning does not permit any significant change of use or performance standards that will result in or aggravate any situation detrimental to adjoining land uses;
  - ii. The use does not constitute a danger to surrounding uses by its hazardous nature of the traffic which it generates;
  - iii. The criteria of subsection (b) are satisfied; and
  - iv. The lands shall be subject to the site plan control provisions of Section 41 of The Planning Act, 1990.

- b) In accordance with Section 34(10) of The Planning Act, 1990, council may amend a By-law passed under Section 34 to permit the extension or enlargement of any land, building or structure prohibited by the Zoning By-law provided the following requirements are met. The Committee of Adjustment will be similarly guided in considering applications under Section 45 of the Planning Act, 1990;
- i. It is not possible to relocate such a use to a place where it will conform to the By-law;
  - ii. The proposed extension or enlargement will not unduly aggravate the situation already created by the existence of the use and should, if possible, be designed to alleviate adverse effects of the use such as outside storage;
  - iii. The abutting uses will be afforded reasonable protection by the provision of appropriate buffering and setbacks;
  - iv. The proposed extension or enlargement should be in appropriate proportion to the size of the non-conforming use;
  - v. Adequate provision will be made for safe access and adequate off-street parking and loading facilities;
  - vi. All services, including private sewage disposal and water supply systems, shall be or can be adequate; and
  - vii. The expansion is not detrimental to the neighbourhood in consideration of the following:
    1. History of complaints;
    2. Effect on the character of the neighbourhood;
    3. Amount and type of signage;
    4. Unnecessary noise, odours, traffic or parking problems;
    5. Compliance with the Minimum Distance Separation Formulas and;
    6. The quality of the agricultural land including soils, climate, and the nature of the agricultural activity in the area.

## **18.16 Hazardous and Obnoxious Uses**

### **18.16.1 Background**

No land shall be used and no building or structure shall be erected, altered or used for any purpose which is obnoxious, and without limiting the generally of this subsection for any purpose that creates or is likely to become a nuisance or offensive, or both.

- a) by the creation of noise or vibration, or
- b) by reason of the emission of gas, fumes, smoke, dust, or objectionable odour, or
- c) by storage or use of toxic wastes including PCB's, or

- d) by reason of the unsightly storage of goods, wares, merchandise, salvage, refuse matter, motor vehicles, trailers, or parts of vehicles or trailers, machinery or other such material.

Notwithstanding the above, any use which is operating in accordance with all applicable Federal, Provincial and local rules and regulations is deemed not to be obnoxious.

## **18.17 Pre-consultation/Complete Application**

### **18.17.1 Pre-consultation**

Pre-consultation provides an opportunity for an applicant to ascertain what is required to be submitted for a complete application under the Planning Act, any Provincial Plans, the Region of Niagara Official Plan and this Plan. It will provide the opportunity to discuss the nature of the application, development and planning issues, the need for additional information and the planning process. Pre-consultation may also involve the Niagara Region, the Niagara Peninsula Conservation Authority, Provincial Ministries or other agencies that may have an interest in the application as determined by the Township.

- a) Pre-consultation between the applicant and the Township is required prior to the submission of an application for an official plan amendment, zoning by-law amendment, a request for a Minister's Zoning Order or an application under the Community Accelerator Tool, draft plan of subdivision, draft plan of condominium, consent, site plan control or block plan approval. Completion of the pre-consultation process and preparation of studies and information in accordance with the requirements stated in pre-consultation shall be considered a requirement for submission of a complete application
- b) Notwithstanding Section 14.1.1, the Director of Planning and Building or designate may determine that pre-consultation is not necessary based on the scale of development or the complexity of planning issues associated with the proposed application.
- c) Pre-consultation will determine what is required to be submitted for a complete application and will provide the opportunity to discuss the nature of the application; development and planning issues; the need for additional information and/or reports to be submitted with the application; and the planning and approval process including the appropriateness of concurrent applications, where applicable.
- d) Pre-consultation shall involve two stages; prior to formal application:

#### **Stage 1 – Pre-Consultation**

Identifying the studies, information to support an application, issues to be endorsed for clarification of the application and material to be submitted with a complete application and preparation and approval of any necessary terms of reference.

### Stage 2 – Pre Submission Stage

Evaluation and review of studies, reports, information and material to determine if such studies, report information and material are complete and meet requirements stipulated in a pre-consultation checklist. Such review shall occur within the provisions of the Planning Act for a complete application.

### Stage 3 – Complete Application

This is the point at which time clock begins.

- e) The Township may consult with agencies which may have an interest in a proposed application, including but not limited to the Region, Niagara Peninsula Conservation Authority, Provincial Ministries, electric generation or transmission entities and railways or other agencies that may have an interest in the application as determined by the Township in determining if the submission meets the requirements of a complete application.
- f) The Township may pass a by-law requiring and establishing the requirements of mandatory pre-consultation, including but not limited to the following:
  - i. Expiry dates of pre-consultation checklists
  - ii. Requirements to resubmit a pre-consultation request to address substantial changes to a proposal
  - iii. Fees for pre-consultation which may include fees for preparation and review of terms of reference
  - iv. The format of the pre-consultation meeting including required and eligible participants

### 18.17.2 Complete Application Requirements

- a) Complete applications are those that contain all reports, studies and information required by the Planning Act, any Provincial Plans, the Region of Niagara Official Plan and this Plan. A complete application allows Council, the public, municipal staff and commenting agencies to review all relevant information early in the process resulting in fewer processing delays and provides Staff and Council with the required information to make solid recommendations and decisions. In order to ensure that all possible information is available to the Township, the public and agencies involved in reviewing an application under the Planning Act, the prescribed information required under the Planning Act shall be provided along with additional information and/or reports that may be required, as determined through pre-consultation, such as, but not limited to, the following:
  - i A planning justification report describing the appropriateness of the site for a proposed use and compatibility of the proposed development with surrounding land uses and consistency with the Planning Act and its Policy Statements and conformity with any Provincial Plans, the Region of Niagara Official Plan and this Plan.
  - ii A secondary plan or other plan deemed acceptable by the Director of Planning and Building, to determine how a development may integrate into surrounding lands that may be subject to development or

redevelopment.

- iii A needs study for residential proposals for development within a local and Regional context.
- b) A servicing study addressing the availability of adequate municipal services and facilities for the proposed use and its impact on existing municipal services and facilities and may include servicing modelling, or a private sewage disposal or water servicing plan addressing the impact on the quality and/or quantity of surface or ground water. This includes a storm sewer drainage or risk management plan required.
- c) A hydrology, hydrogeology and/or sub-watershed study to determine to address any impacts on an aquatic natural heritage system, including groundwater.
- d) A private well assessment and well monitoring report to evaluate impacts on private wells or water supply systems.
- e) An environmental impact study subject to environmental policy of this plan or Region's Niagara Official Plan for proposals located on or adjacent to:
  - i Any natural heritage features within the Township's Official Plan
  - ii Any lands located within or adjacent to the Region's Natural Environment System
- f) A species at risk study.
- g) A slope stability or geotechnical study for proposals within or adjacent to valleylands, steep slopes or hazard lands.
- h) A traffic impact study where the development proposal may affect traffic patterns, safety or the intensity of traffic or revisions to a roadway or entrance.
- i) A parking demand analysis, where a reduction in parking requirements is proposed, to determine an appropriate parking supply.
- j) A sight line analysis, which may be included in a traffic impact study, to evaluate the safety of entrances and exits into a site.
- k) A construction impact mitigation study, to address the mitigation of impacts on surrounding properties, including but not limited to construction traffic management, vibration mitigation and haul routes.
- l) A photometric analysis, to determine how the impacts of floodlighting on surrounding streets and properties will be mitigated.
- m) A parking demand analysis to examine parking needs and their impact on-site or off-site and on adjacent lands.
- n) A microclimatic assessment that addresses sun shadowing, pedestrian scale wind impacts, snow and ice hazards of a development on the subject lands as well as surrounding properties and roads.
- o) An agricultural impact assessment for non-agricultural uses proposed outside of the Urban Area Boundary to evaluate the capability of the site for agricultural use including soil, micro-climate and drainage conditions,

the pattern of agricultural or non-agricultural activities, and any potential impacts on surrounding agricultural activities.

- p) A tree inventory and tree preservation plan, where an individual significant tree or any group of trees, including a woodland as defined by the Region's Tree and Forest Conservation By-law, may be impacted by a proposed development.
- q) The impact of the proposed development on the quality and quantity of ground and surface water and the watershed and, if required, the identification of methods of protection, including a stormwater management plan.
- r) A noise and vibration study and an air quality study to address impacts of roads, rail lines, air traffic etc. on development proposals involving residential uses and other similar sensitive uses.
- s) A land use compatibility study in accordance with Provincial regulations and guidelines, including D Series guidelines, which may include one or more of the studies listed under 14.2.1.20 of Part 4 of this Plan, to address the impacts of industrial uses on residential uses and other similar sensitive uses.
- t) A cultural heritage impact study where development is proposed on or adjacent to lands, structures, or buildings listed on the Township's Register of Heritage Properties, or is proposed within or adjacent to a cultural heritage landscape.
- u) A park and trail needs assessment that demonstrates how the proposed development integrates or conforms with the Township's Bike and Trails Master Plan or any other plan that the Township may pass from time to time.
- v) An archaeological study if the lands are within an area of archaeological potential.
- w) A financial impact study addressing the financial implications of the proposal on the Township, neighbouring lands or the general market in the Township.
- x) The location, size and type of livestock operation proposed or within the vicinity of a new lot or land use outside of the urban area boundary in accordance with the information required for calculation of a Minimum Distance Separation.
- y) An Environmental Site Assessment (Phase 1, 2 or 3) where there is the potential of contamination of land due to previous uses that will assess existing conditions and address the need for further environmental testing or remediation in accordance with Provincial regulations and guidelines. Such Environmental Site Assessment may include a Letter of Reliance from a qualified professional that state the Township or relevant agencies are authorized to rely on information and opinions provided in such

Assessments. However, where the development or redevelopment proposal is subject to an environmental assessment or related assessment or study pursuant to the Environmental Assessment Act, the Environmental Protection Act, or other pertinent legislation, additional studies may not be required.

- z) A public consultation and future consultation strategy report, to identify methods to engage the public.
- aa) One or more plans to illustrate the current site conditions and the proposed development, which may include but is not limited to a site plan which may include an Ontario Building Code Matrix, zoning compliance review and road widening details, elevation plan, landscape plan/details, streetscape plan, site grading plan, site servicing plan, erosion and sediment control plan, drainage area plan, topographical and boundary survey, conceptual and contextual plans.
- bb) An urban design brief.
- cc) Information, studies and/or reports shall be prepared by a qualified professional and submitted in an electronic format along with a hard copy to the Township to make this information readily available to the public and commenting agencies including, but not limited to, the Region and Niagara Peninsula Conservation Authority. Where the Township, Region, Niagara Peninsula Conservation Authority or other agency has requested additional information and/or reports, there may be a request for a peer review of any information and/or report. Such request must be made within ten days of submission. The applicant shall be responsible for all costs for a peer review which shall be payable upon submission of an invoice from the Township, Region, Niagara Peninsula Conservation Authority, or any other agency.
- dd) Any information, studies and/or reports shall be prepared in accordance with requirements of the Planning Act and any Provincial policy statements or plans that are in effect, as well as terms of reference approved through a pre-consultation process and the requirements and guidelines adopted by the Township and other agencies who may have an interest in the application.
- ee) The Director of Planning and Building or their designate shall be responsible for determining whether a planning application is complete. If an application is submitted without pre-consultation, adequate supporting information and/or reports, and any application review fees required by the local municipality, the Region, Niagara Peninsula Conservation Authority or any other public agency, the application may be deemed to be incomplete.
- ff) The Director of Planning and Building or their designate shall determine if revision requests made subsequent to the submission of a complete application meet the intent of the original application. Substantial changes to an application may require a new pre-consultation and the filing of a new application. Revisions made to an application in response to Township or

agency comments, or in response to public comments, shall not require the filing of a new application.

#### **18.18 Home Industry**

Home industries may be permitted in the Agricultural and Hamlet Area subject to the following: *(amended by OPA No. 47)*

- a) The use is small in scale and remains secondary to the principal use of the property, and in the Agricultural Area home industries shall be secondary to the principal agricultural use of the property. *(amended by OPA No. 47)*
- b) In the Agricultural Area, all of the property remains designated and zoned agricultural,
- c) New uses are compatible with and do not hinder surrounding agricultural uses,
- d) The use complies with other policies in the Plan, and
- e) No future severance is permitted in the Agricultural Area

The permitted locations, size, activities and other aspects of a home industry shall be established in the implementing zoning bylaw. *(amended by OPA No. 47)*

#### **18.19 Land Use Compatibility**

Sensitive land uses shall be protected from the adverse impacts of noise, vibration, odours, emissions, litter, dust and other contaminants. In order to achieve this, Council will request that appropriate studies be undertaken where sensitive land uses may be impacted. Such studies shall be submitted to Council prior to approval in principle of a development or land use change (i.e.: prior to establishing the principle of development).

#### **18.20 Potentially Contaminated or Brownfield Sites**

Potentially contaminated or brownfield sites are sites where the environmental condition of the property or properties may have potential for adverse effects on human health, ecological health or the natural environment. In order to prevent these adverse effects, prior to permitting development on these properties, it is important to identify these properties and ensure that they are suitable or have been made suitable for the proposed land use(s) in accordance with provincial legislation, regulations and standards.

While the identification of potentially contaminated sites is important in the planning application review process, the policies in this section should not be interpreted as a commitment on the part of the Township to identify all contaminated sites. Rather, these policies should be regarded as an effort by the municipality to responsibly utilize available information in the planning application review process to help ensure that development takes place only on sites where the environmental conditions are suitable for the proposed use of the site.

### 18.20.1 Policies

- a) The following list of general uses represents current or past activities on a property that may be causing or may have caused environmental contamination:
  - i. activities involved with the elimination or disposal of waste and other residues, including, but not limited to landfill sites and waste disposal areas;
  - ii. any activities involving the storage and/or use of hazardous substances, including but not limited to fuels, oils, chemicals, paints or solvents;
  - iii. railway lands.
- b) The Township will utilize available information in the planning application review process to help ensure that development takes place only on sites where the environmental conditions are suitable for the proposed use of the site.
- c) The Township will require development proponents to document previous uses of a property or properties that are subject of a planning application and/or properties that may be adversely impacting a property or properties that are subject of a planning application in order to assist in the determination of the potential for site contamination.
- d) Where the Township determines that there is a proposed change in land use to a more sensitive use on a property or properties that have been identified through the Township's planning application review process as "potentially contaminated", the Township will:
  - i. Require as a condition of planning approval, written verification to the satisfaction of the Township from a Qualified Professional as defined by provincial legislation and regulations, that the property or properties in question are suitable or have been made suitable for the proposed use in accordance with provincial legislation, regulations and standards, including where required by the Township or provincial legislation and/or regulations, filing by the property owner of a Record of Site Condition (RSC) signed by a Qualified Person in the Environmental Site Registry, and submission to the Township of written acknowledgement from the Ministry of Environment specifying the date that the RSC was filed in the Environmental Site Registry;
  - ii. establish conditions of approval for planning applications to ensure that satisfactory verification of suitable environmental site condition is received as per d) i);
  - iii. where applicable, utilize the holding provisions of the Planning Act to ensure that satisfactory verification of suitable environmental site condition is received as per d) i).
- e) Where the Township is deeded land for public highways, road widenings, parks, stormwater management, easements, or for any other purpose, the Township may require, as a condition of transfer, satisfactory verification of environmental site condition as per d) i).

- f) Development on, abutting or adjacent to lands affected by oil and gas hazards; or former mineral aggregate operations or petroleum resources operations may be permitted only if rehabilitation measures to address and mitigate known or suspected hazards are under-way or have been completed.
- g) Contaminated sites shall be remediated as necessary prior to any activity on the site associated with the proposed use such that there will be no adverse effects.

#### **18.21 Status Zoning**

Use of land that existed legally at the date of the adoption of this Official Plan may be deemed to conform. Such uses may be zoned to reflect their present use and performance standards provided:

- a) The zoning will not permit any significant change of use or zone provisions that will aggravate any situation detrimental to adjacent conforming uses;
- b) The uses to be recognized shall be zoned in such a way that any significant enlargement, expansion or change of use must be by amendment to the Zoning By-law;
- c) They do not constitute a danger to surrounding uses and persons by virtue of their enjoyment of property; and
- d) That these uses conform with all servicing requirements including private sewage disposal systems, water supplies, and applicable approvals have been obtained; and
- e) They do not interfere with the desirable development or enjoyment of the adjacent area.

#### **18.22 Alternative forms of Housing**

In the future, the changing profile of the population in West Lincoln and in the Region will create demands for smaller and more diverse forms of housing. Specifically, the population is aging and census data indicates a continuing trend toward an increase in one (1) parent families (70% of which are lone female parents) and smaller family size. Pressure to accommodate this demand will be felt across the Region and within the Township in new and existing neighbourhoods and requires flexible and responsive municipal policies and regulations. The following is not intended to be all inclusive. As circumstances warrant other forms of housing may be considered in order to meet an identified demand.

#### **18.23 Group Homes**

Group homes provide needed housing opportunities for particular individuals within West Lincoln based on residents' physical, mental, emotional, social or legal status. In order that these group homes may locate and operate in the most suitable manner, the following policies shall apply.

- (a) The following types of Group Homes shall be permitted without an amendment to the Zoning By-law:
  - i. Approved Homes (Psychiatric Care);
  - ii. Homes for Special Care (Psychiatric Care);
  - iii. Supportive Housing Programs, Adult Community Mental Health Program;
  - iv. Children's Residences;
  - v. Accommodation Services for the Developmentally Handicapped;
  - vi. Satellite Residences for Seniors;
  - vii. Homes for Physically Disabled Adults;
  - viii. Halfway Houses for the Socially Disadvantaged.

These group homes will be allowed to establish in all zones which will permit residential uses, as well as in any existing residence, provided that the lot size and configuration are sufficient to accommodate adequate parking, green space and amenity areas.

*(Original (b) deleted by OPA No. 47)*

- (b) The proposed expansion of any group home operation shall be subject to municipal review and satisfy these policies and all applicable Provincial, agency and zoning requirements.
- (c) The Township's Zoning By-law will contain provisions to guide group homes. The Township will co-operate with the various agencies having approval authority.
- (d) Group Homes may only operate subject to the provisions of this Section, the provisions of the implementing Zoning By-law and all necessary Provincial approvals. Further, all Group Homes in West Lincoln must be registered with the Township pursuant to Section 163 of the Municipal Act, 2001, S.O. 2001.

## **18.24 Delegated Authority**

- a) Council may, by by-law, delegate the authority to pass by-laws under Section 34 of the Planning Act, that are of a minor nature, to an individual who is an officer or employee of the Town (i.e., Director of Planning and Building or designate).
- b) Delegation of authority to pass by-laws under Section 34 of the Planning Act shall be limited to:
  - i. a by-law to remove a holding "H" symbol;
  - ii. a by-law to authorize the temporary use of land, buildings, or structures subject to the criteria contained in this Plan; and
  - iii. minor zoning by-law amendments.
- c) The delegation of authority to pass a by-law to authorize the temporary use of land, buildings, or structures and to pass minor zoning by-law amendments is subject to the following criteria:

- i. an Official Plan Amendment is not required, and the proposal maintains the general intent and purpose of the Township's Official Plan, including its vision, goals, objectives, and policies;
- ii. a Draft Plan of Subdivision is not required in accordance with the Township's Official Plan; and
- iii. any concerns raised by the public and/or staff during the application review and consultation process are resolved prior to the passing of the by-law."

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-48**

**BEING A BY-LAW TO AMEND BY-LAW 2021-84, AS AMENDED,  
WHICH ALLOWS THE TOWNSHIP TO ENFORCE AND SEEK  
COMPLIANCE WITH DESIGNATED BY-LAWS OR PORTIONS  
THEREOF THROUGH AN ADMINISTRATIVE MONETARY  
PENALTY SYSTEM (AMPS) IN THE TOWNSHIP OF WEST  
LINCOLN**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln enacted By-law 2021-84, as amended which allows the Township to enforce and seek compliance with designated by-laws or portions thereof through an Administrative Monetary Penalty System (AMPS) in the Township of West Lincoln;

**AND WHEREAS** the Council of the Corporation of the Township of West Lincoln now deems it necessary to amend Section 6.0 - Appeal to Hearing Officer, Sentence 6.4(b) of By-law 2021-84, as amended;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

1. That, Section 6.0 – Appeal to Hearing Officer, Sentence 6.4(b) of By-law 2021-84, as amended, be deleted and the following Sentence 6.4(b) be inserted in lieu thereof:
  - b) attending in person at the location listed on the Penalty Notice to complete a Request for Hearing Form and scheduling the time and place for the review, or by way of virtual meeting with a Hearing Officer.

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>th</sup> DAY OF JUNE, 2023**

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**MAYOR CHERYL GANANN**

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**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-49**

**BEING A BY-LAW TO AMEND BY-LAW 2022-18, WHICH APPOINTS A HEARING OFFICER, JANET RUTHERFORD OF RUTHERFORD PROSECUTIONS, TO CONDUCT THE APPEAL PROCESS FOR ADMINISTRATIVE PENALTIES FOR PARKING AND NON-PARKING ADMINISTRATIVE MONETARY PENALTIES FOR THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln enacted By-law 2022-18, which appoints a hearing officer, Janet Rutherford of Rutherford Prosecutions, to conduct the appeal process for Administrative Penalties for Parking and Non-Parking Administrative Monetary Penalties for the Corporation of the Township of West Lincoln;

**AND WHEREAS** the Council of the Corporation of the Township of West Lincoln now deems it necessary to amend By-law 2022-18, as amended, by adding “(or designate), or any other member appointed by Rutherford Prosecutions”, of Rutherford Prosecutions as a Hearing Officer for the Corporation of the Township of West Lincoln.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

1. That, Section 1 of By-law 2022-18 be deleted and the following Section 1 be inserted in lieu thereof:
  1. That, Janet Rutherford “(or designate), or any other member appointed by Rutherford Prosecutions”, of Rutherford Prosecutions, be appointed as Hearing Officer to conduct the appeal process for administrative penalties for parking and non-parking Administrative Monetary Penalties for the Corporation of the Township of West Lincoln, effective immediately.
2. That, Section 2 of By-law 2022-18 be deleted and the following Section 2 be inserted in lieu thereof:
  2. That, Janet Rutherford “(or designate), or any other member appointed by Rutherford Prosecutions”, of Rutherford Prosecutions shall perform the duties of Hearing Officer, on the terms and conditions as set out in the Shared Services Hearing Officer Agreement, as authorized by By-law 2022-08, between the Township of West Lincoln, the Corporation of the Town of Grimsby, the Corporation of the Town of Lincoln, the Corporation of the Town of Niagara-on-the-Lake, the Corporation of the City of Port Colborne, the Corporation of the City of St. Catharines, the Corporation of the City of Thorold, the Corporation of the Township of Wainfleet, City of Niagara Falls, and the Corporation of the Town of Pelham (and others as approved by the participants).

**READ A FIRST, SECOND AND THIRD  
TIME AND FINALLY PASSED THIS  
26<sup>th</sup> DAY OF JUNE, 2023**

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**MAYOR CHERYL GANANN**

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**JESSICA DYSON, CLERK**

**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN**

**BY-LAW NO. 2023-xx**

**A BY-LAW TO AUTHORIZE AN AGREEMENT BETWEEN THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN AND ASSOCIATED ENGINEERING (ONT.) LIMITED FOR BARBARA ST., BROOKS CIRCLE WATERMAIN REPLACEMENT**

**WHEREAS** the Council of the Corporation of the Township of West Lincoln deems it expedient to enter into an agreement with Associated Engineering (Ont.) Limited for Barbara Street, Brooks Circle Watermain Replacement.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN ENACTS AS FOLLOWS:**

1. That, the Council of the Corporation of the Township of West Lincoln enter into an agreement with Associated Engineering (Ont.) Limited for Barbara Street, Brooks Circle Watermain Replacement ; and,
2. That, the Mayor and Clerk be authorized to sign the above mentioned agreement, and any other related documents, and to affix the Corporate Seal thereto.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 26<sup>th</sup> DAY OF JUNE 2023.**

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**MAYOR CHERYL GANANN**

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**JESSICA DYSON, CLERK**