

TOWNSHIP OF WEST LINCOLN ADMINISTRATION/FINANCE/FIRE COMMITTEE AGENDA

MEETING NO. EIGHT

Monday, November 18, 2024, 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.

Pages

1. CHAIR - Councillor Jason Trombetta

Prior to commencing with the Administration/Finance/Fire Committee meeting agenda, Chair Trombetta will note the following:

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 jpaylove@westlincoln.ca before 4:30 p.m. on the day of the meeting for consideration by the Committee. Comments received after 4:30 p.m. on the day of the Committee meeting will be considered at the following Council meeting. Comments submitted are included in the record.
3. This meeting will be livestreamed as well as recorded and available on the Township's website.

2. 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 Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit 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. CHANGE IN ORDER OF ITEMS ON AGENDA

4. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST

5. APPOINTMENTS

There are no appointments/presentations.

6. REQUEST TO ADDRESS ITEMS ON THE AGENDA

NOTE: Procedural By-law Section 10.13(5) – General Rules

One (1) hour in total shall be allocated for this section of the agenda and each individual person shall only be provided with **five (5) minutes** to address their issue (some exceptions apply). A response may not be provided and the matter may be referred to staff.

Chair to inquire if there are any members of the public present who wish to address any items on the Administration/Finance/Fire Committee agenda.

7. CONSENT AGENDA ITEMS

7.1 ITEM A53-24

CONSENT AGENDA ITEMS

There are no Consent Agenda Items

8. COMMUNICATIONS

8.1 ITEM A54-24

4

Mayor's Youth Advisory Committee Minutes - October 2, 2024

RECOMMENDATION:

That, the Mayor's Youth Advisory Committee Minutes dated October 2, 2024; be received.

9. STAFF REPORTS

9.1 ITEM A55-24

6

Manager of Finance and Deputy Treasurer (Katelyn Repovs) and Director of Finance/Treasurer (Donna DeFilippis)
Re: Recommendation Report T-24-2024 - Asset Management Plan Phase 3 – Budget Amendment

RECOMMENDATION:

1. That, Recommendation Report T-24-2024, titled "Asset Management Plan Phase 3 – Budget Amendment", dated November 18, 2024, be received; and,
2. That, Budget Amendment BA2024-12 for an amount of \$60,000, funded through the Capital Reserve, be approved by Council.

9.2 ITEM A56-24

9

Fire Chief (Dennis Fisher)
Re: Information Report WLFD-14-2024 - Monthly Update – October 2024

RECOMMENDATION:

That, Information Report WLFD-14-2024 titled "Monthly Update – October 2024" dated November 18, 2024, be received for information.

9.3 ITEM A57-24

12

Director of Finance and Treasurer (Donna DeFilippis) and Manager of Finance and Deputy Treasurer (Katelyn Repovs)
Re: Recommendation Report T-23-2024 - Quarter 3 Financial Update September 2024

RECOMMENDATION:

1. That, Recommendation Report T-23-2024, titled "Quarter 3 Financial Update September 2024" , dated November 18, 2024 , be received; and,
2. That, Council approve the funding of the 2020 Smithville North Drain assessment update of \$5,088 through the operating fund.

9.4 ITEM A58-24

20

CAO (Truper McBride)
Re: Information Report CAO-05-2024 - Organizational Restructuring

RECOMMENDATION:

That, Information Report CAO-05-2024, titled "Organizational Structure" dated November 18th, 2024, be received

10. OTHER BUSINESS

10.1 ITEM A59-24

CAO (Truper McBride)
Re: Staff Accomplishments

Donna DeFilippis - NextGen Excellence Award Winner

10.2 ITEM A60-24

Members of Committee
Re: Verbal Updates from Members of Boards and Committees - If required

10.3 ITEM A61-24

Members of Council
Re: Other Business Items of an Informative Nature

11. NEW BUSINESS

NOTE: Only for items that require immediate attention/direction and must first approve a motion to introduce a new item of business. (Motion Required)

12. CONFIDENTIAL MATTERS

There are no confidential matters.

13. ADJOURNMENT

The Chair declared the meeting adjourned at the hour of [time]

**TOWNSHIP OF WEST LINCOLN
MAYOR'S YOUTH ADVISORY COMMITTEE (MYAC)**

MEETING NO. SIX: Wednesday, Oct 2, 2024 – 3:30 p.m. Council Chambers

Mayor Ganann
Syd Kivell
Joshua Harkin
Joshua Reilly
Carson McFarlane
George Witt
Tamas Hunter
Giselle Karaban

Guests: Chief of Police Bill Fordy
Staff Sergeant Sarah Rose
Sadie Maguire
Chris Kivell

Staff: Jacquie Thrower, Executive Assistant

1. Welcome and Introduction of members/guests – Chief of Police Bill Fordy

Mayor Ganann welcomed the Committee Members to the meeting and introduced our special guests, Chief of Police Bill Fordy, Staff Sergeant Sarah Rose and Sadie Maguire .

2. Business Arising from Minutes:

i) Goals for new membership (suggestions, ideas for discussion)

Our guest Sadie Maguire is in grade 7 and advised she would like to attend another meeting and become a member of the Committee.

The minutes of May 1, 2024 were ratified by the Committee.

Guest Speakers: Chief of Police Bill Fordy and Staff Sergeant Sarah Rose

Mayor advised she recently meet with the new Niagara Regional Chief of Police, Bill Fordy and he advised he would be willing to be a guest at a future meeting. Police Chief Fordy provided members of the committee with his work experience to date. He currently has 35 years of service and he was the Deputy Police Chief for 6 years prior to becoming Chief. He started his career with the RCMP.

Staff Sergeant Sarah Rose represents 8 District which governs Grimsby, Lincoln and West Lincoln. Staff Sergeant Rose has worked in many departments throughout her career with the Niagara Regional Police.

Committee Members took turns asking questions and below is a summarization of answers and suggestions:

Make good choices in your youth

A University degree, a Police Foundations Program diploma and life experience assist with pursuing a career in policing

If you see someone being bullied tell a teacher or parent (adult)

Advise you parent a guardian of any issues you may be experiencing

Use caution with social media

Change colour of lights at crosswalk – red instead of white or yellow

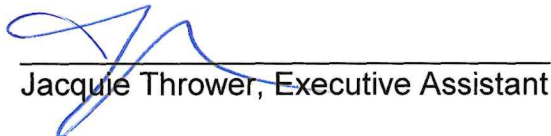
Chief of Police Bill Fordy asked each Committee Member what they would do if they were the Police Chief for the day. The consensus of the answers seemed to be an increase in police officers in the municipality in order to prevent crimes, especially at the community centre between the hours of 6:00 p.m. – 10:00 p.m. increase bike lanes and add security to schools.

3. Adjournment

The meeting adjourned at 4:30 p.m.



Mayor Cheryl Ganann



Jacquie Thrower, Executive Assistant

DATE: November 18, 2024

REPORT NO: T-24-2024

SUBJECT: **Asset Management Plan Phase 3 – Budget Amendment**

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

OVERVIEW:

- The Township is legislated through O. Reg. 588/17 to have Phase 3 of the AMP complete by July 1, 2025 for all municipal infrastructure assets.
- Phase 3 is to identify proposed levels of services, lifecycle activities that are required to meet proposed levels of service, and a strategy to fund these activities.
- Administration is requesting approval of a 2024 Budget Amendment for \$60,000 to establish a project and proceed with work required to complete Phase 3 of the Township’s Asset Management Plan (AMP).
- A Request for Proposal is planned for issuance, once the requested Budget Amendment is approved, in order to obtain qualified professional firm services related to the development of Phase 3 of the AMP.

RECOMMENDATION:

- 1) That, Recommendation Report T-24-2024, titled “Asset Management Plan Phase 3 – Budget Amendment”, dated November 18, 2024, be received; and,
- 2) That, Budget Amendment BA2024-12 for an amount of \$60,000, funded through the Capital Reserve, be approved by Council.

ALIGNMENT TO STRATEGIC PLAN:

- **Theme #4: ADVANCE organizational capacity and effectiveness:** Through proactive asset management, the Township will continue to care for assets and strategically invest and manage reserves, to ensure assets are in a suitable condition in order to provide the services the community expects.

BACKGROUND:

Ontario municipalities are legislated through O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure to have Phase 3 of their Asset Management Plans (AMP) completed by July 1, 2025 for all municipal infrastructure assets.

Phase 3 of an AMP is crucial as it brings together the first and second phases of the AMP, by identifying proposed levels of service for all municipal assets and lifecycle management needs, and adding a funding strategy for lifecycle activities over a 10-year period. This strategy will identify the gap between the need and a municipality's own source revenues.

To date, the following milestones under the Province's legislation have been achieved by Administration:

- The Township's Strategic Asset Management Policy (POL-ADMIN-02-2019) was presented to Council on April 15, 2019 through Report RFD-T-08-19. This Policy provides a framework for the development and implementation of the Township's asset management program.
- Phase 1 of the AMP was presented to Council on June 20, 2022 through Report T-19-2022. This Phase included core assets (roads, bridges and culverts, water, wastewater, and stormwater management systems) and identified the current levels of service and the cost of maintaining those levels of service.
- Phase 2 of the AMP was presented to Council on October 21, 2024 through Report T-22-2024. This Phase covered all assets (core and non-core assets) and identified the current levels of service and the cost of maintaining those levels of service.

CURRENT SITUATION:

The Township's Ten Year Capital Plan, most recently approved by Council during 2024 budget deliberations, does not reflect a project for Phase 3 of the AMP. Given the deadline for achieving Phase 3 is July 1, 2025, Administration has identified the need to request a 2024 Budget Amendment related to this project. This is to ensure the work can begin in a timely manner and that the legislated deadline can be reasonably met.

Phase 1 of the AMP was developed through assistance from PSD Citywide, a professional services firm. Phase 2 of the AMP was completed by Administration with no third-party assistance. Phase 3 of the AMP involves complex, specialized analysis and Administration does not have the expertise, resources, or tools to complete the project in its entirety. Therefore, Administration has identified the need to obtain professional firm services for development of Phase 3 of the AMP.

In order to complete Phase 3 of the AMP, Council is asked to approve Budget Amendment BA2024-12 for \$60,000. A review of other local Niagara municipalities was completed to determine an appropriate budget amount to request for this work.

A Request for Proposal (RFP) is planned for issuance once the requested Budget Amendment is approved, in accordance with the Township's Purchasing Policy, in order to obtain professional services related to the development of Phase 3 of the AMP. The RFP will be posted on the Township's Bids and Tenders platform.

FINANCIAL IMPLICATIONS:

The project budget of \$60,000 is requested. Budget Amendment BA2024-12, in the amount of \$60,000, will be funded through a transfer from the Township’s Capital Reserve. There are currently no grant funding opportunities available to assist with this project work, however Administration will remain vigilant if any suitable grant opportunities arise. In addition, this project plan work is not eligible to be funded through Development Charges, as it is not concerning future growth-driven assets.

Phase 3 of the AMP will produce a funding strategy that will identify the gap between the Township’s asset lifecycle needs/costs and the Township’s own source revenues, and will guide the Township on how to achieve full funding goals over the life of the plan. In order to address this infrastructure gap, there will be an impact on the Township’s future operating and capital budget plans.

Completion of an AMP, in accordance with the legislated phases and deadlines, is required to receive and remain eligible for infrastructure funding, such as the Canada Community Building Fund (CCBF) and the Ontario Community Infrastructure Fund (OCIF). Infrastructure funding is imperative for municipalities to fund asset lifecycle activities in order to provide safe and reliable levels of service to its community.

INTER-DEPARTMENTAL COMMENTS:

This report was discussed with the Senior Leadership Team. The Township’s Asset Management Committee, which is comprised of representatives from the Operations, Engineering, Community Services, and Corporate Services departments, will be involved in and provide input to the Phase 3 project, which will be guided by a professional firm.

CONCLUSION:

This report outlines the importance of completing Phase 3 of the Township’s Asset Management by the legislated deadline of July 1, 2025. Completion of Phase 3 is required to ensure the Township continues to remain eligible for critical infrastructure funding. Council is requested to approve Budget Amendment BA2024-12 for \$60,000, funded by the Capital Reserve, in order to complete this project work.

Prepared by:

Katelyn Repovs, CPA, CA
Manager of Finance/Deputy Treasurer

Approved by:

Truper McBride
CAO

Reviewed by:

Donna DeFilippis, CPA, CA
Director of Finance/Treasurer

DATE: November 18, 2024
REPORT NO: WLFD-14-2024
SUBJECT: **Monthly Update – October 2024**
CONTACT: Dennis Fisher, Fire Chief

OVERVIEW:

- This report will address October 2024 fire responses and activities.

RECOMMENDATION:

That, Information Report WLFD-14-2024 titled “Monthly Update – October 2024” dated November 18, 2024, be received for information.

ALIGNMENT TO STRATEGIC PLAN:

Theme # 1 and # 4

- **Build** – a safe, connected, caring and active community
- **Advance** – organizational capacity and effectiveness

CURRENT SITUATION:

Emergency responses Calls: See Attached Schedule "A"

New Recruits: Staff have finished interviewing candidates, testing will commence the week of the November 11, 2024.

Promotions: No promotions

Station # 2 Progress:

- A few deficiencies left to be completed
- Demolition of old Fire Station # 2 - Utilities have all been disconnected. York 1 is looking to start demolition the week of November 18th

Training

- Hose deployment / Advancement
- Auto Extrication
- Air Bags
- Driver training on going

Fire Prevention

- Station # 1 Open house – well attended
- Ongoing fire plan reviews

Apparatus Fleet

- Nothing to report

Fire Department Activities

- Station # 1 - \$5000.00 donation to West Lincoln Memorial Hospital
- St Martins School - public education event
- Station # 1 handed out Halloween bags, Halloween night

FINANCIAL IMPLICATIONS:

There are no financial implications with this report.

INTER-DEPARTMENTAL COMMENTS:

This report was reviewed by the Director of finance, CAO, and the Clerks Department.

CONCLUSION:

This report is to inform Committee and Council of the October 2024 operations of the Fire Service.

Prepared & Submitted by:

**Dennis Fisher
Fire Chief/CEMC**

Approved by:

**Truper McBride
CAO**

Jurisdiction

WEST LINCOLN

2024 MONTHLY DISPATCHES BY DETERMINANT

Determinant Group	January	February	March	April	May	June	July	August	September	October	November	December	Total
⊕ Burning Complaint	1			2	1		1	2		2			9
⊕ Carbon Monoxide	1		2	1			2						6
⊕ Emergency Assistance	3		1		2	1	2			2			11
⊕ Grass/Tree/Brush Fire			2	2	1		1		1	1			8
⊕ Hazmat			1				1						2
⊕ Medical	6	5	8	3	7	8	11	8	5	4			65
⊕ MVCs	9	3	12	4	9	8	11	6	9	7			78
⊕ Non-Emergency Assistance		1		1	2								4
⊕ Non-Emergency Medical													
⊕ Other Fire			1		1					2			4
⊕ Preliminary Assignment	1									1			2
⊕ Remote Alarm	4	1	2	2	3	2	2	3	3	2			24
⊕ Rescue													
⊕ Structure Fire	1			1	1	2	2	1	2	1			11
⊕ Unknown 911													
⊕ Vehicle Fire			1			2	1		2	1			7
⊕ Water Rescue													
Total Responses within Municipality	26	10	30	16	27	23	34	20	22	23			231

WEST LINCOLN

23

Year-to-Date Responses Out of Area

231

Total Events This Year

DATE: November 18, 2024

REPORT NO: T-23-2024

SUBJECT: **Quarter 3 Financial Update September 2024**

CONTACT: Donna DeFilippis, CPA, CA Director of Finance and Treasurer
Katelyn Repovs, CPA, CA Manager of Finance and Deputy Treasurer

OVERVIEW:

- Presentation and analysis of operating and capital expenditures as of September 30, 2024.
- At this point in time, staff are projecting a 2024 surplus of approximately \$400,000, based on departmental budgets remaining within budget. This surplus is attributable to higher than budgeted returns on investments.

RECOMMENDATION:

- 1) That, Recommendation Report T-23-2024, titled “Quarter 3 Financial Update September 2024” , dated November 18, 2024 , be received; and,
- 2) That, Council approve the funding of the 2020 Smithville North Drain assessment update of \$5,088 through the operating fund.

ALIGNMENT TO STRATEGIC PLAN:

- **Strategic Priority #4 – ADVANCE** organizational capacity and effectiveness

BACKGROUND:

The Finance Department has completed a review of operating results up to the end of September 30, 2024. **Schedule “A”** is a summary of the Operating Revenues and Expenditures up to September 30, 2024. The analysis has taken into account the timing and seasonality of certain budget lines. The column titled “Budget” under the “Operating YTD” heading on the attached analysis indicates the portion of the budget that would be expected to be expended as of September 30, 2024. This report summarizes the actual operating expenditures up to September 30, 2024 by service area. **Schedule “B”** to this

report is a presentation of September 30, 2024 results by “object” code and includes capital expenditures. **Schedule “C”** to this report is a listing of the Township Reserve Balances projected to December 31, 2024.

CURRENT SITUATION:

Staff is projecting that investment revenue will exceed the 2024 budget, resulting in a projected surplus of \$400,000. This projected surplus is contingent on all other departments performing within their approved budgets.

Investment income has been a key tool that the Township has had the ability to manage in order to provide favourable returns. Where possible, staff have locked in funds into the future in order to provide income as interest rates fall. The Township has approximately \$5 million invested over 2026 and 2027, earning an average return of 5%. Approximately another \$7 million is invested for 2025, earning an average return of 5.5%. Staff do not budget for these investment returns, as doing so would result in large fluctuations in the tax levy. Staff do take into account this additional revenue when recommending reserve transfers to Council.

Drainage Act Item:

In 2020, an outside engineering firm was contracted to prepare a new maintenance schedule and plan for the Smithville North Drain. The Smithville North Drain is located in the urban area of West Lincoln and has a catchment area that includes properties and subdivisions along Station Street, north of West Street to just past Spring Creek Road. The resulting report was a Section 65 reapportioning of the assessment under the Drainage Act, to take into account severances that had taken place after the original drainage assessment was completed. The costs of these works was \$5,088 and was expensed in 2020.

According to the Drainage Act, the costs incurred in 2020 were recoverable from property owners. Administration has recently investigated this matter and have concluded that notification of the assessment update for the Smithville North Drain was never provided to the property owners. There are 294 properties on the assessment schedule. The Township would be responsible for \$389 of the cost as Township roads are in the catchment area. The remaining amount to be billed out to other property owners would be \$4,699. The average billing amount would be \$16.00 per property owner, with 241 of the properties receiving invoices of less than \$10 each. Due to the fact that notice was not provided to the property owners on a timely basis and the fact that the majority of the invoices would be for small amounts, Administration is recommending that the cost of the 2020 assessment not be billed out to the property owners. There would be no impact to the 2024 budget, as the item was expensed in 2020. In order to comply with Section 65 of the Drainage Act we are requesting that Council provide direction to Administration to approve the funding of this work through the operating fund.

Administration now ensures that all new severance applications that are in the

catchment area of a municipal drain include as a condition of approval, the requirement that the property owner pays for the section 65 re-assessment. This practice has been in place for several years.

Purchasing Activity:

The Township’s purchasing policy grants the CAO purchasing authority up to \$100,000. This authority applies to the approval of quotes/RFPs/tenders. In addition, the CAO has authority to approve up to \$100,000 in instances where prices are not obtained through a competitive process, and a request to purchase by way of negotiation, as outlined in Section 10 of the purchasing policy, is requested. The CAO approved the following procurements as of the end of October 2024, in accordance with the purchasing policy:

Vendor	Amount	Project
The Watering Can	\$ 12,000.00	Harvest Routes Workshop
Shear Display	\$ 11,520.00	Christmas Pole Lights- extension of contract
Capitivate Cinema	\$ 12,100.00	LAM grant project- Township promotional video
Great Canadian Holidays and Coaches	\$ 6,860.00	Senior's Community Grant program event
Robin's Electric	\$ 6,921.31	Emergency repair at Leisureplex
Jannatec Technologies	\$ 7,690.00	Antenna replacement for two way radio system
Cimco	\$ 5,776.19	Ice Making Service Agreement extension to December 31, 2024
Canada Clean Fuels Inc.	\$ 20,000.00	Covers October and November, report to Council for balance of contract

FINANCIAL IMPLICATIONS:

Amendments to the approved budget are requested by staff when they become aware of changes to the original Council approved budget. As part of the 2024 budget approval, Council approved the following recommendation as part of report T-05-2024:

- “8. That, Council delegate authority to the CAO to approve in year 2024 budget amendments up to \$20,000 per item and that the Treasurer report to Council on a regular basis regarding such amendments; and,”

Any amounts over \$20,000 would go directly to Council for approval. The chart below provides details as to all approved budget amendments. Any amounts that exceed \$20,000 have been approved by Council and are denoted with the appropriate staff report number.

Budget amendment BA2024-09 was approved by the CAO over the past quarter. A grant opportunity through the Niagara Region was presented to Administration. Administration submitted a successful application requesting that funds be provided to purchase promotional items that would be used at the 2025 IPM (International Plowing Match) that will take place in West Lincoln in September 2025. As the host municipality, the Township will be requested to have a display tent at the event. The grant application outlined \$19,100 in projected costs, with funding through the grant of \$7,833.33 and the remainder of the funding from the contingency reserve. The \$19,100 will be used to produce promotional products, including a video, that will be used beyond the IPM event.

BA2024-11, which is a reallocation budget amendment was approved by the Library Board.

Number	Description	Report	Amount	Funding Source	Amount
BA2024-01	Parks and Recreation Master Plan	T-08-2024	30,000.00	Development Charges	(22,500.00)
				Transfer from Planning Reserve	(7,500.00)
BA2024-02	Road Rehab Project	PW-13-2024	reallocation	reallocation only	n/a
BA2024-03	Barbara, Brooks, Killins Watermain/Road/Sidewalk	PW-14-2024	reallocation	reallocation only	n/a
BA2024-04	Cap Project 1039 - Pick-up Truck	N/A	\$ 10,000.00	Transfer from Equipment Reserve	(10,000.00)
BA2024-05	Cap Project 168 - Tractor w/ Mowers and Brusher Arm	PW-18-2024	\$ 84,000.00	Transfer from Equipment Reserve	(84,000.00)
BA2024-06	Gas Detection Equipment	N/A	\$ 8,600.00	Transfer from Fire Reserve	(8,600.00)
BA2024-07	Lincoln St., Welland St., & Niagara St., Reconstruction Detail Design	PW-19-2024	\$ 80,000.00	Transfer from Capital Reserve	(80,000.00)
BA2024-08	By-Election	C-04-2024	\$ 30,000.00	Transfer from Contingency Reserve	(30,000.00)
BA2024-09	LAM Grant Application - International Plow Match	N/A	\$ 19,100.00	LAM Grant	(7,833.33)
				Transfer from Contingency Reserve	(11,266.67)
BA2024-10	Guiderail Replacement Program Tender	PW-24-2024	\$ 20,000.00	Transfer from Bridge Reserve	(20,000.00)
BA2024-11	Reallocation between Library Strategic Plan & Logo/Branding Projects	N/A	\$ 8,763.82	reallocation only	n/a

INTER-DEPARTMENTAL COMMENTS:

This report was discussed with the Senior Leadership Team.

CONCLUSION:

This report is to inform Council of the Township’s operating and capital results up to the

end of September 30, 2024. This report also updates Council on the purchasing authority exercised by the CAO, along with approved budget amendments, up until the end of October 2024. Finally, this report requests that Council approve funding from the operating fund to cover the costs related to the Smithville North Drain reapportionment that took place in 2020

ATTACHMENTS:

- SCHEDULE A Operating Results by Service Area as of September 30, 2024**
- SCHEDULE B Operating and Capital Results by Object as of September 30, 2024**
- SCHEDULE C Reserve Balances Projected to December 31, 2024**

Prepared & Submitted by:

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

Approved by:

**Truper McBride
CAO**

TOWNSHIP OF WEST LINCOLN

For the Nine Months Ending September 30, 2024

	Actuals	Operating YTD			Operating Total		
		Budget	Variance (\$)	Variance (%)	Budget	Variance (\$)	Variance (%)
General							
General	(\$9,740,544.56)	(\$8,594,190.00)	\$1,146,354.56	(13.%)	(\$11,459,500.00)	(\$1,718,955.44)	15.%
Equipment	-105,639.22	-330.00	105,309.22	(31912.%)		105,639.22	0.%
Total General	-9,846,183.78	-8,594,520.00	1,251,663.78	(15.%)	-11,459,500.00	-1,613,316.22	14.%
General Government							
Governance	326,507.24	293,700.00	-32,807.24	(11.%)	392,610.00	66,102.76	17.%
Corporate Management	1,517,287.73	1,540,610.00	23,322.27	2.%	2,066,070.00	548,782.27	27.%
Total General Government	1,843,794.97	1,834,310.00	-9,484.97	(1.%)	2,458,680.00	614,885.03	25.%
Protection Services							
Fire	1,280,404.72	1,224,560.00	-55,844.72	(5.%)	1,628,200.00	347,795.28	21.%
Building Permit & Inspection S	358,197.73	80,480.00	-277,717.73	(345.%)	109,490.00	-248,707.73	(227.%)
Provincial Offences Act		-4,770.00	-4,770.00	100.%	-6,330.00	-6,330.00	100.%
Animal Control	-16,128.51	16,470.00	32,598.51	198.%	22,000.00	38,128.51	173.%
Total Protection Services	1,622,473.94	1,316,740.00	-305,733.94	(23.%)	1,753,360.00	130,886.06	7.%
Transportation Services							
Roads Paved & Unpaved	1,916,332.08	1,955,590.00	39,257.92	2.%	2,611,610.00	695,277.92	27.%
Traffic Operations & Roadside	125,558.31	189,080.00	63,521.69	34.%	254,750.00	129,191.69	51.%
Winter Control	441,310.77	516,920.00	75,609.23	15.%	703,430.00	262,119.23	37.%
Crossing Guards	77,986.53	81,570.00	3,583.47	4.%	117,170.00	39,183.47	33.%
Streetlights	13,265.91	21,510.00	8,244.09	38.%	28,720.00	15,454.09	54.%
Bridges & Culverts	209,455.64	188,100.00	-21,355.64	(11.%)	250,920.00	41,464.36	17.%
Total Transportation Services	2,783,909.24	2,952,770.00	168,860.76	6.%	3,966,600.00	1,182,690.76	30.%
Environmental Services							
Wastewater	-55,485.48	-900.00	54,585.48	(6065.%)		55,485.48	0.%
Storm Sewer	71,005.17	88,380.00	17,374.83	20.%	117,810.00	46,804.83	40.%
Water	117,095.57	-1,260.00	-118,355.57	9393.%		-117,095.57	0.%
Total Environmental Services	132,615.26	86,220.00	-46,395.26	(54.%)	117,810.00	-14,805.26	(13.%)
Heath Services							
Cemeteries	59,854.19	109,120.00	49,265.81	45.%	145,900.00	86,045.81	59.%
Total Heath Services	59,854.19	109,120.00	49,265.81	45.%	145,900.00	86,045.81	59.%
Recreation & Cultural Services							
Parks	316,903.32	477,240.00	160,336.68	34.%	597,980.00	281,076.68	47.%
Recreation Programs	326,415.86	403,340.00	76,924.14	19.%	543,690.00	217,274.14	40.%
Recreational Facilities	572,266.36	445,880.00	-126,386.36	(28.%)	621,000.00	48,733.64	8.%
Libraries	638,485.80	633,110.00	-5,375.80	(1.%)	855,160.00	216,674.20	25.%
Total Recreation & Cultural Services	1,854,071.34	1,959,570.00	105,498.66	5.%	2,617,830.00	763,758.66	29.%
Planning & Development							
Planning & Heritage	363,546.71	258,310.00	-105,236.71	(41.%)	345,000.00	-18,546.71	(5.%)
Drainage	18,622.54	29,250.00	10,627.46	36.%	39,020.00	20,397.46	52.%
Farmers' Market	-2,421.16	11,430.00	13,851.16	121.%	15,300.00	17,721.16	116.%
Total Planning & Development	379,748.09	298,990.00	-80,758.09	(27.%)	399,320.00	19,571.91	5.%

TOWNSHIP OF WEST LINCOLN
Summary of All Units
For the Nine Months Ending September 30, 2024

	YTD				Annual		
	Budget	Actual	Variance (\$)	Variance (%)	Budget	Remaining (\$)	Remaining (%)
Operating Revenue							
Tax Levy	\$7,451,640.00	\$9,935,595.89	(\$2,483,955.89)	(33.%)	\$9,935,610.00	\$14.11	0.0%
Street Light Levy	54,900.00	73,143.23	-18,243.23	(33.%)	73,140.00	-3.23	(0.0%)
Sidewalk Levy	84,870.00	113,180.66	-28,310.66	(33.%)	113,180.00	-0.66	(0.0%)
Supplemental Levy	45,900.00	45,900.00	0.00	100.0%	61,200.00	61,200.00	100.0%
Payment In Lieu	537,930.00	730,207.41	-192,277.41	(36.%)	717,300.00	-12,907.41	(2.0%)
User Fees	4,741,275.12	4,646,177.77	95,097.35	2.0%	6,322,270.28	1,676,092.51	27.0%
Government Transfers	847,353.96	836,388.02	10,965.94	1.0%	1,129,775.24	293,387.22	26.0%
Other Revenue	869,505.03	205,104.16	664,400.87	76.0%	1,159,590.00	954,485.84	82.0%
Proceeds From Debentures		2,670,950.00	-2,670,950.00	0.0%		-2,670,950.00	0.0%
Allocation of Program Support	1,321,650.00	1,762,230.00	-440,580.00	(33.%)	1,762,230.00	0.00	0.0%
Funding From Reserves	1,175,349.06	228,534.40	946,814.66	81.0%	1,567,252.08	1,338,717.68	85.0%
Total Operating Revenue	17,130,373.17	21,201,511.54	-4,071,138.37	(24.%)	22,841,547.60	1,640,036.06	7.0%
Operating Expenses							
Salaries and Wages	4,960,230.00	5,104,074.02	-143,844.02	(3.0%)	6,651,630.00	1,547,555.98	23.0%
Benefits	1,417,550.00	1,370,919.48	46,630.52	3.0%	1,897,990.00	527,070.52	28.0%
Debt Interest	512,100.00	624,910.60	-112,810.60	(22.%)	682,810.00	57,899.40	8.0%
Administrative Expenses	231,570.00	147,081.15	84,488.85	36.0%	309,960.00	162,878.85	53.0%
Supplies and Equipment	300,030.00	238,821.63	61,208.37	20.0%	400,650.00	161,828.37	40.0%
Repairs and Maintenance (Materials Only)	1,374,570.00	1,288,414.79	86,155.21	6.0%	1,833,220.00	544,805.21	30.0%
Utilities	430,920.00	333,379.38	97,540.62	23.0%	574,910.00	241,530.62	42.0%
Insurance	318,510.00	414,374.53	-95,864.53	(30.%)	424,970.00	10,595.47	2.0%
Subscriptions and Periodicals	11,070.00	13,880.57	-2,810.57	(25.%)	14,610.00	729.43	5.0%
Contracted Services	2,893,760.00	2,279,774.16	613,985.84	21.0%	3,859,710.00	1,579,935.84	41.0%
Special Projects	773,263.26	121,599.45	651,663.81	84.0%	1,031,057.60	909,458.15	88.0%
Rents and Financial Expenses	30,870.00	48,189.98	-17,319.98	(56.%)	41,260.00	-6,929.98	(17.0%)
External Transfers	42,570.00	53,595.00	-11,025.00	(26.%)	56,830.00	3,235.00	6.0%
Internal Functional Adjustments	593,370.00	791,130.00	-197,760.00	(33.%)	791,130.00	0.00	0.0%
Allocation of Program Support	728,190.00	971,100.00	-242,910.00	(33.%)	971,100.00	0.00	0.0%
Tax Write Off	58,050.00	90,196.78	-32,146.78	(55.%)	77,500.00	-12,696.78	(16.0%)
Debt Principal	642,150.00	759,243.27	-117,093.27	(18.%)	856,030.00	96,786.73	11.0%
Contribution to Reserves	1,774,800.00	5,381,110.00	-3,606,310.00	(203.%)	2,366,180.00	-3,014,930.00	(127.0%)
Total Operating Expenses	17,093,573.26	20,031,794.79	-2,938,221.53	(17.%)	22,841,547.60	2,809,752.81	12.0%
Operating Surplus/(Deficit)	36,799.91	1,169,716.75	-1,132,916.84	(3079.%)		-1,169,716.75	0.0%
Capital Revenue							
User Fees	2,016,918.45	2,016,918.45	0.00	100.0%	2,689,228.62	2,689,228.62	100.0%
Government Transfers	1,659,792.51	479,189.00	1,180,603.51	71.0%	2,213,056.78	1,733,867.78	78.0%
Other Revenue	1,161.00	75,200.00	-74,039.00	(6377.%)	1,550.00	-73,650.00	(4752.0%)
Proceeds From Debentures	913,050.00	913,050.00	0.00	100.0%	1,217,400.00	1,217,400.00	100.0%
Funding From Reserves	4,515,003.90	4,515,003.90	0.00	100.0%	6,019,979.16	6,019,979.16	100.0%
Total Capital Revenue	9,105,925.86	554,389.00	8,551,536.86	94.0%	12,141,214.56	11,586,825.56	95.0%
Capital Expenditures							
Land Improvements	353,963.43	4,665.95	349,297.48	99.0%	471,955.21	467,289.26	99.0%
Facilities	438,488.46	57,739.74	380,748.72	87.0%	584,643.19	526,903.45	90.0%
Equipment	247,597.56	170,026.32	77,571.24	31.0%	330,129.98	160,103.66	48.0%
Rolling Stock	813,356.01	46,683.41	766,672.60	94.0%	1,084,466.67	1,037,783.26	96.0%
Transportation Infrastructure	3,172,845.24	1,264,094.90	1,908,750.34	60.0%	4,230,456.18	2,966,361.28	70.0%
Environmental Infrastructure	4,079,675.52	280,987.12	3,798,688.40	93.0%	5,439,563.33	5,158,576.21	95.0%
Total Capital Expenditures	9,105,926.22	1,824,197.44	7,281,728.78	80.0%	12,141,214.56	10,317,017.12	85.0%
Capital Surplus/(Deficit)	-0.36	-1,269,808.44	1,269,808.08	(352724467.%)		1,269,808.44	0.0%

RESERVE FUND AND RESERVE BALANCES PROJECTED TO DECEMBER 31, 2024

	CLOSING	COMMITMENTS	UNCOMMITTED
RESERVE FUNDS:			
BUILDING REVENUES RESERVE	-\$ 386,039	\$ -	-\$ 386,039
LIBRARY	\$ 549,900	\$ 74,664	\$ 475,236
TOTAL RESERVE FUNDS	\$ 163,861	\$ 74,664	\$ 89,197
RESERVES:			
BRIDGES	\$ 745,932	\$ 484,012	\$ 261,920
CAPITAL	\$ 2,797,776	\$ 1,695,403	\$ 1,102,373
CEMETARIES	\$ 142,160	\$ 30,763	\$ 111,397
CONTINGENCIES	\$ 2,154,346	\$ 1,746,011	\$ 408,335
ELECTION EXPENSE	\$ 81,285	\$ -	\$ 81,285
EQUIPMENT RESERVE	\$ 931,096	\$ 716,176	\$ 214,920
FACILITY RESERVE	\$ 430,899	\$ 146,300	\$ 284,599
FIRE RESERVE	\$ 1,893,407	\$ 525,181	\$ 1,368,226
HOSPITAL RESERVE	\$ 1,858,802	\$ 1,858,802	\$ -
INDUSTRIAL PARK	\$ 455,759	\$ -	\$ 455,759
INSURANCE	\$ 166,655	\$ -	\$ 166,655
PLANNING RESERVE	\$ 655,572	\$ 608,623	\$ 46,949
SETTLEMENT ROAD AGREEMENT RESERVE	\$ 107,100	\$ 107,100	\$ -
SEWER PROJECTS	\$ 2,295,577	\$ 1,345,163	\$ 950,414
SIDEWALKS	\$ 242,617	\$ 120,000	\$ 122,617
STREET LIGHTS	\$ 64,752	\$ -	\$ 64,752
TECHNOLOGY	\$ 163,420	\$ 41,900	\$ 121,520
WATER RESERVE	\$ 2,051,361	\$ 970,563	\$ 1,080,798
WIND TURBINE COMMUNITY FUND RESERVE	\$ 379,709	\$ 58,343	\$ 321,366
WINTER CONTROL	\$ 648,320	\$ -	\$ 648,320
WLCC (WEST LINCOLN COMMUNITY CENTER)	\$ 480,452	\$ -	\$ 480,452
TOTAL RESERVES	\$ 18,001,065	\$ 9,970,328	\$ 8,292,657
TOTAL RESERVE FUNDS AND RESERVES			\$ 8,381,854

DATE: November 18, 2024
REPORT NO: CAO-05-2024
SUBJECT: **Organizational Restructuring**
CONTACT: Truper McBride, CAO

OVERVIEW:

- The Chief Administrative Officer (CAO) has completed a high-level Organizational Review based on observations and assessments of service delivery with input and discussion from the Senior Leadership Team.
- This report addresses changes to the organizational structure required to support the growth of West Lincoln communities and position the municipal corporation to improve and modernize service delivery.
- Organizational structure is a delegated authority from Council to the CAO and accordingly, this report is being brought for information only.
- Two Director recruitments are currently underway. Restructuring will take place once these recruitments are complete in order to ensure Departmental leadership is in place to support the change management process.

RECOMMENDATION:

That, Information Report CAO-05-2024, titled “Organizational Structure” dated November 18th, 2024, be received

ALIGNMENT TO STRATEGIC PLAN:

Theme #1, 2, 3, and 4

- **Build a safe, connected, caring and active community**
- **Champion strategic and responsible growth**
- **Enrich our strong agricultural legacy**
- **Advance organizational capacity and effectiveness**

BACKGROUND:

The Chief Administrative Officer (CAO) has completed a high-level Organizational Review based on observations and assessments of service delivery with input and discussion from

the Senior Leadership Team (SLT) through one-on-one discussions. A detailed organizational review report will be brought to the December All Committee Meeting.

The organizational restructuring will address orphaned functions, increase accountability and transparency with service delivery and support the delivery of Council's Strategic Plan by aligning Departmental composition and functions with corporate strategy.

West Lincoln's current organizational structure is provided as Appendix A to this report. Appendix A is a leadership level functional chart only, designed to show Departmental structure and does not include all staff positions and names.

This report is being brought to present West Lincoln's new organizational structure. Discussions on the new structure have been completed with staff and affected parties on all the proposed changes. The CAO Office is now positioned to commence the restructuring of the Administration.

COMMENTS:

West Lincoln is facing considerable growth and change over the next two decades as Township communities grow to a population of **37,000 people by 2051** and Smithville in particular evolving into a mid-sized urban centre.

The current organizational structure is outdated and no longer represents an alignment to Council's strategic priorities or able to readily facilitate growth and development. Staff positions have been added to the organizational chart over the years in a manner that has blurred accountabilities, roles, and responsibilities.

Accordingly, a new organizational structure has been designed that aligns to Council's strategic plan and positions the Township to meet the future. The proposed Organizational Structure is attached as Appendix B.

The proposed new Organizational Structure will provide for the following:

- 1. Focused Approach and Accountability for Growth, Development, and Sustainability of Agricultural lands (Alignment to Council Strategic Plan Pillar #2 Champion and #3 Enrich)**

The proposed Organizational Structure restructures the Planning and Building Department, into the Department of Growth and Sustainability to manage all aspects of growth and development in addition to supporting the sustainability of West Lincoln's agricultural lands. The Department of Growth and Sustainability will be composed of the following Divisions: Planning, Building, Civil Land Development Engineering, and Economic Development. Civil Land Development Engineering is a conversion of an existing role in the current Department of Public Works and Recreation.

Over the short term, Bylaw Services will continue to be delivered by the Building Division. Over time, Bylaw Services will become its own Division and transferred to the Department of Legal and Legislative Services which is addressed below in this report.

Economic Development is a new function being formally introduced to this Department. This function integrates well with planning and development and aligns the correct resources to seize commercial and industrial opportunities for the Township. Currently this function is not resourced but will be proposed to Council in future Draft Budgets as pressures and Council priorities allow.

2. Focused approach to operations and maintenance of municipal assets (Alignment to Council Strategic Plan Pillar #4 Advance)

The Public Works and Recreation Department is being restructured into the Department of Operations and the Department of Community and Protective Services. Public Works and Recreation are two separate and distinct functions that are better served through their own dedicated leadership.

The restructured Department of Operations will establish one department responsible for the operating, maintenance, and construction of municipal assets that the Township is responsible for delivering. This Department will oversee Capital Projects, Roads, Fleet, and Water Resources (Stormwater, water and wastewater. This narrower focus to the Department will allow the Director more time to focus on the operation and maintenance of West Lincoln infrastructure.

3. Focused approach to delivery of community services (Alignment to Council Strategic Plan Pillar #1 BUILD)

Council's Strategic Plan outlines a number of community services initiatives that are a priority for this term of Council. Currently, many of these services are provided from the current Public Works and Recreation Department. The Department of Community and Protective Services is being stood up and mandated with the delivery of recreation, parks, facilities, special events, fire and emergency services. An additional Director role is being established to lead this Department. The Department will be composed of the following Divisions: Community Services (Parks, Recreation, Facilities) and Fire Services. Additionally, this Department will support the lobbying for childcare and long-term care for seniors

4. Restructures reporting of Fire Services and formalizing liaison relationship to Niagara Regional Police

Fire Services is being restructured into the new Department of Community and Protective Services. The Director of Community and Protective Services will provide Fire Services with support for business processes, long range planning, and analysis.

The liaison relationship with the Niagara Regional Police will be formalized and attached to the Director of Community and Protective Services.

5. Focused approach to the delivery and coordination of internal services

Internal services are those that support corporate operations and serve as the knitting that holds the Township together. Putting these vital internal services under one Director allows for the coordination and delivery of quality support services to the externally focused departments.

The Department of Finance is being restructured to the Department of Corporate Services to better represent the new broader mandate for this Department. This Department will be composed of the following Divisions: Finance, Information Technology, and Human Resources. It will also support the following functions: GIS, Asset Management and accounting, revenue, budget planning and analysis. To stabilize service levels and allow for strategic oversight and planning for new revenues from growth, a new Supervisor of Accounting position is being established. This resource will allow the CFO/Director to focus on the strategic long range financial planning of the Township.

The reception function will be transferred to Corporate Services and overtime will evolve into a Customer Service Unit as resources, Council priorities, and future budget pressures allow for.

This restructured Department will have additional capacity to prepare the Township to manage the additional financial transactions required to support development. A significant volume of securities, front ending agreements, development charge related financing of projects, and long-range financial forecasting will occur once development begins to advance.

6. Restructures relationship with West Lincoln Public Libraries (Aligns with Council Strategic Plan Pillar #1 Build and #4 Advance)

West Lincoln Public Library (the Library) is a valued community service that is funded annually by the Township through an annual operating grant. The Library exists as a separate corporate and legal entity from the Township.

The Library liaison relationship with the Township is being restructured to be carried through the Director of Community and Protective Services and no longer through a seat on the Senior Leadership Team. As Library Services can be considered a 'community service' it is best stewarded from the leadership level of this new department. This will also enhance any synergies that can be realized by Recreation working in conjunction with Library Services on programming and other opportunities.

Maintaining a strong, trusted, working relationships with the West Lincoln Public Library's is important to the public, Council, and Administration. This restructuring of the liaison

relationship will provide for a stronger and more transparent business relationship with the municipal corporation.

7. Combining Legal and Legislative Services (Aligns with Council Strategic Plan #4 Advance)

The Legislative Services and Clerk's Department is currently composed of the following Divisions: Legislative Services, Communications and Human Resources (on an interim basis Communications and HR Services are operating out of the Office of the CAO).

Over the short term, the Department of Legislative Services will be composed of the following Divisions: Legislative Services. The Communications function will be returned to the Legislative Services Division in the spring of 2025.

This Department will be restructured over the medium term, three to six years, into the Department of Legal and Legislative Services. At present, legal services are not centrally coordinated but are accessed by individual staff on an as needed basis. This results in an inefficient spend on external legal services. To address this in the interim, the coordination of Legal Services will be transferred to the Office of the CAO. An external General Counsel role will be established to serve as Council's principal legal counsel and work with the CAO to coordinate the delivery of legal services to the Senior Leadership Team.

This new structure will allow for legal spending to be better tracked and monitored over time. Should a business case arise for bringing legal services in-house, Administration will bring a report to Council for consideration in a future Draft Budget.

FINANCIAL IMPLICATIONS:

The organizational restructuring requires \$325,000 to fund the creation of a Director and Supervisor position. These costs will be carried in the Draft 2025 Budget that will be presented to Council in January 2025.

SCHEDULE(S):

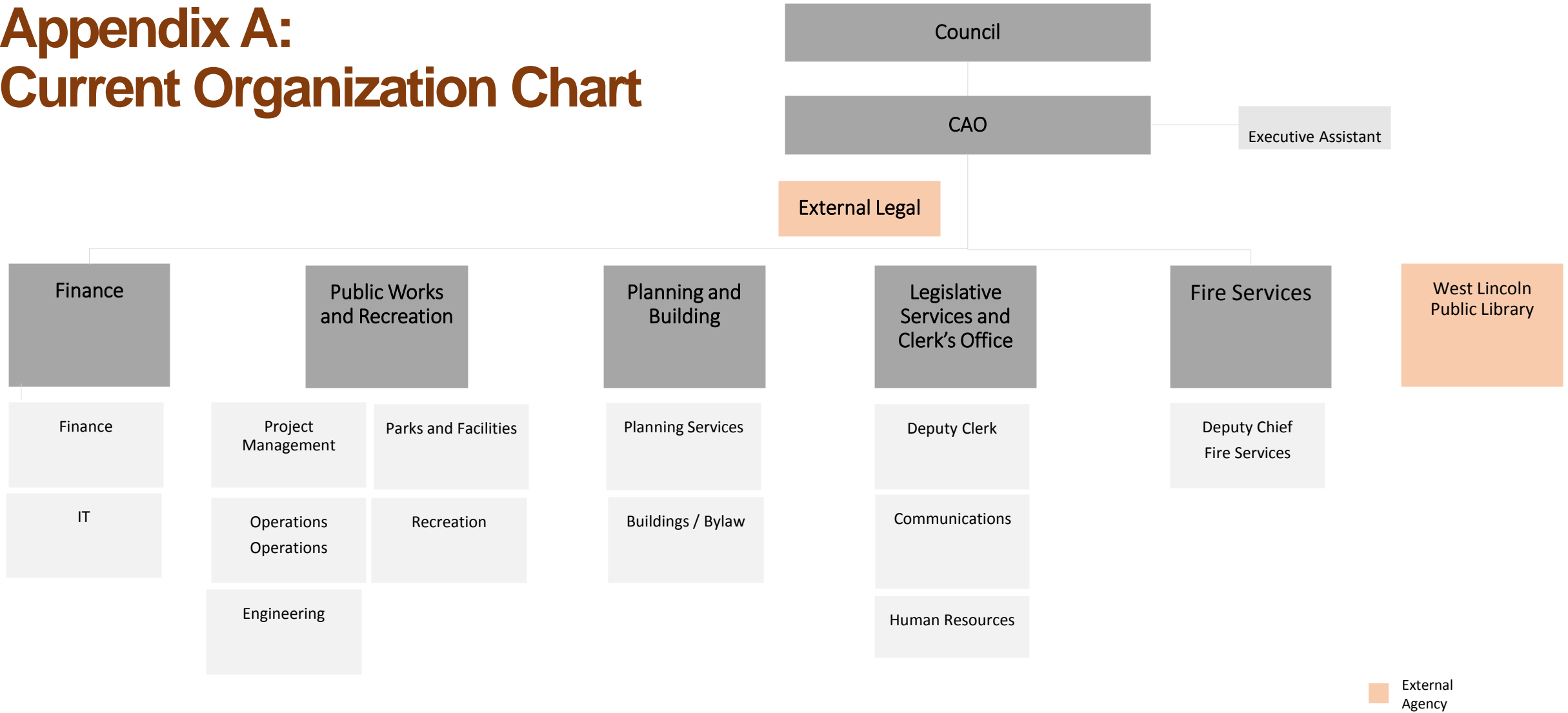
Schedule A – Appendix A (Current Org Chart) Appendix B (Proposed Org Chart)

Prepared & Submitted by:

Approved by:

Truper McBride, Chief Administrative Officer

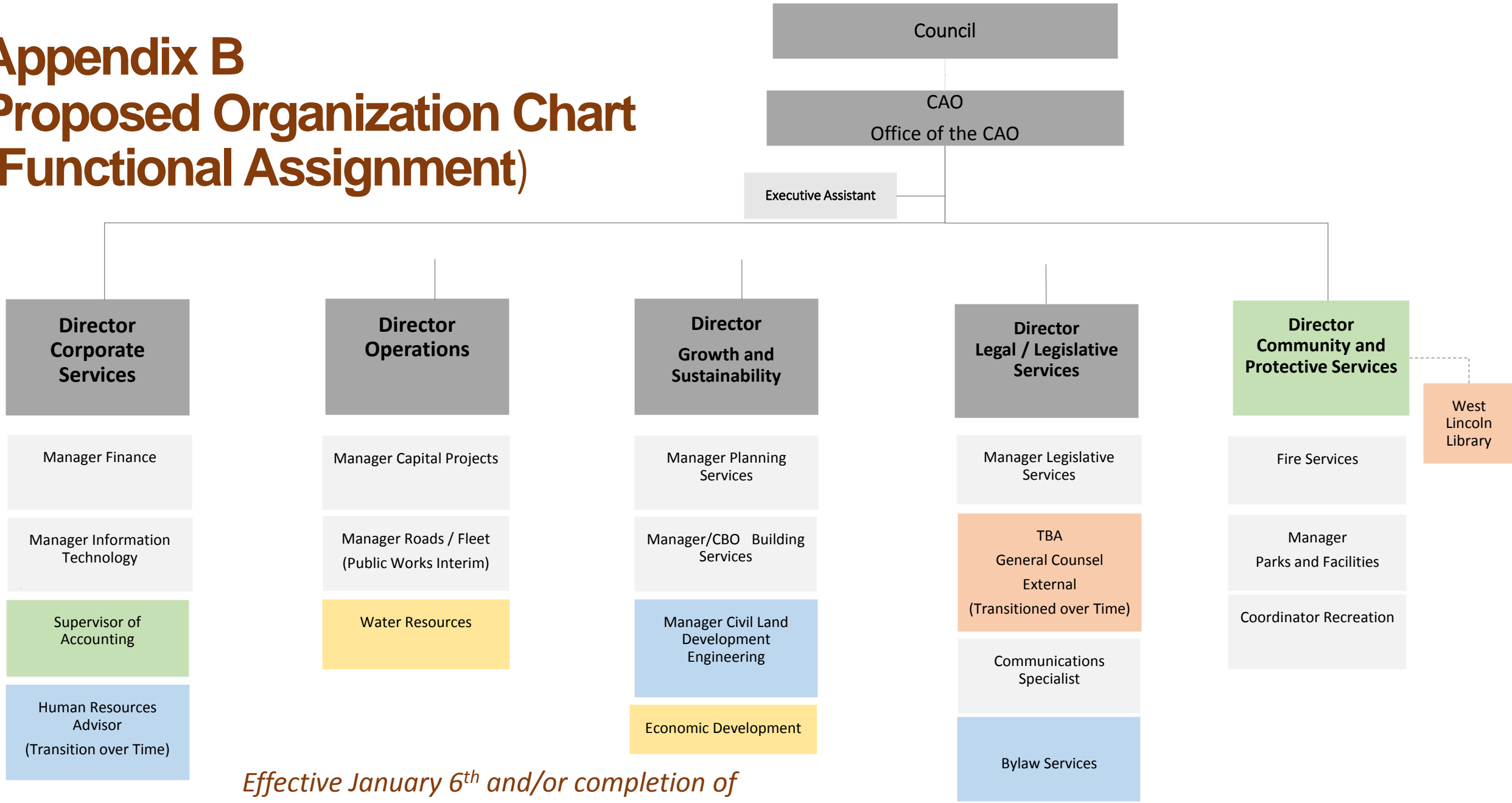
Appendix A: Current Organization Chart



Rationale for Change

- **Significant Growth and Development on the Horizon**
- **Strategic Stance to Plan and Administer Growth**
- **Organizational Structure Alignment to Council Strategic Plan**
- **Focused Delivery to Internal Services**
- **Focused Delivery to Parks and Recreation**
- **Establishing an administrative stance to plan for organizational growth**
- **Creating structure around Legal Services, Council Operations and Bylaw Enforcement**

Appendix B Proposed Organization Chart (Functional Assignment)



*Effective January 6th and/or completion of
recruitment of Director roles*