



**THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN
SPECIAL COUNCIL AGENDA**

MEETING NO. NINE

Monday, June 16, 2025, 4:00 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 - Mayor Cheryl Ganann

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 Hattiwendaronk, 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. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST

4. STAFF REPORTS

4.1 CAO (Truper McBride) 3
Re: Information Report CAO-02-2025 - Strategic Plan Review
POWERPOINT PRESENTATION

Moved By Councillor Greg Maychak

1. That, Information Report CAO-02-2025 titled "Strategic Plan Review" dated June 16, 2025 be received.

5. BY-LAWS

Moved By Councillor Shelley Bradaric

- 1. That leave be granted to introduce By-Laws 2025-35, 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.

5.1 BY-LAW 2025-35
A By-law to adopt, confirm and ratify matters dealt with by Council resolution.

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6. **ADJOURNMENT**

The Mayor to declare this meeting adjourned at the hour of _____.

DATE: June 16, 2025

REPORT NO: CAO-02-2025

SUBJECT: **Strategic Plan Review**

CONTACT: Truper McBride, Chief Administrative Officer

OVERVIEW:

- In June 2023, Council adopted a Strategic Plan for the 2022–2026 term to guide both community and organizational development, supported by a list of Strategic Plan Deliverables.
- The Plan is organized under three overarching themes—community building, strategic growth, and agricultural enrichment—alongside one foundational theme focused on organizational capacity.
- This review provides a progress update on implementation efforts, highlights successes, and identifies areas where further work or adjustments are needed to stay aligned with Council's long-term vision.
- With the current Council term ending in 2026 and facing rapidly evolving economic and societal conditions, this review offers an opportunity to realign strategic priorities for greater impact.

RECOMMENDATION:

That, Information Report CAO-02-2025 titled “Strategic Plan Review” dated June 16, 2025 be received.

ALIGNMENT TO STRATEGIC PLAN:

Theme #N/A

BACKGROUND:

In June 2023, Council adopted its Strategic Plan (attached as Appendix A) to guide community and organizational development over the course of the 2022 to 2026 term of office. In addition to the Strategic Plan, Council also adopted a list of Strategic Plan Deliverable items (Appendix B). The Strategic Plan represents the long term vision of the municipality and provides strategies to be employed to achieve it.

The Strategic Plan is structured into three overarching themes and one foundational theme.

1. Building 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

This report provides Council an overview of the progress against the Strategic Plan Deliverables to date along with noted challenges and opportunities to make advancements towards the Municipality's long range vision.

Effectiveness of Strategic Plans

In general terms, the more focused a strategic plan is the easier it is to take action against it simply as a result of the finite resources of any organization. Strategic plans with three or four clear related, actionable, and measurable objectives have a higher achievement rate than plans that have longer lists of diverse goals.

With the 2022-2026 term of Council coming to an end next year, Council now has an opportunity to review its objectives and make refinements to account of changing economic, environmental, and societal pressures. Since the adoption of the Strategic Plan in 2023, the world has gone through significant rapid change as the international trading system is being restructured with associated tariffs creating further strain on the economy and risks for stagflation. This strategic planning session provides Council an opportunity to adjust priorities to proactively position West Lincoln to meet the future.

CURRENT SITUATION:

Appendix B to this report provides an accounting of all Strategic Plan Deliverables. The narrative below expands upon the status updates provided in the Appendices.

Building a Safe, Connected, Caring, and Active Community

This theme represents the type of community character and culture desired in West Lincoln. The theme focuses on ease of mobility for both people and goods throughout the Township in addition to an expansion of recreational programs and amenities such as parks and trails. It also envisions robust protective services through Fire, EMS/Health Care.

Status of Deliverables:

Action towards this theme is taken across multiple departments with each having a role to play. The organizational review has split Public Works and Recreation into two Departments which has allowed for further leadership capacity to focus on parks and recreation. The Parks and Recreation Master Plan is expected to be to Council in late

2025 and will provide information on community programming needs and an accompanying fee structure to allow for more cost recovery on community services. Recruitment is now being completed for a Manager of Community Services which will provide further capacity in the Department to meet Council's goals listed in this section of the Strategic Plan.

Over the next year, Community and Protective Services will be focused on establishing an operating model for the West Lincoln Community Centre, revised fee structure to support expanded programming and cost recovery, along with better support and planning of community events.

Fire Services is well resourced from a capital perspective however continues to be in need of a Fire Prevention Officer and for the Administrative Assistant position to be made full time. Both of these staffing needs are high priority for ensuring community safety in the future.

Two strategic objectives that have not progressed to date include the feasibility study of a community hub in downtown Smithville and establishing an improvement plans for Caistor/Abingdon Community Halls. Administration will review both of these in the Draft 2026 Budget development process. A service delivery review of the community halls is targeted for 2027.

Champion Strategic and Responsible Growth

This theme represents and guides future growth and development within the municipality. This theme directs a collaborative relationship be established with the development industry to support residential and community growth. It speaks to mixed forms of housing that is complimented by commercial and industrial expansion. Finally, the theme considers ways to protect ecological infrastructure through restoration and linkages, and the greening of the downtown core of Smithville.

Status of Deliverables:

Good steady progress is being made on priorities across the theme. A number of objectives have been operationalized, including ongoing developer roundtable meetings, planning for mixed use development, greening of Smithville and complete community planning.

Two objectives that have not advanced are 2.8 'Project that beautify and enhance the character of West Lincoln' and 2.10 'Community Hub Feasibility Study for downtown Smithville'. A Building Façade Grant program is planned for review which will provide action on these initiatives.

Enrich our Strong Agricultural Legacy

This theme emphasizes that agriculture is one of the most important industries and employers in West Lincoln and the Region. West Lincoln is committed to protecting farmers and their land for the long term along with expansion, diversification and intensification of innovative farming opportunities.

More broadly, this theme is encouraging wide scale stakeholder engagement of the agricultural community and its partners and agencies.

Status of Deliverables:

Progress has been made through work on the Official Plan to research best practices in planning used by other rural municipalities and a new shop local campaign has been launched in partnership with the Niagara Region.

Further attention is needed to better engage with the local agricultural community on topics from economic development to help facilitate expanded agri-tourism to support to build the Farmers' Market. Administration is considering a potential roundtable engagement with the agricultural community in the fall of 2025 to begin this discussion.

Foundational: Advance Organizational Capacity and Effectiveness

This theme speaks to ensuring that the municipal corporation has the right amount of resources to deliver the services desired by stakeholders in an efficient, transparent, and effective manner.

Status of Deliverables:

Council has made meaningful progress towards a number of objectives in this fourth strategic theme. Revenue streams are now in the process of being reviewed with a focus on user fees as a means to cost recover services and expand community events and programming. Cemetery grants have been updated, marriage licenses services have been introduced, and a delegation of authority bylaw has been adopted.

Continued effort is needed with respect to policy review and the onboarding of new staff. A digital transformation strategy is being developed in 2025 to establish a roadmap for technology use and as a means to automate service delivery in the future. A full records management overhaul is needed and will become a growing priority to complete in the years ahead.

FINANCIAL IMPLICATIONS:

There are no financial impacts associated with this report however any changes to the strategic plan may have budget impacts for 2026.

INTER-DEPARTMENTAL COMMENTS:

This report was reviewed and circulated to all department heads for input.

CONCLUSION:

This report serves as an overview of Councils current Strategic Plan, as approved in 2023, including the deliverables that have been met and deliverables on the horizon.

SCHEDULE(S)

Schedule A – Strategic Plan

Schedule B – Corporate Workplan by Department 2023-2026

Prepared and Submitted by:

Truper McBride
Chief Administrative Officer

2023 – 2026 CORPORATE STRATEGIC PLAN





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STRATEGIC PLAN OVERVIEW

In 2023, the Township of West Lincoln completed a thorough process to refresh its Corporate Strategic Plan, which included extensive consultation with the community. West Lincoln is set to see incredible growth in the coming years. Having a concrete and up-to-date strategic plan helps the Township to anticipate the community's needs and set and track realistic objectives and goals with which to address them.

During the process, the Township heard what needs to keep moving, what needs to improve and what the community values in West Lincoln. The resulting document signifies a successful collaboration with Council, Staff, businesses, community leaders and residents of which we can all feel proud.

The Township's 2023-2026 Corporate Strategic Plan outlines an achievable road map to guide Council in making informed decisions and investments and to address programs and initiatives that will make the most positive difference in West Lincoln over the next four years.



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.

West Lincoln Resident

April 2023

MESSAGE FROM THE MAYOR

On behalf of Township Council and Staff, I am so proud to present a refreshed Corporate Strategic Plan that accurately represents our collective goals to meet the varying needs of our growing community over the next four years.

As Mayor, a main priority since taking office has been to look for, deliver and support ways to bring the community together. Being shut-down during the pandemic did not work well for our engaged and socially active community. We love the urban / rural feel of West Lincoln, and we love to get together and celebrate.

Additionally, we heard throughout the consultation process that it is extremely important to residents and stakeholders that we continue to respect our urban / rural roots, preserve our natural resources and support our local businesses. This includes paying attention to our downtown core while promoting sustainable growth that increases opportunities for all.

West Lincoln is unique and vibrant, and I am delighted with how well this plan embodies the distinct spirit and identity of our community.

Please continue to connect with your neighbours, support local businesses and organizations and engage with Council and Staff as we build, champion, enrich and advance together.

Sincerely,



Cheryl Ganann
Mayor



2023-2026 COUNCIL



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ABOUT WEST LINCOLN

West Lincoln is one of twelve lower tier municipalities in the Niagara Region. We have the largest geographical land base (387.02 km²) in the region with a population of approximately 15,454 and a growth projection of 38,370 by 2051.

West Lincoln is a progressive municipality known for its strong community, agricultural roots and natural assets. Due to our large geographic area, we represent a blended community of different perspectives, beliefs and interests with many residents who have lived in the region for generations.

The Township is made up 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 principle area for growth in industrial, commercial and residential sectors.

West Lincoln's 2023 Budget is comprised of \$5.2 million in Capital and Special Projects and \$21.0 million in Operating expenditures.

Population: 15,454

Density: 39.9 people per sq. km.

Average age: 40.1

Median age: 40.8

Households: 5,295

Median after-tax household income: \$92,000

Businesses: 1,405

Jobs: 5,155

*Sources: Statistics Canada 2021 Census and
2019 EMSI data obtained with support from
Niagara Region Economic Development*

2023 – 2026

CORPORATE STRATEGIC PLAN

The Township of West Lincoln has developed a refreshed Corporate Strategic Plan with three overarching themes, one foundational theme and 20 key strategies to advance the community over the next four years.

- 1 BUILD** a safe, connected, caring and active community
- 2 CHAMPION** strategic and responsible growth
- 3 ENRICH** our strong agricultural legacy
- 4 ADVANCE** organizational capacity and effectiveness



VISION, MISSION AND VALUES

Vision

Celebrating its rural and agricultural roots, the Township of West Lincoln will be a safe, engaged and vibrant municipality that fosters connections, opportunities and a strong sense of community.

Mission

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

Values

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



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 and long-term care for seniors, and other social services – that address the emerging needs of a growing population.

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.

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.

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.

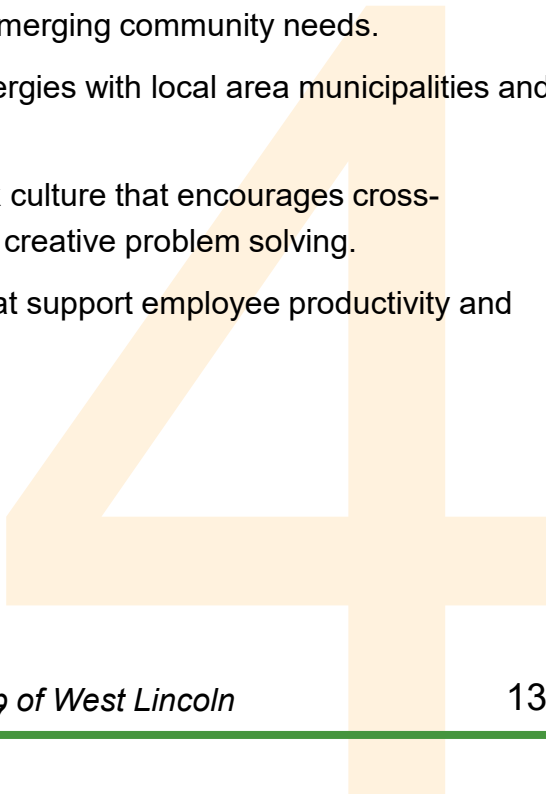
For broader impact locally and regionally, West Lincoln will strengthen relationships with local area municipalities and Niagara Region to explore joint and shared services and creative synergies.

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.



THANK YOU

Thank you to Township Council for their leadership, commitment and collaboration during the strategic planning process. Together, you have set a road map for the next four years as an organization and as a community.

Thank you to West Lincoln's local businesses, organizations and community leaders for sharing your ideas on how the Township can support economic success over the next four years.

Thank you to residents of West Lincoln for taking the time to share what the Township is doing right and what we could do better to improve our community as a great place to live. Whether submitting ideas online or speaking with the consultant, we heard that you value living in a place where you can establish roots, gather with your neighbours and find opportunities that support your future.

Thank you to the staff and senior leaders who contributed ideas and offered feedback throughout the strategic planning process. Your guidance on what it means to work at the Township of West Lincoln and how we can improve the services we provide to our customers has been essential.



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Sign up to receive Public Notices, Planning Notices, Council News, Farmers’ Market News and / or Road Closures and Construction Alerts directly in your e-mail inbox.

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Report A Concern

Have you seen an issue in the Township of West Lincoln that requires our attention? Let us know by filling out our online Report A Concern form.

www.westlincoln.ca/report-a-concern

Contact Us

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West Lincoln

Your Future Naturally

Corporate Work Plan by Department 2023 - 2026

CAO Office

- 3.1 West Lincoln seeks the best process to engage with our farming community.
- 2.8 The Regional Physician Recruitment Specialist supports physician recruitment in West Lincoln, and the Township builds an ongoing relationship to support shared strategies.
- 3.3 West Lincoln enhances its connections, relationships and synergies with key agricultural stakeholders, to collectively identify and respond to opportunities for the Township.
- 3.4 The Township researches best practices undertaken by other rural municipalities to inform its role and approach going forward.
- 3.5 A "Support Local" campaign rolls out annually
- 4.5 A process is established to ensure operational policies are updated on a timely basis.
- 4.7 Strategic investments are made in staff onboarding, development, retention and succession planning.
- 4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.
- 4.9 Staff receive cultural competency training to foster a work environment that embraces diversity, equity and inclusion of all.
- 4.12 The feasibility of establishing a community engagement platform is completed with recommendations.

Finance

- 2.11 The Township's broadband network has expanded further into the rural areas.
- 2.13 Staff will investigate and present to Council the impact of collapsing the Urban Service Area Tax levy into the Township's General Levy.
- 3.7 West Lincoln has successfully implemented a "Share the Road" Sign Program that protects farmers and their vehicles.
- 4.1 The senior management team has actively explored revenue streams and lobbied for additional funding and is ready to leverage grant opportunities.
- 4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.
- 4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.
- 4.10 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.

Public Works and Recreation

- 1.1 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.
- 1.2 The pavement management system keeps pace with and addresses current road conditions.
- 1.3 Road safety is enhanced through ongoing maintenance, ongoing capital renewal and the implementation of a traffic calming policy.
- 1.7 The Public Works and Recreation Department is adequately resourced to meet community needs.
- 1.9 Quality and appropriate recreational programming leverages the Township's facilities and meets public demand.
- 1.11 The Wellandport streetscape master plan is in process in collaboration with the Region's road project.

- 1.12 Improvements to our rural community hall properties and facilities are made, pending available funding.
- 1.13 The bridge and road rehabilitation in St. Ann's is underway.
- 1.14 One new Township event has been launched, in partnership with others, that brands the Township's unique identity.
- 1.15 Capacity for staffing of community events and gatherings has been increased.
- 1.16 A new community recognition program is implemented to celebrate residents making contributions to the community.
- 2.7 In collaboration with Niagara Region, streetscape improvements and beautification have begun in Wellandport.
- 2.8 Projects that beautify and enhance the character and appearance of West Lincoln have been initiated, including entrance signage and other features.
- 2.10 The feasibility of a community hub in the downtown core of Smithville is explored by assessing community assets and partnerships.
- 2.12 Working with the Region, options are explored to rejuvenate the lagoons to secure green recreational space for community members and wildlife.
- 3.6 The Farmers' Market is expanded, resulting in more vendors and more buy-in from the community.
- 3.9 West Lincoln continues to support the creation of new municipal drains where they improve agricultural productivity.
- 4.2 Cemetery grants are updated to ensure private cemeteries are sustainable and independent.
- 4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.
- 4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.

Planning/Building

- 1.4 NRT On Demand is providing inter- and intra-on demand transit services to the community.
- 1.5 The parks and recreation facilities plan is completed and sets the framework for future projects.
- 2.1 Through the implementation of the newly approved urban boundary expansion, the Township works with developers and builders to support appropriate growth.
- 2.2 The process of planning for mixed housing has begun.
- 2.3 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.
- 2.4 A commercial gaps analysis is undertaken with our partners to inform future growth.
- 2.5 A land inventory database is created to help promote urban and rural employment lands.
- 2.6 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.
- 2.9 Strategies to encourage employment growth opportunities are identified and developed in targeted sectors.
- 4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.
- 4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.

Fire Services

- 1.6 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.
- 3.8 West Lincoln continues to implement the Farm 911 Emily Project.

4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.

4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.

Library Services

1.10 The West Lincoln Public Library has developed and implemented a four-year strategic plan that increases its presence and membership across the Township.

4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.

4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.

Legislative Services

3.2 Policies developed by the Township have regard for the broad agricultural community and its needs.

4.3 A marriage licensing service is being examined and implemented, if viable.

4.4 Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.

4.6 An all encompassing delegation of authority by-law is established and approved by Council.

4.8 Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.

4.11 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.

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THE CORPORATION OF THE TOWNSHIP OF WEST LINCOLN

BY-LAW NO. 2025-35

**A BY-LAW TO ADOPT, CONFIRM AND RATIFY
MATTERS DEALT WITH BY COUNCIL RESOLUTION**

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 a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Section 11(2) of the said Act provides that a lower tier municipality may pass by-laws respecting matters within the spheres of jurisdiction as set out in the said Act;

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 actions of the Council at its special council meeting of June 16, 2025 in respect of which recommendations contained in the reports of the Special Council be considered and in respect of each motion, resolution and other action taken by the Council at its meeting are, except where the prior approval of the Ontario Land Tribunal or other authority is required by law, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-law.
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.
4. That this By-law shall come into force and take effect on the date of its final passing.

**READ A FIRST, SECOND AND THIRD
TIME AND FINALLY PASSED THIS
16 DAY OF JUNE, 2025.**

MAYOR CHERYL GANANN

JUSTIN PAYLOVE, CLERK