

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS MID-YEAR UPDATE – JUNE 2021

THEME #1: STRONG TRANSPORTATION CONNECTIONS

<p>Goal: West Lincoln has transportation infrastructure that is safe for motorists, cyclists and pedestrians, and networks that are well-maintained and connected within our community, with other Niagara communities and major highways.</p>	
Ongoing Priorities	Progress and Accomplishments
<ul style="list-style-type: none"> • Work with neighbouring municipalities to advocate for the escarpment crossing as a means to better connect West Lincoln to major provincial highways 	<ul style="list-style-type: none"> • Region of Niagara is working on an Individual EA under MECP • Requesting a joint delegation at AMO requesting inclusion of the North/South crossing in the provincial Greater Golden Horseshoe Transportation Plan 2051 • Technical Advisory Committee (TAC) meetings and Steering Committee meetings have occurred specifically to discuss transportation linkages including the Niagara Escarpment Crossing (NEC) and the Smithville bypass.
<ul style="list-style-type: none"> • Investigate a Highway 20 bypass to reduce truck traffic in downtown Smithville and improve connections to industrial land 	<ul style="list-style-type: none"> • Bypass options are being developed through the Urban Expansion Master Plan • The Land Owners Group and Master Community Plan Team jointly continue to explore relocation of the bypass in the southwest of Smithville be moved to a northerly location. • Transportation consultants with the Master Community Plan are providing preliminary input into the Master Community Plan, including regular briefing to the TAC.
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments

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<ul style="list-style-type: none"> • Complete a road needs study and set targets for the maintenance, rehabilitation and improvement of Township roads 	<ul style="list-style-type: none"> • The information and recommendations from the Roads Needs Study was considered and included in developing the Township’s 2021 Capital Budget and Forecasts; which included the Township’s gravel rural roads and included the hard topping of the gravel roads as recommended in this Study. • The Brock Street Watermain Replacement & Road Reconstruction was awarded in April as per Report PW-06-2021 at an estimated project cost of \$1 Million. • The 2021 Roads Rehabilitation Contract was awarded in April as per Report PW-07-2021 at an estimated project cost of \$1.4 Million and included the following road sections: <ol style="list-style-type: none"> 1. Elcho Rd; Gee Rd to Heasliip Rd 2. Elcho Rd; Baldwin Rd to Krick Rd 3. South Grimsby Rd 10; Range Rd 1 to RR20 4. Beaver creek Crescent 5. Fieldstone Drive 6. Concession Road 5; Westbrook to Caistor Centre Rd • The St. Ann’s Road Reconstruction project has commenced. Council awarded the Environmental Assessment Study & Preliminary Design Phase of the Project. The EA Study and Preliminary Design will continue well into 2022. Detailed Design will follow in 2022/2023; followed by any utility relocation to avoid potential construction conflicts in 2023/2024; followed by construction in 2024/2025 (+/-). The Township received up to \$4,150,875.63 or 83.33% of funding under the Investing in Canada Infrastructure Program, while the Township is responsible for the balance or 16.67% of the total eligible project costs.
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Medium-Term Initiatives <i>(Initiate within the next five years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> • Build safe active transportation networks including sidewalks, bike paths and trails 	<ul style="list-style-type: none"> • The Brock Street Watermain Replacement & Road Reconstruction Project includes the replacement of existing sidewalks to improve pedestrian safety. • Installation of Bike Fix-It station in May of 2021. • Trails and Corridors now in Budd Development Inc Plan of Subdivision, Marz Homes Inc Plan of Subdivision and East Smithville Secondary Plan. • Regional Lagoons – notified Region of interest in these lands as part of a future trails and corridors plan.

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THEME #2: SUPPORT FOR BUSINESS AND EMPLOYMENT OPPORTUNITIES FOR RESIDENTS

<p>Goal: West Lincoln has a positive image and a strong brand that supports our local businesses and attracts new industries. We have created an environment where it is easy to do business, resulting in more opportunities to work in our community and continued support for agriculture as West Lincoln’s largest sector.</p>	
Ongoing Priorities	Progress and Accomplishments
<ul style="list-style-type: none"> Streamline Township processes for building and development to ensure West Lincoln is seen as a good place to do business 	<ul style="list-style-type: none"> Continue with completing in-house reviews of engineering submissions (by Public Works Staff) rather than sending out for 3rd party peer review. New Industry – Foliera Zoning By-law Amendment New industrial drier – Niagara Christian Gleaners Niagara Pallets – Zoning By-law Amendment Expansion – Stanpac – Amending Site Plan Agreement Expansion – Highlands Meats, Riverview Poultry, Post Time, Van Ryn
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> Create a targeted, proactive approach to attracting new industry, leveraging the industrial park and other potential employment lands 	<ul style="list-style-type: none"> Initiate Rural Employment park review – Fulton and Grassie Lot creation for Manchester Pet Supplies and Home Hardware Exemption for temporary patios in 2021 (related to COVID-19)
Medium-Term Initiatives <i>(Initiate within the next five years)</i>	Progress and Accomplishments

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<ul style="list-style-type: none"> • Advocate for increased investment in rural broadband to ensure residents and businesses have access to reliable high-speed internet 	<ul style="list-style-type: none"> • Continued advocacy for expanded Broadband resulted in a SWIFT announcement in January with Bell and Cogeco bringing fibre optic cabling to Smithville, Wellandport, Caistor and Grassie • Xplornet Communication tower - site plan
<ul style="list-style-type: none"> • Investigate installation of water and sewer services on employment lands to create “shovel ready” sites 	<ul style="list-style-type: none"> • Water and Wastewater Master Plans are underway as part of the Smithville Community Master Plan (AECOM)
<ul style="list-style-type: none"> • Explore new incentives in the downtown core to attract new commercial activity and provide more options for residents 	<ul style="list-style-type: none"> • Redevelopment/site plan approval – 103 McMurchie Lane
<ul style="list-style-type: none"> • Other actions 	<ul style="list-style-type: none"> • Approval of a Refreshment Cart License - Dog Got It – Hot Dog Cart) - Operating in the Downtown Core at the Smithville Parkette/CIBC Parking Lot • Clerk’s Staff is working with another Food Vendor to operate a Food Truck in Smithville to commence operation in July • Work with farmers and land owners to facilitate surplus severances and other transactions to help farmers farm

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THEME #3: STRATEGIC, RESPONSIBLE GROWTH

<p>Goal: West Lincoln will grow strategically and responsibly – welcoming new residents and businesses and respecting the heritage and rural character that people value.</p>	
Ongoing Priorities	Progress and Accomplishments
<ul style="list-style-type: none"> Facilitate growth that builds complete communities and provides commercial, industrial and residential balance 	<ul style="list-style-type: none"> Site alteration approval for Rosemont/Marz Homes to keep engineered fill in Smithville.
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> Encourage a variety of housing options for the community that are supportive, appropriate, safe and affordable 	<ul style="list-style-type: none"> Marz Homes Inc – Draft Plan of Subdivision Marz Homes Inc and Greek Association OPA and ZBA P. Budd Developments Draft Plan of Subdivision Draft and finalize East Smithville Secondary Plan Extend draft plan approval for 167 St. Catharine Street Giro Estates – lot creation in St. Ann’s Policy for EA/Planning Approval process for Road/Street openings Hire Consultants to complete rural employment review and review of Regional Official Plan work. Finalize Green Energy/Renewable Energy policies for future development opportunities.

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THEME #4: LOCAL ATTRACTIONS

<p>Goal: West Lincoln has amenities, programs and services that bring the community together to celebrate small-town and rural way of life.</p>	
Ongoing Priorities	Progress and Accomplishments
<ul style="list-style-type: none"> With the completion of the West Lincoln Community Centre, support programming that is relevant to the community's needs 	<ul style="list-style-type: none"> Due to the on-going COVID-19 pandemic, Recreation Services has continued to adjust facility openings, programming and the provision of services throughout 2021. Updates have been provided via staff Reports REC-01-2021, REC-02-2021, REC-05-2021, and REC-07-2021 where modifications have been made to continue with a virtual Family Day Event (Magic Show); Family Easter Weekend Event, which include take home kits and a virtual Easter Scavenger Hunt; March Break Camp in April, which included daily virtual activities; Planning for a Niagara Wide Joint Virtual Canada Day celebration, and planning for Summer Camp at our facility. Niagara Region Public Health has been utilizing the gymnasium space of the facility as a COVID-19 Vaccination Site. The construction of a Bandshell located at the WLCC property was awarded in April as per Report REC-08-2021 at an estimated cost of \$145,000. The Library continues to offer programs on-line of interest to our community including a Financial Literacy Series, Book Club and knitting group. Take away crafts and activities for adults and children and story walks at each location.
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments

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<ul style="list-style-type: none"> • Improve local parks and trails, including a new playground at the Caistorville Library, and explore new opportunities for programming and sports events 	<ul style="list-style-type: none"> • The installation of a new playground at the Caistorville Library was approved in April as per Report REC-06-2021 at an estimated cost of \$80,000. • Funding application under the Canada Healthy Communities Initiative was submitted for a 9 Hole Disc Golf Course to be located at the Wellandport Community Centre Parkland. This application was not approved, however staff have resubmitted the application under the second intake prior to the June 25th deadline. • Included Trails in P. Budd Development recommendation report and Marz Technical reports and east Smithville Secondary Plan. • P. Budd Development Plan of Subdivision includes new 1ha park site for future park uses in Station Meadows. • Smithville Christian High School Science Class presentation on tree replanting and greening of Smithville (50 Million Program).
<ul style="list-style-type: none"> • Reinvigorate community halls, particularly those in Wellandport and Caistor, through facility upgrades and new partnerships to ensure greater access to community programming and events 	<ul style="list-style-type: none"> • Funding application submitted for Caistor Community Centre for a new community building and other improvements to the outdoor recreation amenities and property was not approved by provincial and federal funding partners. Staff are reviewing other funding application programs for a potential re-submission. • Additional funding was allocated to the Hall Boards in 2021 to assist them with addressing the impacts of the COVID-19 pandemic

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Medium-Term Initiatives <i>(Initiate within the next five years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> Establish a farmer’s market in summer and fall 	<ul style="list-style-type: none"> Made application to the Rural Economic Development (RED) Grant for 50% funding to support a 2 year Farmer’s Market pilot project. Received news that the application was accepted and approved on May 18, 2021 and the project is being implemented.

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THEME #5: COMMUNITY HEALTH AND SAFETY

Goal: West Lincoln continues to be a safe community where all residents are supported to thrive throughout their lives.	
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> Build a new Fire Station #2, replacing and addressing deficiencies in the existing facility 	<ul style="list-style-type: none"> Raimondo & Associates Architects was awarded the contract. Conceptual drawings have been completed. Moving forward with tender document to be issued by the end of July. Planning work – minor variance and site plan approval to facilitate construction.
<ul style="list-style-type: none"> Continue to work with other West Niagara municipalities and local physicians to ensure the redevelopment of West Lincoln Memorial Hospital 	<ul style="list-style-type: none"> In April 2021 West Lincoln received the good news from HHS that the local share for the WLMH build has been updated to \$50M from the former request of for \$60M The budget introduced a new hospital levy of \$75,300 in 2021, as well as a financial plan to fund West Lincoln’s contribution over a period of five years Effective advocacy by WLMH Foundation, Grimsby, Lincoln and West Lincoln resulted in Regional approval of Regional funding as part of the local contribution requirement.
<ul style="list-style-type: none"> Update the Public Works building and yard 	<ul style="list-style-type: none"> Funding application in the amount of \$100,000 was approved under the ICIP funding program under the COVID Resilience Infrastructure System intake for improvements to the PWs yard which will include improvement to the HVAC/Exhaust System, LED Lighting upgrades, new garage bay doors, structural repairs to the interior wash bay walls, floorings, and office areas.

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<ul style="list-style-type: none"> • Other Community Health & Safety Initiatives 	<ul style="list-style-type: none"> • CAO is small rural municipal representative on the Regional Community Safety Plan Committee • Focus on creation of a Community Safety and Well Being Plan to meet requirements by Solicitor General. Presented to Regional Council on June 24, 2021. • Benefits include: <ul style="list-style-type: none"> • enhanced collaboration between sectors • increased understanding of risks and vulnerable groups • better coordination of services • increased awareness on access to services • Report to Health Canada on Cannabis Enforcement Issues • Street Naming reports for: York Road, Townline Road, Griffin Street South and North, and St. Catharine Street. • Site Cleanup and future necessary steps– John Street, Caistorville • Correct Fire Route of Crossings on the Twenty South • ATV/Off Road Vehicle – On Road needs • Parking restrictions on Colver Street by Smithville Public School and Gateway Drive and South Grimsby Road 6. • Emily Project – 911 sign blade initiative for vacant farmland • In April 2021, Council approved a protocol / process that Township staff will implement for the Tree Replacement Program related to the settlement agreement of the Road Use Agreement as part of the Wind Project. Staff have proceeded
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	<p>with the implementation of this program by shortlisting a list of approved nurseries/landscaping contractors and have made contact with the affected property owners, with the goal to commence tree planting in the Fall of 2021 and Spring of 2022.</p>
<p>Medium-Term Initiatives <i>(Initiate within the next five years)</i></p>	<p>Progress and Accomplishments</p>
<ul style="list-style-type: none"> • Make improvements to pedestrian safety by introducing increased traffic calming measures and trail networks near schools, community facilities, downtown and other pedestrian spaces 	<ul style="list-style-type: none"> • Parking restrictions on Colver Street by Smithville Public School.
<p>Long-Term Initiatives <i>(Initiate within the next ten years)</i></p>	<p>Progress and Accomplishments</p>
<ul style="list-style-type: none"> • Advocate for a physician recruitment strategy that will increase the number of family physicians in West Lincoln 	

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THEME #6: EFFICIENT, FISCALLY RESPONSIBLE OPERATIONS

<p>Goal: The Township of West Lincoln is a lean organization that uses sustainable, innovative approaches and partnerships to streamline processes, deliver services and manage infrastructure assets.</p>	
Ongoing Priorities	Progress and Accomplishments
<ul style="list-style-type: none"> Complete an asset management plan to prioritize investments based on evidence, and balance service levels with fiscal sustainability 	<ul style="list-style-type: none"> Work continues on updating the Asset Management Database (Citywide) and our GIS system with accurate data. In the past six months, sidewalks and bridges have been completed with all applicable attributes updated. Roads is near completion. All 2020 additions/disposals and contributed assets were entered into the database and for the first time all supporting documentation was loaded as well to provide complete access to information. This streamlined the audit process as well. Staff participated in workshops to review Level of Services and Lifecycle Management and are currently reviewing a draft “Lifecycle Management Strategy Report” The final report to FCM (Federation of Canadian Municipalities) is due at the end of June and staff are working on completing all requirements related to that report.
<ul style="list-style-type: none"> Business Continuity activities during Pandemic 	<ul style="list-style-type: none"> Staff working on completing the final report to the Province relating to the funding received through the Safe Restart Funding (2020) and the COVID-19 Recovery Funding (2021). Report is due June 30th. The library continues to offer our services through non-contact curbside pick-up for traditional materials and book bundles/take-a-ways. Electronic downloads of materials, tech

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	<p>help readers' advisory and information service over the phone. Book slots at each location have remained open 24/7.</p> <ul style="list-style-type: none"> • Clerk's and IT Staff are addressing hybrid Council and Standing Committee meetings to commence in September 2021 to allow for some Members of Council and staff to attend meetings in person while others attend virtually, as well as live production of meetings.
<p>Short-Term Initiatives <i>(Initiate within the next three years)</i></p>	<p>Progress and Accomplishments</p>
<ul style="list-style-type: none"> • Implement new software and programs to modernize service delivery, such as online registration and payment, asset management, maintenance activities, online mapping, by-law issues and water and wastewater administration 	<ul style="list-style-type: none"> • Discontinued practice of water shut offs and streamlined the water arrears/collections process • Prepared 2021 budget using Questica Software which included the implementation and release of Openbook on the Township website which provides Township budget information in an easy to read and understand format • Planning and Committee of Adjustment Fees and Building Permit Fees review and fee increase to cover operating costs. • Introduction of By-law to use AMPS for future by-law enforcement purposes.
<ul style="list-style-type: none"> • Investigate improved branding for West Lincoln and develop a strategy to increase communication with residents and promote local activities, attractions and events 	<ul style="list-style-type: none"> • Created a Land Acknowledgement Statement to be included at the beginning of each Council and Standing Committee Meeting to be read by the Mayor or Committee Chair.
<ul style="list-style-type: none"> • Other Efficiencies 	<ul style="list-style-type: none"> • CAO member of Regional Coalition of Inclusive Municipalities working group. To date, produced HR Hiring and Promotion Practices Guidebook.

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	<ul style="list-style-type: none"> • Introduced a budget amendment tracking system and regular reporting requirements to improve transparency and staff efficiency • Council delegated authority to staff to set the Standing Committee & Council meeting schedule each year.
<p>Long-Term Initiatives <i>(Initiate within the next ten years)</i></p>	<p>Progress and Accomplishments</p>
<ul style="list-style-type: none"> • Develop streamlined customer service to ensure the Township continues to achieve responsive resolution of requests as volumes increase 	<ul style="list-style-type: none"> • As a result of a retirement in the Finance Department, Council approved the replacement of a part-time position with a full-time position. Staff took this opportunity to re-align and better structure tasks, developed an updated job description, created new task and procedure documentation and successfully recruited a replacement. All of these efforts was to ensure that the service being provided to the public in the areas of property taxation and water billings, the Township’s key revenue source, continues to be exceptional and responsive as the volume in this area continues to increase. • As a result of budget approval, the Township advertised and hired a third Water & Wastewater Operator. • Request for Province to change notice requests in Beds of Navigable Waters Act. • Council approved an amendment to the Township’s Refreshment Cart Licensing By-law which delegated authority to the Clerk or designate to approve annual or daily/temporary license refreshment cart applications provided all other regulations/requirements of this by-law are met.
<ul style="list-style-type: none"> • Explore innovative systems and approaches to scale service delivery as the community grows 	<ul style="list-style-type: none"> • Building Services Review underway and Amendment to Budget No. BA2021-05.