

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2021

THEME #1: STRONG TRANSPORTATION CONNECTIONS

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| <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 with West Lincoln and our MCP Team on an Individual EA for Niagara Escarpment Crossing. Requesting a joint delegation at ROMA to ensure inclusion of the North/South crossing in the provincial Greater Golden Horseshoe Transportation Plan 2051 with an emphasis on the economic impacts 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. Master Community Plan Team Members briefed Michelle Sergi, Commissioner of Planning and Phill Lambert on transportation issues related to by-pass and NEC crossing. |
| <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. Transportation Memo and Region reviewed on December 10, 2021. The Land Owners Group and Master Community Plan (MCP) Team jointly continue to explore relocation of the bypass in the southwest of Smithville to a northerly location. |

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| | <ul style="list-style-type: none"> • Transportation consultants with the Master Community Plan are providing preliminary input into the highway upgrades that will be required, including regular briefing to the TAC. • PIC 2 occurred on October 6, 2021. |
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| <p>Short-Term Initiatives <i>(Initiate within the next three years)</i></p> | <p>Progress and Accomplishments</p> |
| <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 2022 Capital Budget and Forecasts; which includes 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 project that was awarded in April as per Report PW-06- 2021 at an estimated project cost of \$1 Million, is now complete. • The 2021 Roads Rehabilitation Contract that was awarded in April as per Report PW-07-2021 at an estimated project cost of \$1.4 Million is now complete. It 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. Beavercreek Crescent 5. Fieldstone Drive 6. Concession Road 5; Westbrook to Caistor Centre Rd |

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| | <ul style="list-style-type: none"> The St. Ann’s Road Reconstruction project has commenced with Council awarding 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 of the total eligible project costs. |
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| <p>Medium-Term Initiatives <i>(Initiate within the next five years)</i></p> | <p>Progress and Accomplishments</p> |
| <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 included the replacement of existing sidewalks to improve pedestrian safety. Trails and Corridors now included in Budd Development Inc Plan of Subdivision, Marz Homes Inc (Thrive) Plan of Subdivision and East Smithville Secondary Plan. |

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

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| <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"> New industry – Manchester Pet Supplies Inc. Expansion – Riverview Poultry, Post Time Service and Bert Vis completed site plan amendments. Revised Official Plan Policy such that Garden Suites can now be for up to 20 years with first approval. Streamlined variance process for exceptions to sign by-law Introduced AMP’s process for enforcement of various non-parking municipal by-laws and therefore assist with effective enforcement and less POA files. |
| 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"> Recommended Fulton Rural Employment Park based on consultant review. Rural employment and Rural Hamlet review work looks at additional opportunities in existing hamlets. Lot Creation for Manchester Pet Supplies, Home Hardware and Post Time Services lot enlargement |

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| | <ul style="list-style-type: none"> • Lot creation from Big Country Raw for a yet to be announced new industry. • Urban Boundary Expansion work of our Master Community Plan Team is addressing all Master Servicing Plans, employment lands, community service lands and transportation linkages. |
| <p>Medium-Term Initiatives <i>(Initiate within the next five years)</i></p> | <p>Progress and Accomplishments</p> |
| <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"> • Need for more and robust broadband noted in Region’s Economic Strategy Stakeholder session |
| <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"> • Redevelopments/site plan approval – 103 McMurchie Lane • Preconsultation with 102 McMurchie Lane and Roman Kulyk at 121 Griffin Street • Building permit for new business – Pizza Hut • Explore sale of vacant land in downtown core • Working with owners of 167 St. Catharine Street, former College Street School and former St. Martin Catholic School sites for redevelopment opportunities |
| <ul style="list-style-type: none"> • Other actions | <ul style="list-style-type: none"> • Work with farmers and land owners to facilitate surplus severances and other transactions to help farmers farm. |

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| | <ul style="list-style-type: none">• Site plan approval for new building on Niagara Region Sportsman’s Club property.• Approved yurts as part of an agricultural value added proposal. Included 5 yurts by rezoning and site plan.• Site plan for expansion of Domaine Queylus• Implementation of AMPS to provide a new enforcement option for By-law matters that is streamlined and avoids need for POA.• Site Plan adjustments for Niagara Pallets and West Niagara Agricultural Society |
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THEME #3: STRATEGIC, RESPONSIBLE GROWTH

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| <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> | |
| <p>Ongoing Priorities</p> | <p>Progress and Accomplishments</p> |
| <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"> Urban forest report - work with NPCA and Land Care Niagara Master Servicing planning for Northwest Quadrant, meeting with planners and engineers including G6 meeting. 1) Draft Plan approval Marz Homes (Thrive) 2) Land Use compatibility assessment – East Smithville 3) Rural Hamlet and Rural Employment recommendations to Region 4) Smithville Urban Boundary Recommendation to Region 5) Housekeeping 5 – add back to back and stacked back to back units to improve affordability |
| <p>Short-Term Initiatives <i>(Initiate within the next three years)</i></p> | <p>Progress and Accomplishments</p> |
| <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"> Extend draft plan approval for 167 St. Catharine Street and approve street naming of the internal street Giro Estates – lot creation in St. Ann’s (consent, rezoning and development agreement) Merrit garden suite approval Housekeeping 5 added back to back and stacked back to back zone provisions. |

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THEME #4: LOCAL ATTRACTIONS

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| <p>Goal: West Lincoln has amenities, programs and services that bring the community together to celebrate small-town and rural way of life.</p> | |
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| 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"> The Library continues to offer relevant programs to the entire community virtually at the moment. Planning has begun to start in-house programs in the new year depending on COVID protocols The construction of a Bandshell located at the WLCC property that was awarded in April as per Report REC-08-2021 is now complete with some minor work to complete in the Spring of 2022. |
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| Short-Term Initiatives <i>(Initiate within the next three years)</i> | Progress and Accomplishments |
| <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 that was approved in April as per Report REC-06-2021 at an estimated cost of \$80,000 has now begun. In partnership with Smithville Christian High School, NPCA and Land Care Niagara, planted 1.9 acres of trees on Township owned property north of Anastasio Park Council approved a Roster List of four tree companies to carry our replacement of trees up to a total upset limit of \$624,000, representing the funds received from the proponent of the wind project, for private properties impacted by that project |

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| <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. However staff have reviewed other funding application programs for a potential funding opportunities and have made a submission under the Ontario Trillium Foundation – Community Building Fund for \$500,000 to replace the existing septic bed; to construct a new snack bar and storage building with washroom facilities; and to construct a pathway and trail system to access the recreational facilities at this property. |
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| <p>Medium-Term Initiatives <i>(Initiate within the next five years)</i></p> | <p>Progress and Accomplishments</p> |
| <ul style="list-style-type: none"> Establish a farmer’s market in summer and fall | <ul style="list-style-type: none"> Learning of a successful RED application to support a revived Farmer’s Market in June, hired a Market Coordinator and successfully delivered 12 weeks of Friday markets and a Winter Market |

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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. | |
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| 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"> • Working with architect on final site plan drawings • Finalizing tender document • Looking at all options to minimize the increase in construction cost |
| <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"> • This is an ongoing effort and to date the project is planned, budgeted and the RFP for construction is out |
| <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. The work on these improvements have now commenced. |
| <ul style="list-style-type: none"> • Other Community Safety Initiatives | <ul style="list-style-type: none"> • Environmental Monitoring of former Caistorville Gas Station. • Work with Plazek Auto Recyclers on updated storm pond and site plan for environmental improvements required by MOE • Proceed with injunction on illegal cannabis operation |

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| | <ul style="list-style-type: none"> • Introduce AMPs for non-parking by-law enforcement to allow for more effective by-law enforcement. |
| <p>Medium-Term Initiatives <i>(Initiate within the next five years)</i></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 | <p>Progress and Accomplishments</p> <ul style="list-style-type: none"> • Working with Public Works and Region of Niagara for Planned new designated pedestrian crossing (PXO) near Dennis Drive to cross Regional Road 20. • Conditions of approval for three recently approved subdivision developments requiring new off road trails and on street traffic calming measures. • Work with the Master Community Plan Project team on identifying new trail and pedestrian linkage opportunities as West Lincoln considers growth. |
| <p>Long-Term Initiatives <i>(Initiate within the next ten years)</i></p> <ul style="list-style-type: none"> • Advocate for a physician recruitment strategy that will increase the number of family physicians in West Lincoln | <p>Progress and Accomplishments</p> |

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THEME #6: EFFICIENT, FISCALLY RESPONSIBLE OPERATIONS

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| <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"> The Asset Management Database (Citywide) and our GIS system (CGIS) have been updated with accurate road, parks and sanitary sewer data, including up to date condition assessments. Terms of Reference for an internal Asset Management Committee have been drafted and meetings will be commencing in February 2022 Approval of a Capital Financing and Debt Management Policy |
| <ul style="list-style-type: none"> Business Continuity activities during Pandemic | <ul style="list-style-type: none"> The Library continues to offer our services based on the capacity limits as prescribed for COVID and the government regulations. Patrons may visit the library wearing masks and browse the collections and use the computers. We continue to offer materials for download. We continue to provide reference and reader's advisory assistance in person and via the telephone and email. Materials may be returned in our 24/7 open book slots. Clerk's and IT Staff implemented hybrid Council and Standing Committee meetings which commenced in November 2021 to allow the Members of Council and staff to attend meetings either in person or virtually. |

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| | <ul style="list-style-type: none"> • Clerk’s and IT Staff implemented live production of all Standing Committees of Council and Council meetings which commenced in October 2021. • Implemented a Mandatory COVID-19 Policy for all Township Employees, Members of Council, Boards and Committees. • In light of the Pandemic the West Lincoln Santa Claus Parade Committee has continued to work hard to keep the spirit of the holidays alive and spread cheer in the community by putting together a reverse Santa Claus Parade which is being held at the West Niagara Agricultural Property as well as a Colouring Contest for our young artists and has brought back West Lincoln Sparkles 2021, a Township-wide holiday lighting and décor contest. |
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| <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"> • The Clerk’s Department is exploring other options for voting at the 2022 Municipal Election. Council can expect a report and By-law in early 2022 with a recommendation. The Clerk will require a Council decision well in advance of the May 1, 2022 legislated deadline to determine alternate voting methods. • Staff applied for and were successful in obtaining a Provincial Modernization Grant for a User Fee Review • Work on the User Fee Review is currently in progress with a final report to be presented to Council in January 2022 |

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| | <ul style="list-style-type: none"> • Staff are in the process of implementing Interac e-Transfer payment services to give Township customers more options in making non-water/non-tax payments • Council adopted a by-law to regulate Open-Air Fires in the Township of West Lincoln. The Open-Air Burn permit process will be making the transition into a yearly permit. This will remove the need to contact the Township when residents want to burn. Home owners will be able to log onto the Township website to register their account. For those who are not online, there is still the option of calling in and making arrangements over the phone or in-person. |
| <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 ‘West Lincoln Budget’ informational video that helps the public and key stakeholders understand the Township’s budget process • Refocused Township Facebook page to continue to promote recreational programming, services as well it will be used to share news, notices, and updates from all municipal departments and will ensure that residents are kept well informed on important matters and will proactively communicate to inspire positivity and cultivate for a more engaged community • Updated the Land Acknowledgement Statement to be in line with Niagara Region’s statement. The reading of the Land Acknowledgement statement including pronunciation is included at the beginning of each Council and Standing Committee Meeting agenda which is read by the Mayor or Committee Chair. Further improvements will be made as part of the new Procedural By-law to rotate the reading among all Members of Council. |

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| | <ul style="list-style-type: none"> • Staff have added an Indigenous Engagement page to the Township’s website. This page is a dynamic document that will be updated as more resources become available and new understandings evolve. • Staff have updated the Township’s Council and Committee Meeting’s page to include information on the new livestreaming service for Council and Standing Committee meetings. This page provides important information to the public regarding public participation, procedures and what to expect during meetings. • An Integrity Commissioner Report was prepared and provided for information including breakdown of costs for services rendered and per Complaint/Investigation since 2019 to present. • Renewed our agreement with The Herrington Group Ltd. for a further two-year term to coordinate the Joint Accessibility Advisory Committee (JAAC), coordinate AODA Compliance for 2022 to 2024 and confirmed the Township’s continuation to participate with the other six municipalities in administration of the Joint Accessibility Advisory Committee (Lincoln, Grimsby, Pelham, Port Colborne, Thorold, and Niagara-on-the-Lake). • Improved budget engagement process through a new on-line survey |
| <ul style="list-style-type: none"> • Other Efficiencies | <ul style="list-style-type: none"> • Enhanced security through recent firewall replacement includes updated and integrated threat protection, creating |

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| | <p>additional layers of security and addressing business continuity through network availability.</p> <ul style="list-style-type: none"> • Financial system hardware/software upgrade implemented in September, now placed in a virtual environment creating greater redundancy, security and speed. • Approved Temporary Financing By-law as a risk management strategy and as best practice to better position the Township in the future if needed • In consultation with Senior Management Team and WeeStream (3rd Party Contractor to livestream and record meetings) set the Standing Committee & Council meeting schedule for 2022. • Information was provided to Council with respect to the upcoming 2022 Municipal and School Board election being held on October 24, 2022 including new legislative changes, alternative voting methods and key dates. • Renewed an agreement with the Niagara Society for Prevention of Cruelty to Animals and Humane Society for a further four years commencing January 1, 2022 and expiring December 31, 2025. • Addressed a Desk Audit by the Ministry for Seniors and Accessibility, Compliance and Enforcement Branch, to insure the Township’s compliance under the Accessibility for Ontarians with Disabilities Act, 2005, which included updates to the Township’s accessibility webpage. |
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| | <ul style="list-style-type: none"> • Addressing the results of an audit that was conducted by Weiler & Company in 2019 on behalf of the Ministry of Transportation with respect to compliance with the terms and conditions of the Authorized Requester Agreement to obtain driver, vehicle or carrier information for parking tickets issued. • Council approved an updated 2021 Non-union Salary grid to reflect internal, market and pay equity. |
| <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"> • Continued work on data clean-up within financial system to ensure successful launch of Virtual City Hall software in Spring 2022 • Request for Province to change notice requests in Beds of Navigable Waters Act including presentations to Minister Rickford and Thompson’s staff. • Updates to Zoning By-law, Housekeeping Amendments 4, 5, and 6 to modernize the zoning by-law. • Bill 13 is being monitored which will provide additional delegation opportunities. • Modernize overnight parking enforcement to “snow events and advisories”. • Discussion with Regional Economic Development to dissect Manchester Pet Supplies site plan process to identify improvements. |

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| <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">• Commenced a Building Services Review to prepare for future growth – funded through the Modernization Fund |
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