

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

THEME #1: STRONG TRANSPORTATION CONNECTIONS

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.	
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"> AMO Delegation with Caroline Mulroney, Minister of Transportation Technical Advisory Committee (TAC) meetings have occurred in November 2020 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"> The Land owners Group provided a letter dated October 15, 2020 which specifically requests that the bypass in the southwest of Smithville be removed to a northerly location. Transportation consultants with the Master Community Plan are providing preliminary input into the Master Community Plan including briefing to the TAC in November 2020.
Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments
<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 Roads Needs Study has been finalized and presented to Public Works Committee in September 2020. The information and recommendations from this Study will be considered and included in developing the Townships Capital Budget & Forecasts; Including the Township's gravel rural roads. Township staff continue to await Niagara Region's response regarding the upload of Caistor Centre Road & Port Davidson Road, as these roads service a Regional function.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

	<ul style="list-style-type: none"> The rehabilitation work on Dockstader Bridge (South Chippawa Road) and North Creek Bridge (Patterson Road); and the 2020 Roads Rehabilitation Contract is now complete.
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"> Continual review of the Township's Capital Budget Forecast to identify and include transportation capital projects. Township completed the replacement of sidewalks on the north side of Regional Road 20, between South Grimsby Road 5 and Wade Road, in collaboration with Niagara Region to ensure no conflicts occur with their road reconstruction project scheduled for 2022 (+/-), in order to address current condition and provide safe pedestrian movement in a timely manner. Bike Fix-it station as sponsored by a St. Martin Committee has been supported by Planning Committee and Council and has been ordered with installation expected prior to Spring 2021 Marz Homes Inc. and P. Budd Developments plan of subdivision applications have been submitted and include trail connections that should be approved early in 2021. The submitted plans and linkages are under review at this time.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

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 submission (by Public Works Staff) rather than sending out for 3rd party peer reviews. Investigating options to partner with Pelham, Port Colborne and Wainfleet per presentation to Council June 29/20. Created a streamlined part lot control process. Made improvements to streamline the site alteration process. Introduced a pre-consultation fee that now allows developers and applicants a more thorough pre-consultation review with the pre-consultation fees potentially being used as a credit towards a future planning application. Introduced a sign by-law to ensure consistent approach to promotional signage and minimize clutter. Streamlined patio approval restrictions for summer 2020 in response to COVID19 and Ontario Regulations 345/20. Established a road allowance policy to ensure that rural road allowances are upgraded based on improved rules and clear benefits to the Township.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

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"> • New watermain infrastructure in the Industrial Park area that commenced in May of 2020 is now complete, commissioned, and operational. • Consistent with the Refreshed Economic Development Plan (February 2020), township staff organized and deployed Economic Development Training (CED) 101 for Council – trained by ED professionals at OMAFRA • Planning Staff continue to work with a prospective operation to operate from a currently abandoned site. • Expedited site plan approvals granted for 4 sites in the industrial park.
Medium-Term Initiatives <i>(Initiate within the next five years)</i>	Progress and Accomplishments
<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"> • Planning Staff have had discussions with another cell tower provider about a potential new tower in the west of West Lincoln, Ward 1, along the Regional Road 20 corridor. • Renegotiated the 20 year Bell Mobility cell tower lease at Station #2 to ensure continued service in that area
<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 	

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

<ul style="list-style-type: none">• Other initiatives	<ul style="list-style-type: none">• Addressed numerous applications for site alterations in 2020. Some were supported due to the benefit for developers to keep engineered soil in town for future development while others were approved with significant conditions to ensure future agriculture potential of the lands.• New official plan policies for Wineries, Breweries, and Special Occasions were approved without appeal.• Approved new site plan for new development at the corner of Wellandport Rd and Canborough Rd.
---	--

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

THEME #3: STRATEGIC, RESPONSIBLE GROWTH

Goal: West Lincoln will grow strategically and responsibly – welcoming new residents and businesses and respecting the heritage and rural character that people value.	
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"> TAC meetings of the Master Community Plan concept continue to discuss the future growth and planning of Smithville. TAC 1 is up-coming in January 2021 with planning for it underway. Peer review of development proposals by Marz Homes Inc and P. Budd Developments to ensure that they are in keeping with Smithville character and the Secondary Plan for the Northwest Quadrant. Planning staff have worked extensively with the Caistorville United Church to find an appropriate adaptive re-use approach so as to help preserve the church building. Updated Committee and Council on the extensive work being done in regards to the Master Community Plan (and Subwatershed Study) and Infill and Intensification in West Lincoln. More updates will be provided to Committee and Council in early-mid 2021. The Consultants from these studies also made presentations at the November and December Planning/Building/Environmental Committee meetings.
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"> St. Martin and College Street school sites were granted final Official Plan and Zoning approval in October 2020, without appeal. These were Township led community planning

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

	<p>processes to define the needs of the community in terms of density and housing form.</p> <ul style="list-style-type: none"> • Garden Suite approval for Wrigley/Sims application • Draft approved development applications and granted final approval to Spring Creek Manor, Ellis lots, and Bosscher/Sunset Acres to assist with housing supply. • East Smithville Secondary Plan draft consultant report was presented to Planning Committee in October 2020 and will be part of an extensive consultation with the development community in early 2021 following agency input. • Ongoing tracking of available lot inventory and building permit statistics to ensure an available supply of residential lots. • Public consultation on review of Spring Creek Heights Secondary Plan to ensure proper policy framework is in place including discussions with land owners in area.
--	--

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

THEME #4: LOCAL ATTRACTIONS

Goal: West Lincoln has amenities, programs and services that bring the community together to celebrate small-town and rural way of life.	
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 through the last half of 2020. Modifications and continual assessment allowed for the opening of the splash pad, skate park, playground, parks, arena and walking track facilities and the delivery of Canada Day and Harvest Routes events. Programs and facilities may look a little different, but we are offering services in a controlled and manageable way. Plans are in place to offer some limited in-person programming in the New Year. West Lincoln Public Library offers a variety of programming, both in person and online, that is relevant to community needs. Some examples of this include health and diet workshops, book/author presentations, book clubs and crafting groups, and partnerships with community organizations such as McNally.
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"> Bike Fix-It station has been ordered and will be installed in Smithville Square Parkette in time for 2021 season.
<ul style="list-style-type: none"> Reinvigorate community halls, particularly those in Wellandport and Caistor, through facility upgrades and new partnerships to ensure 	<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

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

greater access to community programming and events	<p>the provincial and federal funding partners.</p> <ul style="list-style-type: none"> • Building condition assessments completed on all Township owned facilities are being reviewed for consideration and inclusion in the Township's Capital Budget & Forecast. • Emergency Funding was provided to both Caistor Community Centre and Wellandport Community Centre to assist with the impacts of the COVID-19 Pandemic
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"> • Research and investigation underway to consider feasibility of a market in 2021.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

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"> RFP document for architectural design and administrative services closed November 27, 2020. RFP evaluations are being completed with a recommendation report coming forward to the January Administration/Finance/ Fire Committee mtg.
<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"> With Council approving local share in May, 2020, emphasis for 2nd half of 2020 was requesting and advocating with WLMH Foundation for a Regional contribution to the local share.
<ul style="list-style-type: none"> Update the Public Works building and yard 	<ul style="list-style-type: none"> An application in the amount of \$100,000 will be submitted under the ICIP funding program under the COVID Resilience Infrastructure System intake for improvements to the PWs yard which would include exhaust system, LED lighting upgrades, new garage bay doors, structural repairs to the interior wash bay walls, flooring, and office areas.
<ul style="list-style-type: none"> Other Community Safety Initiatives 	<ul style="list-style-type: none"> A Council approved Speed Limit Review Policy has been developed to provide guidance to PWs staff undertaking an engineering review of a road to establish if the existing speed limit is appropriate or should be changed. CAO continues to represent Township in development of a Regional Community Safety and Well Being Plan. The current focus is on Community Recovery. Working on 911 PERS compliance, currently working on York Road and Smithville Road/Townline Road with public consultation occurring in early 2021.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

	<ul style="list-style-type: none"> Plans are underway to clean up an abandoned property in Caistorville to assist with issues of health, safety, and community pride. Approval of corporate plan to mitigate Environmental impacts of the Township of West Lincoln operations. The Corporate Green Team is tasked with ensuring the recommendations are implemented. To ensure community and property safety, arranged for the demolition and removal of the former Caistor Baptist Church
Medium-Term Initiatives <i>(Initiate within the next five years)</i>	Progress and Accomplishments
<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"> John Street sidewalk repairs and sidewalk connection to the Caistorville Library is complete. Continue working with the Niagara Region to establish pedestrian crossings on Regional Road to provide a safer and more walkable downtown core. Introduced a No Parking Zone on the south side of Gateway Avenue between Creekview Drive and South Grimsby Road 6 to assist with traffic movements including bus traffic in the Streamside plan of subdivision.
Long-Term Initiatives <i>(Initiate within the next ten years)</i>	Progress and Accomplishments
<ul style="list-style-type: none"> Advocate for a physician recruitment strategy that will increase the number of family physicians in West Lincoln 	<ul style="list-style-type: none"> Advocacy for WLMH Rebuild contributes to physician recruitment efforts.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

THEME #6: EFFICIENT, FISCALLY RESPONSIBLE OPERATIONS

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.	
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"> A Risk Framework Assessment has been completed for all asset categories. This Framework will allow staff to rank overall risk based on parameters that consider economic, social, environmental impacts, as well as other available data regarding the condition of assets, known operational issues, etc. The development of a Lifecycle Activity Framework and Level of Service Framework are in progress. Once completed the Lifecycle Activity Framework should outline how to do the right work to the right asset at the right time. The Level of Service Framework will establish the level of service that assets are currently providing and establish a method to track the service level.
<ul style="list-style-type: none"> Business Continuity activities during Pandemic 	<ul style="list-style-type: none"> Recovery Plan presented to Council June 29, 2020 is followed and amended with changes required and provincial guidelines Latest requirement has been the development of a Safety Plan for implementing Provincial Framework. The Township implemented an online COVID screening tool that is completed by all staff daily whether working from home or in one or multiple facilities. The online screening tool is also used by public members who attend Township facilities which allowed the municipality to continue providing services throughout the Township and keep everyone safe.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

	<ul style="list-style-type: none"> • Developed and implemented mask wearing policy for staff and public. • Communicating virtual community events i.e. Remembrance Day and Virtual Tree Lighted on Township website. • Upon the Declaration of Emergency implemented by the Province and all twelve local area municipalities in Niagara, which is still in place, Council adopted a by-law to allow for Council meetings to be done electronically. The methods used for meetings evolved over time starting with meetings being held by Callbridge (telephone) to an online virtual meeting platform using ZOOM, which is what we continue to use today. • Procedures and protocols were put in place to allow the public to view and participate in Council, Standing Committee, Committee of Adjustment and Open Houses meeting through contacting specific Township staff who can forward links to a meeting which provides live feed of the meeting as it occurs as well as participants to make presentations and attendees to provide comments with respect to an item on the agenda. • Amended the Township's Procedural By-law to facilitate continued electronic meeting participation until no later than the end of December 2021, during which period staff will provide a report which considers permitting electronic participation and proxy voting in meetings on a more permanent basis. • Implemented new protocol and procedures for Confidential Matters to be held by ZOOM rather than through CallBridge. • Hiring of additional personnel as Screeners at the West Lincoln Community Centre to address public health COVID protocols
--	--

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

	<p>as well as cleaners to ensure all of our facilities are cleaned properly to avoid COVID breakouts.</p> <ul style="list-style-type: none"> • Offer flexible library services, intended to meet regional and provincial regulations, such as virtual programming, curbside material pick-up, and virtual IT help.
<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"> • Implemented a new pavement management system to assist with the management of our roadway network/asset. • Currently undertaking an assessment of the Townships storm and sanitary sewers to improve asset management information. • Sidewalk and Bridge Data has been reviewed and updated within both our GIS system and our Asset Inventory System. Attributes required for Asset Management Plan development have been included. • A Water and Wastewater Rate Study has been completed that lays out the user rates for the next five years that will ensure a sustainable water and wastewater system • The implementation of the new budgeting software is nearing completion, with both the operational and capital modules now functional. The final phase that is currently being developed is the website portal which will provide the public with key budgeting information. • Implemented Evergreen, a new library software that allowed the consolidation of each branch's catalogs, as well as reciprocal borrowing among the LiNC (Libraries in Niagara

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

<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 	<p>Cooperative) libraries.</p> <ul style="list-style-type: none"> With the cancellation of the Christmas Parade due to the pandemic, the West Lincoln Christmas Parade Committee created West Lincoln Sparkles, which is a lighting décor contest open to West Lincoln residents, businesses and not-for-profit organizations. A website was developed by the Parade Committee for promotion of the event and for completion and acceptance of the contest application form.
<ul style="list-style-type: none"> Other Efficiencies 	<ul style="list-style-type: none"> Address the resignation of all Members of the West Lincoln Christmas Parade Committee and established a new committee including the establishment of terms of reference. The vacancy of the Office Ward 2 Councillor was addressed by the appointment of the third place candidate in the 2018 Municipal Election. The new Councillor will sit on Council for the remainder of the 2018-2022 term of Council. Council approved a new Corporate Flag Policy and streamlined Community Flag Raising Requests including the implementation of an online form for organizations to complete and forward to the Clerk's Department. Additionally, the West Lincoln Community Centre was designated as the as the location for community flag raisings. The policy also addressed flying Township Flags at half-mast all locations where the municipality has flag poles Reviewed and updated all non-union job description in preparation for Market and Pay Equity Compensation Review

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS YEAR END UPDATE – DECEMBER 2020

Long-Term Initiatives <i>(Initiate within the next ten years)</i>	Progress and Accomplishments
<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"> • Explore innovative systems and approaches to scale service delivery as the community grows 	