

DATE: June 29, 2020
FROM: Bev Hendry, CAO
REPORT NO: RFI-CAO-05-2020
SUBJECT: **West Lincoln Corporate Strategic Plan 2020 Mid-Year Status Update**

OVERVIEW:

- In 2019 Council developed and approved a new Corporate Strategic Plan.
- Recommendation Report RFD-CAO-06-19 2019-2020 Corporate Strategic Plan explained the implementation plan including providing Council with regular status updates.
- This is the first status update

RECOMMENDATION:

1. That Report RFI-CAO-05-2020 – West Lincoln Corporate Strategic Plan 2020 Mid-Year Status Update dated June 29, 2020, be received for information.

BACKGROUND:

In 2019 Council developed and approved a new Corporate Strategic Plan. Recommendation Report RFD-CAO-06-19 2019-2020 Corporate Strategic Plan explained the implementation plan including providing Council with regular status updates.

CURRENT SITUATION:

This is the first status report update on the plan and it has been done corporately rather than on a departmental basis as number of initiatives cut across a couple departments or the entire corporation.

Even while managing in a global pandemic, we are still addressing and making progress towards the priorities that Council and staff developed collectively.

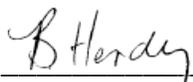
FINANCIAL CONSIDERATIONS:

There are no financial considerations related to this report.

CONCLUSION:

Staff are on track with supporting the priorities collectively set out in the 2019-2020 Corporate Strategic Plan and are proud to share the progress and accomplishments to date.

Prepared and Submitted by:



Beverly Hendry, CAO

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"> ROMA 2020 – delegations with Caroline Mulrone, Minister of Transportation and Andrea Kharjin, PA, Ministry of Environment, Conversation and Parks Niagara Region’s 2020 approved budget has available funds to initiate the “Individual Environmental Assessment (IEA)” and plan to develop the Terms of Reference in order to commence the IEA in Q1/Q2 of 2021. The IEA process can take upwards of 3 years to obtain MECP approval. The planning, EA approval, detailed design, property acquisition, funding, and construction activities required for implementing a new Niagara Escarpment Crossing transportation corridor is a complex undertaking that can take upwards of ten years. Master Community Plan is underway and in conjunction with Region will link with Regional EA process for escarpment crossing Regional Report PW9-2020 outlines process and timelines
<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"> This initiative is included in the Transportation Master Plan component of the Smithville Master Community Plan in conjunction/collaboration with Niagara Region. Master Community Plan is ongoing and includes a Transportation Master Plan (AECOM) which will investigate the bypass. Most recent update was June 12, 2020.

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS

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 Road Needs Study is underway and will be presented at an upcoming Public Works Committee meeting in the third quarter. It includes the development of a Pavement Management System and addresses the Township's gravel rural roads. Township staff has also reviewed Niagara Region's Regional Road Criteria and has requested that Niagara Region consider the upload of approximate 20 km of local roads (Caistor Centre Road & Port Davidson Road) that service a Regional function. Council awarded the rehabilitation of Dockstader Bridge (South Chippawa Road) and North Creek Bridge (Patterson Road) Council awarded the 2020 Roads Rehabilitation Contract.
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. Dunloe Plan of Subdivision in North West Quadrant includes trail along north side of CPR lands as depicted on secondary plan. Reports PD180-19 & PD 008-20 approved this plan. Future plans for Marz & Budd Developments are forthcoming. Trail report PD-028-20 examined linkage from Station Street to Dufferin St.

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"> In partnership with Pelham, Port Colborne and Wainfleet, undertaking a review of Building Services – funded through Ontario Modernization Grant. Report to be presented to Council on June 29, 2020. Significantly reduced timelines for the Development Review Process by completing in-house reviews of engineering submissions (by Public Works Staff) rather than sending out for third part peer review.
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"> Council approved Refreshed Economic Development Plan in February 2020 Council approved and awarded the construction of new watermain infrastructure in the Industrial Park area in May 2020. Construction is underway and the new watermain will be commissioned and operational by late Summer/early Fall of 2020. Staff work with three existing industries and one potential new industry that is considering expansion & relocation 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"> Township has provided 3 letters of support for ISPs seeking funding for rural Broadband initiatives Recently followed up with ISPs re: new federal announcement June 8 of \$1.7 billion investment and request for new proposals for rural Broadband Suggested new tower in Wainfleet and on Westbrook Road (PD-054-20) Met with Regional staff on June 23, 2020 about SWIFT & NRBN & CRTC Funding.
<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 being developed as part 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">

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>	
<p>Ongoing Priorities</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"> Ongoing Master community plan project which commenced in Oct 2019 includes a focus of building a complete community in keeping with the Chamber of Smithville (PIC in Dec. 2019 and TAC meetings in Feb & June 2020)
<p>Short-Term Initiatives <i>(Initiate within the next three years)</i></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"> St. Martin & College Street school sites undergoing land use plan work by MHBC Planning & Crozier Engineering. Presentation to the Planning Committee on February 10, 2020 (Report PD-033-20) East Smithville Secondary Plan is currently exploring best means by which to develop lands to east of Industrial Park road, in keeping with Smithville as a complete community. As per report PD-084-20 dated June 29th, the timeline to completion has been extended to December of 2020. Ongoing tracking of available lot inventory & building permit statistics to ensure an available supply of residential lots are available at all times for future growth.(PD-21-20)

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>	
<p>Ongoing Priorities</p>	
<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 	<p>Progress and Accomplishments</p> <ul style="list-style-type: none"> Continue to explore partnership opportunities. Annual reporting on WLCC in order to collect data and set benchmark in order to determine successes, strengths, weaknesses, and opportunities to suit the needs of the community. First update report presented to Council on June 29, 2020. With extra space for programming the West Lincoln Library is able to host a variety of activities, increasing programming attendance by 83% Niagara on Demand Transit is putting strategic transportation points on the map for West Lincoln, Leisureplex, WLCC, townhall
<p>Short-Term Initiatives <i>(Initiate within the next three years)</i></p>	
<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 	<p>Progress and Accomplishments</p> <ul style="list-style-type: none"> Completion of the Smithville Square Parkette to provide a gathering place for residents and visitors in the downtown core. Funding was approved in the 2020 capital budget for new playground at the Caistorville Library. Looking at new trails to expand the walkability of Smithville through development applications.
<ul style="list-style-type: none"> Reinvigorate community halls, particularly those in Wellandport and Caistor, through facility upgrades and new partnerships to ensure 	<p>Progress and Accomplishments</p> <ul style="list-style-type: none"> Staff developed and Council approved a Municipal Alcohol Policy. Township undertook a building condition assessment on all

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS

<p>greater access to community programming and events</p>	<p>Township owned facilities to guide appropriate asset management planning.</p> <ul style="list-style-type: none"> • Funding application submitted for Caistor Community Centre for a new community centre building and other improvements to the outdoor recreation amenities and property. Still waiting for results of funding application.
<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"> •

THEME #5: COMMUNITY HEALTH AND SAFETY

<p>Goal: West Lincoln continues to be a safe community where all residents are supported to thrive throughout their lives.</p>	
<p>Short-Term Initiatives <i>(Initiate within the next three years)</i></p>	
<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"> Finalizing tender document for architectural design and administrative services.
<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"> May, 2020 – Council committed to local share of WLMH Rebuild funding – staff to report back to Council by Dec 1, 2020 with financing models
<ul style="list-style-type: none"> Update the Public Works building and yard 	<ul style="list-style-type: none"> Ongoing research to develop lands with the region for cost savings. Always looking for appropriate sites that may become available. e.g. NPEI building
<ul style="list-style-type: none"> Other Community Safety Initiatives 	<ul style="list-style-type: none"> CAO is representing the west and smaller municipalities in the region on the Community Safety and Well Being Advisory Committee. That committee’s objective is to develop a Regional Community Development Plan as mandated by the Province. The initial due date was the end of 2020 but this deadline has been extended for time displaced due to COVID-19 Working on 911 PERS compliance –recent work on Silver Street now Sterling Street and Regional Road 24 will be officially named Victoria Ave
<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 	<ul style="list-style-type: none"> The intersection of Industrial Park Rd and Spring Creek Rd was changed to a 4-way stop after completion of a traffic study to

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS

<p>and trail networks near schools, community facilities, downtown and other pedestrian spaces</p>	<p>address safety concerns.</p> <ul style="list-style-type: none"> • The 2-way stop on Geogakakos Dr was moved to Oakdale Blvd to address safety concerns at the intersection after completion of a traffic study. • Construction contract awarded for sidewalk repairs on John Street and a new sidewalk to connect to the Caistorville Library. • Working with the Niagara Region to establish pedestrian crossings on Regional roads to provide a safer and more walkable downtown core.
<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 	<ul style="list-style-type: none"> •

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>	
<p>Ongoing Priorities</p>	
<p>Progress and Accomplishments</p>	
<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"> New job description for a GIS/Asset Management Coordinator has been developed and the position has been posted, and applicants will soon be interviewed. Council approved Phase 2 of Asset Management Road Plan and Township has successfully received FCM grant of up to \$50,000. Project to commence in July 2020.
<ul style="list-style-type: none"> Business Continuity activities during Pandemic 	<ul style="list-style-type: none"> Implemented new secure Work from Home technology to ensure business continuity and maintaining safety while Township physical buildings were closed Investigating/implementing new measures to protect both residents and staff when accessing/using Township buildings. i.e. secure access, screening tools etc. Continuously encouraging residents to pay on-line and through e-banking, and encouraging our vendors to accept EFT rather than cheque payments The Clerk's Department amended the Procedural By-law which provided for electronic Council and Committee meetings by electronic means (i.e. Callbridge, Zoom) following the closure of Township facilities. Efforts continue to improve upon electronic meetings by allowing Delegations/Presentations to attend meetings similar to Council and Staff as well as residents to watch the meetings on a request basis and through invitation (i.e. Zoom Webinar).

Short-Term Initiatives <i>(Initiate within the next three years)</i>	Progress and Accomplishments
<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"> New on-line forms that provide the ability to request and submit information to the Township from the comfort of your home or office and Interactive Treasury is currently implementing new budget software which will provide the public and Council with a better tool to understand the budget and will also increase staff effectiveness and efficiency in building the annual budget; this software will be used for the 2021 budget. Treasury department has expanded the use of on-line time sheet entry and has streamlined other aspects of payroll processing New interactive mapping feature that gives the public access to the Township's GIS (Geographic Information System) data New on-line complaint form on the website In Spring 2020 the West Lincoln Library implemented Evergreen, a new Integrated Library System, that allows for streamlined access to the library catalogue and facilities partnership with the Libraries in Niagara Cooperative, LiNC Clerk's Department replaced its manual, paper-based meeting management process (agendas and minutes) with eSCRIBE, being an electronic meeting management system, which staff, Council and the public can access either by signing into the eSCRIBE app or from the Township's new website. In order to ensure that the Township is compliant with the rules of MFIPPA and the principles of Accountability and Transparency, the Clerk's Department implemented an

CORPORATE STRATEGIC PLAN ACCOMPLISHMENTS

	Information and Privacy Policy that provides specific procedures for the development of new projects and initiatives while reducing risk and ensuring that personal information is protected, as well as responding to privacy breaches, should they occur.
<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"> Launched new Website May 2020 providing an online presence that is more accessible, mobile friendly and easier to navigate for users looking for information and service
<ul style="list-style-type: none"> Other Efficiencies 	<ul style="list-style-type: none"> Adjusted septic permit fees to ensure full cost recovery and fiscal responsibility - Report PD-005-20
<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"> All Township Departments have implemented new on-line forms that provide the ability to request and submit information to the Township from the comfort of their home or office.
<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">