

APPENDIX B

**2023-2026 Corporate Strategic Plan  
DELIVERABLES**

**I. BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY**

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- 1) The Township has made progress in advancing the Region's Transportation Initiative to implement an escarpment crossing and truck by-pass around Smithville and continues to actively lobby the Ministry of Transportation and the Niagara Region.
- 2) The pavement management system keeps pace with and addresses current road conditions.
- 3) Road safety is enhanced through ongoing maintenance, ongoing capital renewal and the implementation of a traffic calming policy.
- 4) NRT On Demand is providing inter- and intra-on demand transit services to the community.
- 5) The parks and recreation facilities plan is completed and sets the framework for future projects.
- 6) Fire Prevention Services and Life Safety Education programming have been expanded and the required equipment and training for the fire department keeps pace with community need.
- 7) The Public Works and Recreation Department is adequately resourced to meet community needs.
- 8) The Regional Physician Recruitment Specialist supports physician recruitment in West Lincoln, and the Township builds an ongoing relationship to support shared strategies.
- 9) Quality and appropriate recreational programming leverages the Township's facilities and meets public demand.
- 10) The West Lincoln Public Library has developed and implemented a four-year strategic plan that increases its presence and membership across the Township.
- 11) The Wellandport streetscape master plan is in process in collaboration with the Region's road project.
- 12) Improvements to our rural community hall properties and facilities are made, pending available funding.
- 13) The bridge and road rehabilitation in St. Ann's is underway.
- 14) One new Township event has been launched, in partnership with others, that brands the Township's unique identity.
- 15) Capacity for staffing of community events and gatherings has been increased.
- 16) A new community recognition program is implemented to celebrate residents making contributions to the community.

**II. CHAMPION STRATEGIC AND RESPONSIBLE GROWTH**

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- 1) Through the implementation of the newly approved urban boundary expansion, the Township works with developers and builders to support appropriate growth.
- 2) The process of planning for mixed housing has begun.

- 3) The Township has explored the utilization of a Community Incentive Program (CIP) and other incentive programs, when available, to create residential housing types that might not occur if left to the market.
- 4) A commercial gaps analysis is undertaken with our partners to inform future growth.
- 5) A land inventory database is created to help promote urban and rural employment lands.
- 6) The planning approvals process encourages the greening of Smithville, and includes multiple forms of housing development and linkages, as necessary, to make Smithville a complete community.
- 7) In collaboration with Niagara Region, streetscape improvements and beautification have begun in Wellandport.
- 8) Projects that beautify and enhance the character and appearance of West Lincoln have been initiated, including entrance signage and other features.
- 9) Strategies to encourage employment growth opportunities are identified and developed in targeted sectors.
- 10) The feasibility of a community hub in the downtown core of Smithville is explored by assessing community assets and partnerships.
- 11) The Township's broadband network has expanded further into the rural areas.
- 12) Working with the Region, options are explored to rejuvenate the lagoons to secure green recreational space for community members and wildlife.
- 13) Staff will investigate and present to Council the impact of collapsing the Urban Service Area Tax levy into the Township's General Levy.

### **III. ENRICH OUR STRONG AGRICULTURAL LEGACY**

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- 1) West Lincoln seeks the best process to engage with our farming community.
- 2) Policies developed by the Township have regard for the broad agricultural community and its needs.
- 3) West Lincoln enhances its connections, relationships and synergies with key agricultural stakeholders, to collectively identify and respond to opportunities for the Township.
- 4) The Township researches best practices undertaken by other rural municipalities to inform its role and approach going forward.
- 5) A "Support Local" campaign rolls out annually.
- 6) The Farmers' Market is expanded, resulting in more vendors and more buy-in from the community.
- 7) West Lincoln has successfully implemented a "Share the Road" Sign Program that protects farmers and their vehicles.
- 8) West Lincoln continues to implement the Farm 911 Emily Project.
- 9) West Lincoln continues to support the creation of new municipal drains where they improve agricultural productivity.

### **IV. FOUNDATIONAL: ADVANCE ORGANIZATIONAL CAPACITY AND EFFECTIVENESS**

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- 1) The senior management team has actively explored revenue streams and lobbied for additional funding and is ready to leverage grant opportunities.

- 2) Cemetery grants are updated to ensure private cemeteries are sustainable and independent.
- 3) A marriage licensing service is being examined and implemented, if viable.
- 4) Each Township department explores mutually beneficial synergies and potential partnerships that benefit the community and leverage appropriate opportunities.
- 5) A process is established to ensure operational policies are updated on a timely basis.
- 6) An all encompassing delegation of authority by-law is established and approved by Council.
- 7) Strategic investments are made in staff onboarding, development, retention and succession planning.
- 8) Standard operating procedures for all functions are created, and more proactive cross-training and job shadowing is undertaken to enhance customer service.
- 9) Staff receive cultural competency training to foster a work environment that embraces diversity, equity and inclusion of all.
- 10) Continual investment into information technology services are made to keep pace with changes in trends, growth and emerging threats, and staff is equipped with appropriate technology and tools to respond to the community and support asset management.
- 11) A record management system, including an electronic records data system, will be implemented to enhance the public's access to open data, provide efficiencies, support record retention and mitigate risk.
- 12) The feasibility of establishing a community engagement platform is completed with recommendations.