



Subject:	Delivering on Council's Priorities for a Future-Fit Lincoln (2019 – 2022)
To:	Committee of the Whole – General Business & Finance
From:	Office of The Chief Administrative Officer

Report Number:	AD-12-22
Wards Affected:	All
Date to Committee:	June 6, 2022
Date to Council:	June 20, 2022

Recommendation:

That Report AD-12-22, regarding the 2019-2022 Delivering on Council's Priorities for a Future-Fit Lincoln be received for information.

Purpose:

The purpose of this report is to provide Committee with a corporate wide update of key activities undertaken by staff to successfully execute on Council's Priorities for the 2019 – 2022 term of Council to create a Lincoln that is Welcoming, Connected, Vibrant, and Resilient.

Background:

At the start of this term of Council, Mayor Easton and Councillors wanted to lay out concrete steps to help plan for the future by making Lincoln a community that is welcoming, connected, vibrant and resilient. This "Future-Fit Lincoln" is one that benefits all members of our community, from newly arrived citizens to those families that have been with us for generations.

The report, *Council Priorities: Strategic Planning for a Future-Fit Lincoln*, has a goal to help shape Lincoln into a community that benefits all, from young families and youth, to retired couples looking to enjoy the fruits of their labour. The document, which focuses on becoming a welcoming, connected, vibrant, and resilient community, outlines key corporate objectives and initiatives to be achieved this term of Council. While recognizing that some of the work is foundational and meant to be done over a longer period, there were short-term goals that Council wanted to achieve for the betterment of the community.

Each of the four specific priorities are outlined as follows:

1. Welcoming Community:

- The Town of Lincoln strives to create a welcoming environment that is open to fresh ideas and new perspectives; where residents and businesses participate fully in the social, cultural, and economic life of the Town; and where people and businesses discover and identify our community as a desirable place to grow, prosper, and belong.

2. Connected Community:

- The Town of Lincoln is committed to intentionally and strategically building stronger socioeconomic links between and among people and places, both within Lincoln and beyond. We endeavour to build exceptional public places, while celebrating the character and charm of our unique community and preserving our natural landscapes.

3. Vibrant Community:

- As a community of neighbours and given our roots in agricultural excellence, we celebrate our history and are emboldened with a creative spirit that embraces the future. We strive to lead forward by sharing knowledge, ideas, resources, and investing in responsible community stewardship. We drive new economic opportunities through innovation and investment.

4. Resilient Community:

- To strengthen our community's response and adaptation to a wide array of future changes, the Town of Lincoln is committed to expanding and utilizing our available resources (people and assets) to prepare for, respond to, and move towards a more sustainable future. Our community-driven approach and progressive public policies are foundational to achieving our shared vision for Lincoln.

Altogether, the four pillars encompass the overarching community vision for the Town of Lincoln as a place to grow, a place to prosper, and a place to belong.

Report:

As we near the end of this term of Council, staff wanted to report back on our collective activities to deliver on Council's priorities to create a Future-Fit Lincoln. While the COVID-19 pandemic posed many new challenges and obstacles for the municipality to overcome, Staff and Council have had a clear focus to leave no stone unturned as they navigated through the unforeseen circumstance of the pandemic.

Staff are pleased to announce that all of Council's priorities have been acted upon, either with short-term activities or long-term planning to ensure Lincoln is a community that benefits all.

The goal of staff is to deliver high value programs, services, and investments that directly relate to the annual goals and objectives for each of the respective departments at Town Hall. Each of the respective departments are as follows:

- **Office of the Chief Administrative Officer** with the support of the senior management team, develops strategic planning initiatives for the organization. The CAO's office is directly responsible for the human resources, special projects, government relations and strategic planning functions of the Town of Lincoln.
- **Economic Development and Communications** is guided by the Town of Lincoln's Economic Development Strategy and Action Plan, and Tourism Strategy and Action Plan. Altogether, the department's goal is to build a vibrant, strong, and prosperous community for people to live and do business here in Lincoln. In addition, the department enhances the two-way communications capacity of the organization, improves stakeholder relationships, and delivers effective messaging on the programs that help achieve organizational goals.
- **Community Services** is made up of the Recreation and Culture and Public and Open Spaces Divisions which work collaboratively to facilitate the development of community facilities, services, and amenities and to lead and support resident participation in local recreations, sport, and cultural opportunities. The department's core functions are guided by the 2019 Parks, Recreation and Culture Master Plan.
- **Public Works** administers the construction, operation, and maintenance of the physical infrastructure of the Town such as road network, water and wastewater systems and construction activities. In addition to focusing on traditional hard infrastructure related projects, Public Works also focuses on traffic safety initiatives, active transportation considerations, environmental monitoring and leads and/or supports Climate Change adaptation or resiliency projects and programs.
- **Planning and Development** serves to incorporate community, infrastructure, and development planning in working towards a complete and prosperous community. This includes a planning process that focuses on effective public engagement, identifying the different land-use needs of our growing community, ensuring the network of infrastructure can accommodate current and future growth and sustaining a sense of place in the Town. The planning process is an extensive process that is completed well before shovels hit the ground.
- **Finance, Administration & Innovation** serves to direct and manage the financial affairs for Lincoln. This involves the preparation and administration of the operating and capital budgets, annual financial statements, collecting, recording, and paying out funds in a manner that the laws of Ontario and the by-laws and resolutions of Council direct. The information technology department manages the IT

infrastructure, provides on-going maintenance and support for a variety of IT applications and systems.

- **Fire and Emergency Services** is responsible for providing fire protection services and emergency management services to the community. The department is a composite fire department which relies on fully trained and qualified men and women from throughout the community who serve as volunteer firefighters, and a full-time complement of fire prevention, training, and administrative staff.
- **Clerks and Legislative Services** is dedicated in the areas of leading, supporting and promoting through responsive public service, government administration through alignment with legislation, transparency, teamwork, innovative customer service and inclusivity, to ensure an effective and trusted local government.
- **Lincoln Pelham Public Library** provides collections, services, and programming to Lincoln residents with two branches in Lincoln in Beamsville and Vineland. The LPPL is a community hub ensuring equal access to resources and opportunities for thinking playing, learning, and growing.

Thanks to the Council's priorities, staff were able to align many of their structured activities from 2019 – 2022 to deliver on the Strategic Plan.

For a detailed report on the actions and initiatives that were undertaken to support Council's Priorities, please refer to Appendix B – Delivering on Council's Priorities. The appendix thoroughly showcases the variety of projects, policies, and activities that directly align with each of the priority objectives and initiatives outlined in document. As the document illustrates, staff were able to deliver meaningful activities that attributed to the overall completion of the 62 direct initiatives that accompanied the 16 priority objectives to become a welcoming, connected, vibrant, and resilient community.

Financial, Legal, Staff Considerations:

Financial: N/A

Staffing: N/A

Legal: N/A

Public Engagement Matters:

Many of our activities associated with Council's Priorities have resulted in extensive engagement with the public using a diversified toolkit of engagement activities, such as Speak Up Lincoln.

Conclusion:

Council's strategic priorities for creating a Future-Fit Lincoln acted as a roadmap for staff to follow this term of Council. Staff are pleased to report back that all priority objectives were acted upon and can be built upon for the next term of Council.

Respectfully submitted,

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Appendices:

Appendix A: Council Priorities – Strategic Planning for a Future-Fit Lincoln
Appendix B: Delivering on Council's Priorities for a Future-Fit Lincoln – Summaries
Appendix C. Delivering on Council's Priorities for a Future-Fit Lincoln - Presentation

Report Approval:

Report has been reviewed and approved by all members of the Senior Management Team