



Council Priorities

Strategic Planning for a Future-Fit Lincoln

Welcoming

Connected

Vibrant

Resilient



Message from Mayor Sandra Easton & Council



The Town of Lincoln's Mayor and Members of Council are pleased to share our Strategic Priorities for this term. While the COVID-19 pandemic has presented unparalleled public health and financial challenges in 2020, the Town of Lincoln remains laser focused on the path ahead and brighter days. We are proud of the way our community has worked together, with a collective, all-hands on deck, effort to look after one another, and to remain hopeful, as we tackle the biggest challenge to face this community in our 50-year history. We have spent the last year going through a unique and vigorous exercise of engagement, analysis and a coming together of ideas and initiatives. Much of this was made possible using technology to meet virtually, with the public, stakeholders, staff and of course our council. What you see in this document is a product of these efforts to stay connected to each other and focused on moving our community forward despite the current challenges caused by the pandemic. A return to more normal circumstances is ahead. Public health officials told us from the start that this pandemic was a marathon, not a sprint. We believe we are nearing the finish line. That's why our council has referred to this document as 'Strategic Planning for a Future-Fit Lincoln'. We

selected that name deliberately, because we believe in being ready to seize opportunities that lie ahead. It is our responsibility, as your elected officials, to hit the ground running in this term of council. You asked us to capitalize on these specific priorities, to be **welcoming, connected, vibrant...** and most importantly, **resilient**.



Welcoming



Connected



Vibrant



Resilient

Our community continues to experience tremendous growth and our council and staff look forward to working for you and with you to forge a path to success.

In this document you will learn about our collective vision for the coming term, built on the pillars of the hopes and dreams you have shared with council through various public engagement.

These pillars embrace our overarching community vision for the Town of Lincoln as a place to grow, a place to prosper, and a place to belong. These priorities provide guidance to our town's staff in developing the corporate work plan, budget and special projects.

As members of council, we are united in our desire to focus on priorities that will continue to make life better for all residents of the Town of Lincoln. We have so much to be proud of, and together, our accomplishments will serve as a legacy for future generations.

— *The Town of Lincoln Council*



Message from Chief Administrative Officer Michael Kirkopoulos

Along with Council and my colleagues at Town Hall, I am pleased to share with you our Council Priorities Strategic Plan for this term.

Through extensive workshops with Council and the Senior Leadership Team, we have developed a long-term vision for Lincoln. Our priorities will guide Council and others when making decisions and focusing their efforts on behalf of all those living, working, learning and playing in Lincoln. I believe it is important to recognize that this new plan builds on the success of previous plans and has been developed with input from residents, businesses, Council and our staff.

Lincoln is one of the fastest-growing municipalities in Niagara and as a region Niagara itself remains a destination of choice experiencing significant growth. Residents value the quality of life and services offered by the Town of Lincoln. Our Strategic Plan sets the objectives and specific actions that help achieve our vision and shape the future of our community. It also provides a common focus and a set of priorities for the organization to ensure we continue to meet the evolving needs of our communities with an associated plan on how to achieve those needs.

The strategic planning process also ensures a strong and necessary alignment between Council priorities, our corporate and departmental business planning, and the Town's overall budget. Incredibly important, now more than ever, it communicates the direction the organization is taking, and supports the long-range vision for the future of Lincoln.

What you will find as you read through this document, is that the Town of Lincoln is committed to creating 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. We strive to build stronger socioeconomic links between and among people and places. Lincoln also endeavours to build exceptional public places,

while celebrating the charm of our community and preserving our natural landscapes.

The Town of Lincoln has a goal to lead forward by sharing knowledge, ideas and resources and providing responsible community stewardship. Together we have chosen to drive economic opportunities through innovation and responsible investment. It is with that mindset, and our roots in agricultural excellence, that we are inspired by a creative spirit that embraces the future.

On behalf of our leadership and management team, I would like to thank everyone who has contributed to the development of this plan, especially all those who took the time to provide their valuable input. This Plan reflects what we have heard and what matters to the community. It also highlights Council's goal of continuing to work together and finding collaborative solutions to emerging issues. In organizations, we often talk about the value proposition – this very much applies to our work at the Town as we pursue both operational and customer experience excellence and as well as upholding a shared commitment to inclusion, engagement and a mind-set that is solutions focused.

Lastly, let me thank and recognize all our employees at the Town – each of them will play an important role in the successful implementation of this plan. As the following pages illustrate, the work that our employees do is and will be directly linked to our broader organizational goals. We remain committed to making the Town of Lincoln **a place to grow, a place to prosper and a place to belong.**

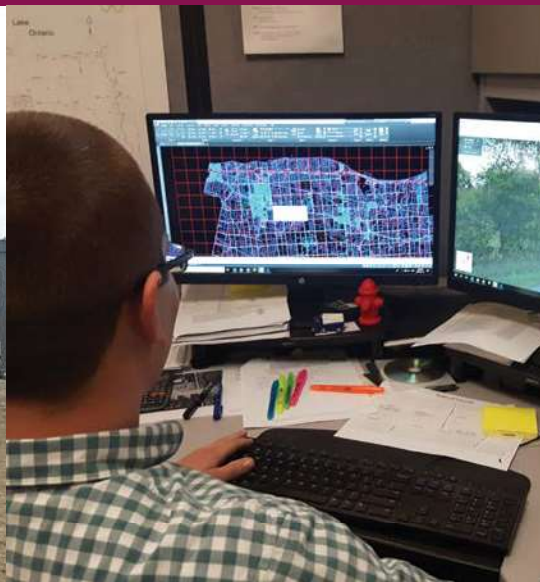
— Michael Kirkopoulos, Chief Administrative Officer



Welcoming Community

To be a welcoming community for people, fresh ideas and businesses

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.



Priority Objectives & Initiatives



1.1 Improve social and economic inclusion

- i) Promote diversity and inclusion of existing residents and newcomers through public services
- ii) Foster greater understanding on matters of diversity, inclusivity, and equity through the development of advisory committees and community partnerships (i.e. age-friendly and housing task force)
- iii) Provide friendly and inclusive public spaces that are universally accessible, to facilitate citizen connections and foster vibrant communities and downtowns
- iv) Enhance accessible and affordable transit opportunities in partnership with Niagara Region and Province of Ontario



1.3 Be a business friendly environment

- i) Sustain civic, business and community partner outreach to attract local investment and enhance business development opportunities
- ii) Enhance integration amongst departments to improve interactions with businesses and expedite the development process
- iii) Ensure organizational responsiveness to business community and undertake regular service process reviews to help small and medium businesses succeed
- iv) Completion of new zoning by-laws to support purposeful and diversified economic growth across Lincoln



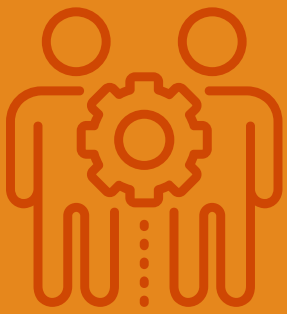
1.2 Become a talent magnet

- i) Continue to attract and retain the best talent to the Corporation of the Town of Lincoln
- ii) Strengthen Lincoln's and the region's position as a Centre for Agricultural Excellence and location of choice for international talent, investment, and innovation
- iii) Partner with private sector businesses, and industry associations to advocate for skilled trade labour to address workforce gaps



1.4 Open and transparent governance

- i) Use technology to make services more user-friendly and accessible
- ii) Develop new vehicles for responsiveness to information requests and information sharing
- iii) Work with Niagara Region to expand Lincoln's Open Data Initiative to improve the collection and availability of data for the benefit of the Town, citizens and other stakeholders
- iv) Increase public knowledge through education and promotion of Lincoln's services, programs and initiatives



Connected Community

To connect all of Lincoln – people, places and our natural landscapes

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.



Priority Objectives & Initiatives



2.1 Expand cultural and community initiatives

- i) Optimize the existing parks network to ensure residents have access to nature and healthy and active lifestyles
- ii) Promote cultural and community initiatives through new Museum and Cultural Centre
- iii) Continue to invest in community infrastructure to address the changing needs of our community (i.e. Complete the business case for BDSS Community Hub redevelopment)
- iv) Review the Town's heritage processes to improve the protection and enhancement of heritage assets



2.2 Integrated mobility and active transportation network

- i) Collaborate with regional partners to expand affordable and accessible transit options including continuing to advocate for a GO Train Station in Lincoln that is feasible
- ii) Address truck traffic and road safety issues across Lincoln
- iii) Develop and expand active transportation options, including walkability, cycling and trails



2.3 Balanced and diversified housing options

- i) Public education and advocacy regarding the importance of providing diversified housing options to meet the needs of changing families and households, and the aging population
- ii) Government relations and advocacy with not-for-profit sector and senior levels of government to identify affordable housing opportunities in partnership with Lincoln's Housing Task Force
- iii) Increase affordable and accessible housing options through partnerships, policy and incentive programs



2.4 Intergovernmental leadership

- i) Strengthen advocacy for Town issues on the Provincial and Federal government agendas
- ii) Participate in provincial, national and international organizations, work with business and community leaders to develop support for Town strategies and intergovernmental initiatives



Vibrant Community

To create a happy, healthy, prosperous 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.



Priority Objectives & Initiatives



3.1 Be an engaged community

- i) Enhance citizen engagement and participation in identifying public service improvements to bring about greater transparency, accountability and social inclusion, resulting in tangible improvements to people's lives
- ii) Undertake a comprehensive customer service review and develop strategies for improving civic life and engagement with the Town of Lincoln



3.2 Cultivate agricultural excellence through support for innovation

- i) Develop an agricultural plan that further supports the goal of a Centre of Excellence for Agriculture
- ii) Foster opportunities to drive economic diversity through value-add agriculture
- iii) Expand programs with the Brock Lincoln Living Lab, Spark Lincoln, Vineland Research and Innovation, Niagara College and other stakeholders in support of agricultural innovation
- iv) Promote industrial lands and rural areas - Community Improvement Plans



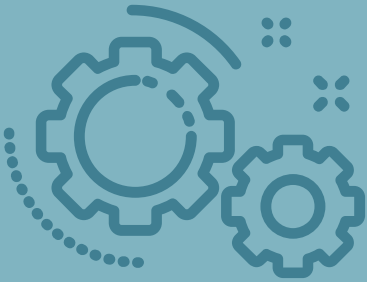
3.3 Drive economic potential and community well-being

- i) Promote an "Open for Business" message to drive new economic energy to Lincoln
- ii) Foster economic excellence and responsible community and environmental stewardship
- iii) Grow Lincoln's existing businesses to create jobs through a structured business retention and expansion program
- iv) Improve the availability of retail offerings to keep local dollars and economic output in Lincoln
- v) Evaluate yearly economic growth trends and proactively plan for emerging opportunities



3.4 Become a top tourist destination

- i) Grow Lincoln's economy by increasing visitors to the community and attracting additional tourism-related businesses that create new jobs
- ii) Collaborate with both public and private sector partners to market Lincoln and surrounding areas as a prime tourist destination
- iii) Implement new way-finding and gateway signage throughout Lincoln
- iv) Examine the feasibility of implementing additional BIA models across the community, and complete community improvement designs (Jordan Village, Vineland CBD Design)



Resilient Community

To be intentional in building stronger community resilience

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.



Priority Objectives & Initiatives



4.1 Promote a healthy and safe community

- i) Promotion of public safety through education, prevention and partnerships
- ii) Keep communities safe by meeting and maintaining standards for fire safety, emergency response and preparedness
- iii) Improve emergency management capabilities through multi-agency coordination and collaboration, including the development of a new emergency response facility in Vineland
- iv) Develop and implement road safety initiatives such as speed reduction, traffic calming and truck routes
- v) Review Lincoln's cybersecurity program and conduct risk assessment to identify potential exposures and areas for improvement
- vi) Create a community safety and well-being plan



4.2 Champion environmental stewardship and smart growth

- i) Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment
- ii) Protect and enhance our natural landscapes through the development of urban forestry guidelines
- iii) Strengthen tree policies including tree protection, planting and property standard requirements
- iv) Promote green and low environmental impact development strategies for both municipal and private sector projects
- v) Create an irrigation strategy in partnership with other municipalities within the Niagara Region



4.3 Adapt and respond to a changing climate

- i) Enhance Lincoln's capacity and resiliency to prepare for and respond to natural disasters and emergency situations
- ii) Develop a corporate and community climate adaptation plan for improving climate resilience and addressing climate-related risks
- iii) Improve air quality and remove carbon from the atmosphere through growing the urban tree canopy
- iv) Strengthen Niagara Adapts Climate partnership and expand cross-sector collaboration — alliances of individuals and organizations from the nonprofit, government, philanthropic, and business sectors



4.4 Responsible and sustainable financial management

- i) Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities
- ii) Develop an Asset Management Plan to address long-term planning of projects and infrastructure to better understand what resources will be needed to support growth ("Growth pays for Growth")
- iii) Develop a Financial Sustainability Plan and conduct long-term financial forecasting to ensure the viability of the future tax base
- iv) Prepare and implement Community Benefits Plan (Bill 108)
- v) Review of municipal-owned properties, investigate strategic land use and acquisition (i.e. housing, commercial, etc.) and dispose of surplus infrastructure and assets

Vision, Mission and Values

Where Council priorities fit into Lincoln's vision, mission and values





Community Vision

Where we want to go, guiding us

a place to
GROW

a place to
PROSPER

a place to
BELONG



Council Priorities



Welcoming Community

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Connected Community

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Vibrant Community

To create a happy, healthy, prosperous community



Resilient Community

To be intentional in building stronger community resilience



Organizational Mission

How we will achieve it

The Town of Lincoln takes **pride** in delivering municipal services with an efficient, effective & **customer centered** approach, resulting in a **livable** & **sustainable** community.



Values

The behaviours that will get us there

Collaborative: We work with others to get things done.

Attentive: We pay attention to what our communities need.

Resourceful: We effectively & skillfully find good solutions.

Engaging: We incorporate diverse perspectives & experiences in what we do & how we do it.

Strategic: We drive our destiny rather than let it happen.

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GROW

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