

Delivering on Council's Priorities for a Future-Fit Lincoln

Monday, June 6, 2022



Executive Summary

- At the start of this term of Council, Mayor Easton and Councillors wanted to lay out a strategic plan to create a community that is welcoming, connected, vibrant, and resilient.
- *Council's Priorities for a Future-Fit Lincoln* provided staff with a guiding document to execute on Council's vision
- 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 a community that benefits all.





Welcoming Community

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





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



1.2 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





1.3 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



1.4 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



Key Activities & Initiatives

1.1 Improve social and economic inclusion



- ✓ Accessibility needs met in Council Chambers
- ✓ Established new on-demand system and Region Wide Transit Authority
- ✓ Implemented the Diversity, Equity, and Inclusion Policy
- ✓ Expanded financial service offerings through online technologies
- ✓ Ongoing engagement through the Citizen Advisory Committee
- ✓ Additional digital library platforms
- ✓ Completion of Prokich Park and Rotary Park



Key Activities & Initiatives

1.2 Become a talent magnet

- ✓ Established the Youth Skills Studio
- ✓ Increased Recreation and Culture Programming
- ✓ Launched Ontario's first ever Agri-tech Hackathon
- ✓ Developed the Industrial Land and Rural area CIP
- ✓ Increased Provision of on-farm diversified uses
- ✓ Ongoing recruitment with educational institutions
- ✓ Collaboration with the Employment Help Centre



Key Activities & Initiatives

1.3 Be a business-friendly environment



- ✓ Ongoing collaboration with local businesses (Museum, recreation & tourism programming)
- ✓ Created ShopLincoln.ca
- ✓ Launched an annual Digital Service Squad since 2019
- ✓ Collaboration with the Lincoln Chamber of Commerce, Downtown Beamsville BIA, and Advisory Committees
- ✓ Streamline of development approval plans
- ✓ Conducting a business licensing Review
- ✓ Establishing a new zoning by-law
- ✓ Increased public awareness through community members and educational institutions
- ✓ Implemented the Cloudpermit pilot program to ensure timely and accurate permit processing



Key Activities & Initiatives

1.4 Open and transparent governance

- ✓ Enhanced social media engagement corporate-wide
- ✓ Electronic records management
- ✓ Implemented e-billing solutions
- ✓ Established AMI Water meters across the Town
- ✓ Corporate wide SpeakUpLincoln.ca utilization
- ✓ Undergoing municipal website updates
- ✓ New library website and resources
- ✓ Created an enhanced budget book
- ✓ Establishing a municipal election webpage
- ✓ Participating in Civic Local Government Week and Advisory/Volunteer Week promotions
- ✓ Increased usage of online mapping tools



e-Billing

Go paperless and make life easier!

The Town of Lincoln's e-Billing service keeps property tax and utility bills organized in one convenient location. Customers can access the self-service portal anywhere, anytime from their computer or mobile device.

Property Tax and Utility e-Billing delivers your bill, your way.

- Receive an email notification when your bills are ready to view
- View bills online
- Track utility consumption
- Access your account 24-7
- Download and save your bills

Register at
lincoln.ca/onlineaccounts
from your desktop or mobile device.

Town of
Lincoln

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TEL: 905-563-8205
FAX: 905-563-6566
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Connected Community

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



LINCOLN
PELHAM
PUBLIC
LIBRARY





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



Key Activities & Initiatives

2.1 Expand cultural and community initiatives

- ✓ Completion of Angelina Macri Prokich and Rotary Park and increased amenities at Hilary Bald Park
- ✓ New Museum and Cultural Centre & exhibitions
- ✓ Completed MOU for acquisition of BDSS
- ✓ Successfully merged Lincoln and Pelham Public Libraries
- ✓ Ongoing Engagement for Community Events through Advisory Committee
- ✓ Undergoing Heritage Conservation District Study



Key Activities & Initiatives

2.2 Integrated mobility and active transportation network

- ✓ Advocated for GO Transit at AMO and ROMA conferences
- ✓ Collaborated with Metrolinx for IBC for a Beamsville GO
- ✓ Conducting Regular Truck Safety Inspection Blitzes in partnership with NRP & MTO
- ✓ Traffic Safety & Traffic Calming being incorporated into capital road projects
- ✓ Working to establish a tourism-oriented bike trail across the municipality
- ✓ Completed the Konkle Creek Multi-use Trail
- ✓ Completed the Streetscan condition assessment
- ✓ Ongoing winter maintenance



Key Activities & Initiatives

2.3 Balanced and diversified housing options

- ✓ Advocated for at AMO and ROMA conferences
- ✓ New Housing and Homelessness Community Partnership Committee established by Council
- ✓ Establishing a variety of housing options in the Town's new Zoning By-law
- ✓ Undergoing a CIP review to incentivize affordable housing
- ✓ Working with the public to establish aging in place housing (i.e. Garden Suites)
- ✓ Ongoing collaboration and discussions with Housing, Homelessness Community Partnership and Age Friendly Advisory Committees



Key Activities & Initiatives

2.4 Intergovernmental leadership

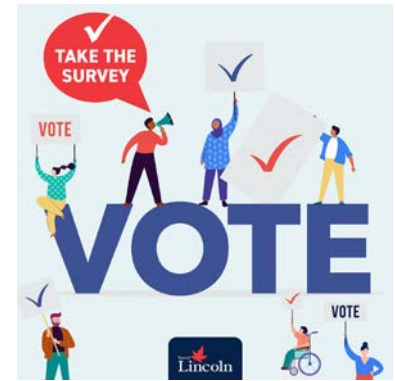
- ✓ Increased advocacy at annual AMO and ROMA conferences since 2017
- ✓ 40 community funding applications completed and submitted to date in 2021
- ✓ Ongoing input provided on Provincial planning policy changes
- ✓ Constantly ensured Council Communications in public facing documents
- ✓ Ongoing liaison with business stakeholders and industry leaders in Lincoln
- ✓ Collaboration with a magnitude of partners including but not limited to: Brock-Lincoln Living Lab, Niagara Adapts and Vineland Research, MMAH and MPAC organizations, NPPC (procurement group), Canadian Parks and Recreation Association (CPRA), etc.





Vibrant Community

'To create a happy, healthy, prosperous community'





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)



Key Activities & Initiatives

3.1 Be an engaged community

- ✓ Established SpeakUpLincoln.ca
- ✓ Ongoing citizen and community engagement during all corporate projects and budget
- ✓ Established the Customer Service Strategy sub-committee
- ✓ Implemented a new software to streamline planning application intake
- ✓ Ongoing SpeakUpLincoln.ca usage to inform/educate the public
- ✓ Launched Zendesk to track customer financial support
- ✓ Provision of programs and services to improve digital literacy and connect with community members



Key Activities & Initiatives

3.2 Cultivate agricultural excellence through support for innovation

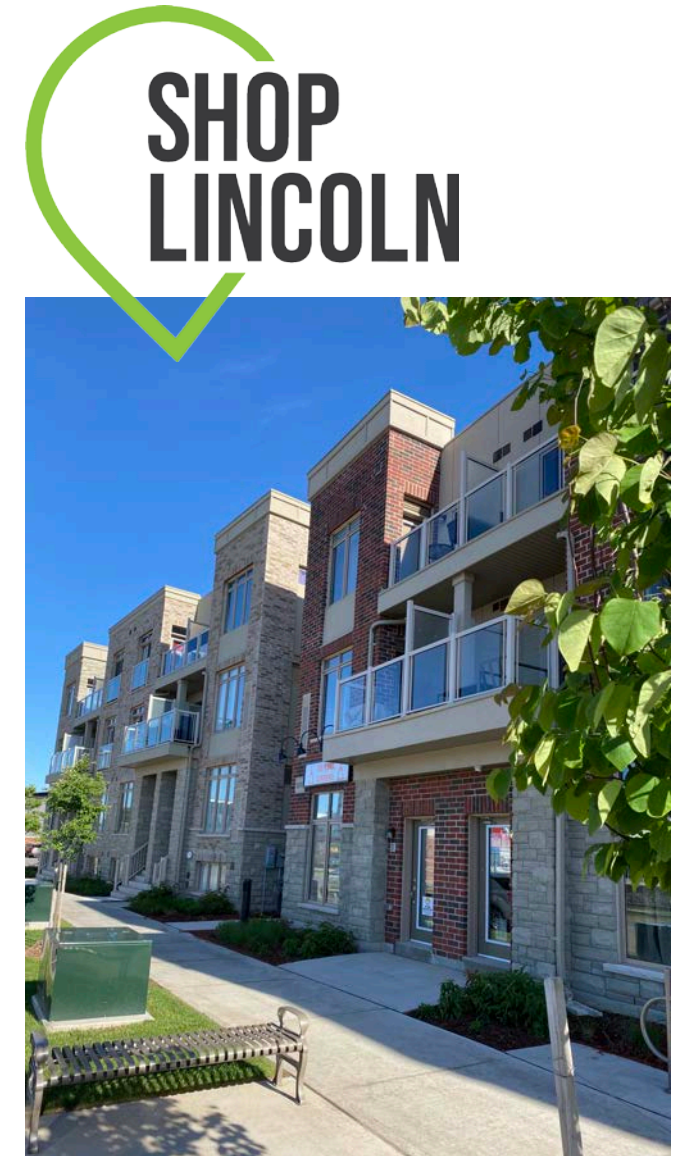
- ✓ Permitting as of right, agriculture-related and on-farm diversified uses in the Town's new Zoning By-law
- ✓ Established and promoted the Industrial and Rural Areas CIP
- ✓ Ongoing review of OMAFRA's suite of funding to support agriculture
- ✓ Continually Liaison with Regional Staff to determine opportunities for on-farm diversified uses
- ✓ Hosted Ontario's first AgriTech Hackathon in 2019 and 2020
- ✓ Strengthened partnership and collaboration projects with Brock-Lincoln Living Lab, Vineland Research & Innovation Centre (VRIC), Niagara College - Horticultural program and NPCA



Key Activities & Initiatives

3.3 Drive economic potential and community well-being

- ✓ Developed ShopLincoln.ca
- ✓ Continually providing clear and concise information in pre-consultation meetings
- ✓ Stewardship arrangement with Ontario Heritage Trust (OHT)
- ✓ Ongoing public engagement to maintain fiscal stewardship for the Town
- ✓ Annual BR+E programming
- ✓ Constantly encourage mixed-use development in new builds
- ✓ Evaluate annual trends in Niagara Region through Statistics Canada
- ✓ Analyse macro and micro economic trends



Key Activities & Initiatives

3.4 Become a top tourist destination

- ✓ Undergoing the Gateway and Wayfinding strategy
- ✓ Opened the new Museum and Cultural Centre
- ✓ Began the Jordan Village improvement project
- ✓ Establishing Short Term Accommodation policies
- ✓ Signed an MOU with the City of St. Catharines to support tourism
- ✓ Established Niagara Benchlands as Lincoln's new tourism brand identity
- ✓ Working with the Downtown Bench Beamsville BIA to influence additional BIA models
- ✓ Undergoing the Ontario Street Urban Design Vision and Streetscape Master Plan project and the Vineland CBD Design project





Resilient Community

‘To be intentional in building stronger community resilience’





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



Key Activities & Initiatives

4.1 Promote a healthy and safe community

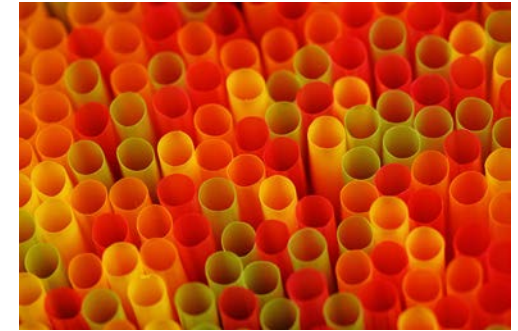
- ✓ Hilary Bald Park CPTED (Crime Prevention through Environmental Design) Audit and park pathway lighting
- ✓ Various public education and community outreach initiatives regarding fire safety and emergency preparedness
- ✓ Ongoing engagement on SpeakUpLincoln.ca
- ✓ Finalizing plans for Lakeshore Roads flooding emergencies
- ✓ Continued pilot project with the Town of Grimsby to provide shared fire services
- ✓ Ongoing Traffic Safety Program, Truck Safety Inspection Blitzes, Beamsville Truck Bypass Route Study, etc.
- ✓ Cyber security program enhanced and additional steps underway to strengthen existing controls
- ✓ Continue to be involved in EOC and align with legislation



Key Activities & Initiatives

4.2 Champion environmental stewardship and smart growth

- ✓ Installation of green infrastructure through community butterfly garden at Rotary Park
- ✓ Corporate Climate Adaptation Plan Completed
- ✓ Launched the Library single-use plastics and green waste program pilot
- ✓ Collaborating with Vineland Research and Innovation Centre and through the Brock-Lincoln Living Lab
- ✓ Updating tree planting standards for both staff and developers
- ✓ Developed a Site Alteration By-law which includes Tree Protection Plan/Tree Inventory



Key Activities & Initiatives

4.3 Adapt and respond to a changing climate

- ✓ Finalizing Lakeshore Roads Emergency Response Operational Plan
- ✓ Ongoing financial monitoring and reporting of disaster mitigation grants
- ✓ EMC continually identifying community risks and hazards and developing robust plans
- ✓ Completed a Corporate Climate Adaptation Plan
- ✓ One for one tree replacement standard with 40 new park trees installed in 2021
- ✓ Updating of design standards related to tree planting
- ✓ Established the Tree Policy and Site Alteration and Fill By-law
- ✓ Work with NPCA on initiatives across Town



Key Activities & Initiatives

4.4 Responsible and sustainable financial management

- ✓ Initiated budget process improvements
- ✓ Launched Lincoln's Corporate Asset Management Plan Project & the Municipal Natural Assets Inventory initiative
- ✓ Undergoing ROW AMP, Water/Wastewater AMP and Fleet AMP update
- ✓ Approved Reserves and Reserve Funds Policy
- ✓ Undergoing Rates and Fees study
- ✓ Undergoing Community Benefits Plan
- ✓ Coordination of a collaborative working environment at the Town owned facility 4996 Beam Street
- ✓ Established an internal stakeholder team to assess merits of retaining or disposing of surplus infrastructure and assets



Conclusion

- Staff are pleased with the work that was accomplished this term of Council
- Under Council's leadership and direction, creating a community that is Welcoming, Connected, Vibrant, and Resilient that works for everyone, has been our focus these past 4 years.
- While the pandemic has forced us to pivot and prioritize our activities, thankfully, Council's Priorities for this term helped our community weather the pandemic storm, we have emerged more resilient and on a good path towards community recovery.
- We look forward to building upon this success in the next term of Council



**Questions?
Comments?
Clarity?**

