

Council Priorities 2022-26 Strategic Planning for a Future-Fit Lincoln

July 24, 2023



Summary of Council Sessions

- In the winter and spring of 2023, Town Council and staff undertook an interactive process to assess ongoing commitments, identify new projects and determine priorities that would best implement the goals of Council's strategic plan.
- At two working sessions in March and with the community-driven Council Priorities as the basis of discussion, Council and staff shared information and new ideas, reviewed findings from two surveys and revisited 100+ ongoing initiatives.



Summary of Council Sessions

- Two electronic surveys were designed to validate input received and ensure a consistent preliminary priority selection process for final review by members of Council.
- Survey findings, which are a direct outcome of the information received from Members of Council, reveal a set of high and medium level priorities that support each of the goals.
- CLT consolidated the discussions from these two meetings at a working session on May 6.
- Today, we present the results of these cumulative sessions.



Revisioning Council Priorities

- Corporate Leadership Team (CLT) reviewed the feedback from Council session #2, specifically the exercise to **Drop**, **Keep** or **Improve** current goals.
- This led to the consolidation, removal, addition and re-wording of several goals and supporting actions.
- As a result, CLT is proposing that the 2022-06 Council Priorities be structured around three pillars.



Three Proposed Pillars

I. Welcoming & Connected Community



II. Vibrant and Prosperous Community



III. Responsible and Resilient Community



I. Welcoming & Connected Community

1.1 Increase community engagement and inclusivity

- i. Promote diversity and inclusion for residents and newcomers through accommodating and inclusive services and public spaces, that are universally accessible to citizens, fostering connections and vibrant communities
- ii. 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
- iii. Implement a comprehensive customer service strategy and develop strategies for improving civic life and engagement with the Town of Lincoln



I. Welcoming & Connected Community

1.2 Become a talent magnet

- i. Continue to attract and retain the best talent to the broader Lincoln community, through advocacy in partnerships with private sector businesses and industry associations, to address shortages of skilled labour
- ii. Invest in Town staff training and development to ensure business continuity

1.3 Promote open and transparent governance

- i. Leverage current technology to make the Town's services, programs and initiatives more user-friendly and accessible to better engage the community



I. Welcoming & Connected Community

1.4 Invest in social infrastructure

- i. Optimize the existing parks network to ensure residents have access to nature, promoting healthy and active lifestyles
- ii. Continue to promote cultural and community initiatives through public facilities and open spaces
- iii. Explore and develop strategies for creating multi-purpose community gathering places and hubs through public-private partnerships



I. Welcoming & Connected Community

1.5 Increase connectivity through transportation network

- i. Collaborate with regional partners to expand affordable and accessible transit options including development of a GO Train Station and mobility hub
- ii. Invest in key transportation projects and collaborate with Niagara Region to ensure seamless travel through Lincoln
- iii. Implement active transportation plan to increase non-motorized options to get around, including walkability, cycling and trails



II. Vibrant and Prosperous Community

2.1 Be a business-friendly environment

- i. Sustain civic, business and community partner outreach to attract local investment and enhance business development opportunities
- ii. Work collaboratively as a municipality to improve customer service for businesses and expedite the development process
- iii. Promote grant and funding opportunities, and undertake regular service process reviews to help small and medium businesses succeed



II. Vibrant and Prosperous Community

2.2 Drive economic potential and community well-being

- i. Grow Lincoln's existing business community to create jobs through a structured business retention and expansion program
- ii. Improve the availability of retail offerings to keep local dollars and economic output in Lincoln
- iii. Develop strategy focusing on vibrant downtowns such as implementing additional BIA models across the community and completing community improvement designs (including Jordan Village and Vineland CBD Design)



II. Vibrant and Prosperous Community

2.3 Cultivate agricultural excellence through support for innovation

- i. Develop a strategy that further supports agriculture in Lincoln, through economic opportunities to drive diversity through both traditional and value-added agriculture
- ii. Expand programs with community partners to support and educate on agricultural innovation and irrigation as economic drivers



II. Vibrant and Prosperous Community

2.4 Become a top tourist destination

- i. Increase visitors to the community and attract additional tourism-related businesses that create new jobs and help foster economic growth
- ii. Develop and implement a Destination Marketing Organization (DMO) in collaboration with both public and private sector partners to market Lincoln and surrounding areas as a premier tourist destination
- iii. Take on a more strategic role in managing the destination while overseeing work of DMO in promoting the Niagara Benchlands to a variety of target markets



III. Responsible and Resilient Community

3.1 Promote a healthy & safe community

- i. Continue to promote public safety and preparedness through education, prevention and partnerships, while maintaining standards for fire safety, emergency response and cybersecurity
- ii. Continue to develop and implement road safety initiatives such as speed reduction, traffic calming and joint truck traffic safety blitzes and enforcement initiatives



III. Responsible and Resilient Community

3.2 Champion environmental stewardship, heritage and smart growth

- i. Foster responsible community and environmental stewardship through the implementation of a Climate Adaption Plan for improving climate resilience and addressing climate-related risks
- ii. Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment
- iii. Improve air quality and remove carbon from the atmosphere through growing the urban tree canopy, and further establishing policies that address tree protection, planting and property standard requirements



III. Responsible and Resilient Community

3.2 Champion environmental stewardship, heritage and smart growth (cont...)

- iv. Promote green and low environmental impact development strategies
- v. Create an irrigation strategy in partnership with other municipalities within the Niagara Region
- vi. Review the Town's heritage processes to improve the protection and enhancement of heritage assets



III. Responsible and Resilient Community

3.3 Sustainable financial management

- i. Utilize the Town's Asset Management Plan and other strategies as key decision-making tools to address long-term planning of projects and infrastructure needs
- ii. Continue to conduct long-term financial forecasting, debt modeling and long-term borrowing, to ensure the viability of the future tax base
- iii. Leverage municipally owned properties as both community assets through re-purposing and sources of revenue through sales opportunities



III. Responsible and Resilient Community

3.4 Promote intergovernmental leadership and advocacy

- i. Strengthen advocacy for Town issues on the Provincial and Federal government agendas in order to receive grants to fund key community projects, thus minimizing burden on the local taxpayer
- ii. Participate in provincial, national and international organizations, work with business and community leaders to develop support for Town strategies and intergovernmental initiatives that translate to funding for the Town and local businesses, thus growing the local economy
- iii. Continue to explore and implement shared services models in collaboration with other local municipalities to seek efficiencies and excellence in service delivery

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III. Responsible and Resilient Community

3.5 Balanced and diversified housing options

- i. Respond and adhere to changes to provincial policy to ensure adequate housing stock in Lincoln, while promoting diversified housing options to meet the current economic landscape, changing needs of families and households, and the aging population
- ii. Continue government relations and advocacy with not-for-profit sector and senior levels of government to identify partnerships, policy and incentive programs that prioritize housing opportunities for all residents, in collaboration with Lincoln's Housing Select Committee



Next Steps

July 31, 2023

Finalize Council Priorities (COW)

August 8, 2023

Council Ratification

Summer 2023

CLT Workplan (concurrent process)

Fall 2023

Communications and Outreach of Priorities





Questions? Comments?