

# 2022 - 2026

# Council Priorities

**Strategic Planning for a Future-Fit Lincoln**

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***Welcoming &  
Connected***  
Community



***Vibrant &  
Prosperous***  
Community



***Responsible &  
Resilient***  
Community

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Mountain St

STOP

BANK CHURCH

THANK YOU FOR YOUR SERVICE AND DEDICATION

Two people walking on a sidewalk in front of the church.



# Message

## from Mayor Sandra Easton & Council



The Town of Lincoln's Mayor and Members of Council are delighted to unveil our updated Strategic Priorities for the 2022-2026 term. This refresh and update of Council Priorities moves forward the previously approved mission, vision, and values, which together with the Town's cultural pillars was intended to cover a 10-year period. These updated priorities have been carefully crafted through an extensive and interactive review process, reflecting our unwavering commitment to enhancing Lincoln as a Place to Grow, a Place to Prosper, and a Place to Belong.

As Mahatma Gandhi wisely stated, *"The future depends on what you do today."* With this profound sentiment in mind, we embarked on a transformative journey during the winter and spring of 2023. Through a series of collaborative working sessions, we carefully examined our existing commitments, identified fresh projects, and fine-tuned our priorities to align seamlessly with the overarching goals of our strategic plan. These adjustments have been made with a singular purpose—to better serve our dynamic and growing community.

Our community is undergoing remarkable growth, and we are looking forward to working alongside you to pave the way for our collective success. While our vision remains resolute and our mission stays clear, this document unveils our collective priorities

for the current term. These priorities are grounded in the foundational pillars that reflect the dynamic and growing needs of our evolving community.

The updated pillars represent our comprehensive community vision for the Town of Lincoln and serve as guiding principles for our Town staff as they shape the corporate work plan, allocate resources in the budget, and execute special projects. These pillars not only reflect our commitment to creating a thriving community for current and future generations, but also emphasize the importance of collaboration and citizen engagement in achieving our shared goals.

As we embark on this exciting journey together, we extend our heartfelt gratitude to you, our residents, for your invaluable input on all we do to serve you. With your partnership, we are confident that the future of our community will be marked by remarkable progress and shared achievements.

We invite you to explore the details of our updated Strategic Priorities and join us in shaping a future that embodies the very essence of Lincoln—a Welcoming & Connected, Vibrant & Prosperous, and Responsible & Resilient community where every individual can thrive and truly belong.

— Mayor Easton and Town of Lincoln Council











# *Message*

## from Chief Administrative Officer Michael Kirkopoulos



In the spirit of progress and community growth, we are pleased to present the Town of Lincoln's refreshed Strategic Priorities for the 2022-2026 term. Our new Strategic Priorities outline

our commitment to fostering a Welcoming & Connected, Vibrant & Prosperous, and Responsible & Resilient community.

This plan is built upon the success of our previous Strategic Priorities, while incorporating valuable feedback we have heard from the community through various public engagement efforts and conversations over the past several years. The refreshed Strategic Priorities communicate the direction our organization is taking and supports the long-range vision for the future of Lincoln.

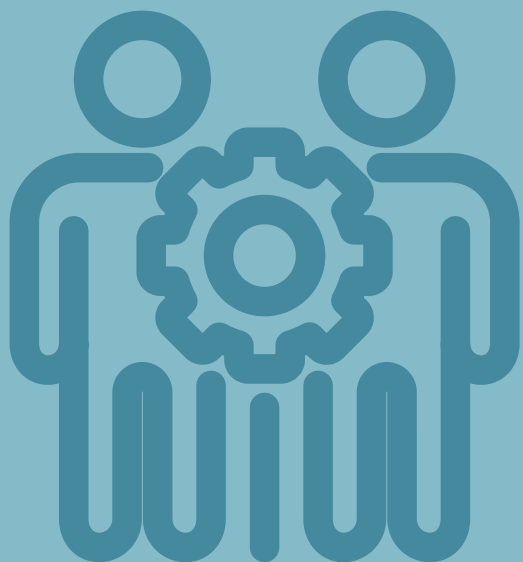
Lincoln stands out as one of the most rapidly growing municipalities within the vibrant Niagara region. Our Town continues to attract individuals and businesses, solidifying its position as a preferred destination for both residents and businesses. The residents of Lincoln value the exceptional quality of life and the array of services provided by the Town. Our updated Strategic Plan establishes clear objectives and outlines specific actions designed to propel us toward our goals. Additionally, it provides a unified focus and a set of key priorities for our organization. This framework ensures that we remain agile and responsive, continuously adapting to the evolving needs of our community.

The strategic planning process ensures a strong and necessary alignment between Council priorities, our corporate business planning, and the Town's overall budget. We are 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 among people and places, and aim to create exceptional public spaces while preserving the charm and natural beauty of our community.

On behalf of our leadership and management team, I would like to thank everyone who has contributed to the development of this updated plan. This plan reflects what we have heard and what matters most to the community. It also highlights Council's goal of continuing to work together and finding collaborative solutions to emerging issues.

Lastly, let me thank and recognize all our employees at the Town for their 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*



# *Welcoming & Connected* Community

"The greatness of a community is most accurately measured by the compassionate actions of its members."

– Coretta Scott King

The Town of Lincoln is dedicated to creating a welcoming and connected community that embraces fresh ideas, diverse perspectives, and active engagement of residents and businesses in the social, cultural, and economic life of our town. Our commitment extends to fostering intentional and strategic socioeconomic and physical connections to strengthen the bonds between people and places. We are dedicated to providing outstanding public spaces while celebrating the distinctive character and allure of our community, all while preserving our precious natural landscapes.



# Priority

## Objectives & Initiatives



### 1.1 Increase community engagement and inclusivity

- i. Promote diversity and inclusion for residents and newcomers through accommodating, 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



### 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



### 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



### 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



# *Vibrant & Prosperous* Community

"The best way to predict the future is to create it."

– Peter Drucker

In our vibrant and prosperous community of neighbours, rooted in a history of agricultural excellence, we celebrate our heritage and are fueled by a creative spirit that embraces the future. We are dedicated to leading the way by sharing knowledge, ideas, and resources while prioritizing responsible community stewardship. Our commitment drives the creation of new economic opportunities through innovation and strategic investment, ensuring a dynamic and thriving future for all.



# Priority

## Objectives & Initiatives



### 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



### 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 Central Business Districts [CBD] Design)



### 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



### 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 the DMO in promoting the Niagara Benchlands to a variety of target markets

**NIAGARA**  
**BENCHLANDS**  
LINCOLN ONTARIO



# *Responsible & Resilient* Community

"Resilience is not about being able to bounce back,  
but about being able to bounce forward"

– Arianna Huffington

In our pursuit of a responsible and resilient community, the Town of Lincoln is dedicated to intentionally enhancing our community's ability to withstand and adapt to a wide array of future scenarios and challenges. We are committed to mobilizing and leveraging our available resources, both in terms of our residents and assets, to proactively prepare for, respond to, and advance toward, a sustainable future. Our approach, rooted in community engagement and progressive public policies are foundational to achieving our shared vision and goals for Lincoln.



# Priority

## Objectives & Initiatives



### 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



### 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
- iv. Promote green and low environmental impact development strategies

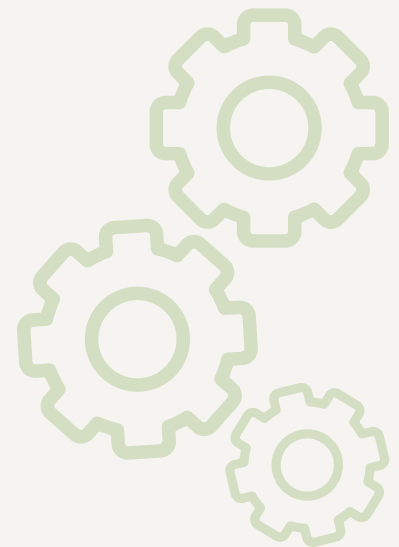
- v. Create an irrigation strategy in partnership with other municipalities within the Niagara Region

- vi. Review the Town's heritage processes to improve the protection and enhancement of heritage assets



### 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 modelling 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





# Priority

## Objectives & Initiatives



### 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 service models in collaboration with other local municipalities to seek efficiencies and excellence in service delivery



### 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 the 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









# *Vision, Mission & 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 & Connected**  
Community

To be a welcoming and connected community for all people and businesses



**Vibrant & Prosperous**  
Community

To create a vibrant, happy, healthy, prosperous community



**Responsible & Resilient**  
Community

To intentionally build a strong community full of responsibility and resilience



## Organizational Mission

How we will achieve it

The Town of Lincoln takes **pride** in delivering municipal services with an efficient, effective, and **customer centered** approach, resulting in a **livable and 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 and skillfully find good solutions.

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

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

a place to  
**GROW**

a place to  
**PROSPER**

a place to  
**BELONG**

