

A Centre of Excellence for Agriculture

Future Focus Corporate Plan
Council's Strategic Directions
2014-2018



Vineland Research & Innovation Centre



Westbrook Floral



Featherstone Estate Winery & Vineyard

Mayor's Message

Thank you for making the choice to review the top priorities of the 2014-2018 Council for the Town of Lincoln.

Municipalities with a solid vision are using the strategic direction, corporate planning model as a reliable framework for setting priority work and measuring results throughout a term of office. Competing interests and many external influences demand this degree of focus in order to guarantee that what is important to you is reflected in our work. Expressing what we heard at your door and in the community during the fall election campaign is the first step to ensuring those ideas and concerns are not lost in the daily routine of work at Town Hall. It is my pleasure to outline for you the five priorities of Council and the steps we intend to take to achieve them.

An aggressive plan for road upgrades will follow a provincial standard while ensuring our roads system contributes to our goal of becoming a tourist destination and enhances our image as a Centre of Excellence for Agriculture.

Our economic development strategy will aggressively market Lincoln to food producers and processors, private and public sector research and development entities and education institutions. Lincoln will be positioned as a willing host for investors in a Greenbelt community that is striving to exploit every opportunity to take control of our own future in the broader community of the GTA and the Region of Niagara. In addition, emphasis will be placed on creating more business opportunities and increasing access to a more diverse population that is stimulated by the availability of GO services to Lincoln and Niagara at large.

Cultural planning includes defining our community as it is in 2014 and where it will be in 2018. Using a "One Town" approach, this plan will support and further enhance the high quality of life characteristic of Lincoln while maintaining the small town features that you made clear must be protected.

An effective corporate communication strategy will be developed that leverages information technology to improve service delivery. This customer focused culture is accepted at every level of the organization. Competition for resources and business is fierce and demands that we move strategically and with conviction to position our Town among the best small communities in Ontario and globally.

Council has chosen these strategic goals to guide the next chapter toward a successful future for Lincoln.

Take the time to involve yourself in the community activities, meetings and conversations that will continue to influence the work of Council. Join us in casting the net for economic prosperity which will create a positive future for families and business interests in Lincoln.

Sincere regards,
Mayor Sandra Easton
December 1, 2014

"A permanent small town"

Council Members

- Sandra L. Easton, *Mayor*
- Tony Brunet, *Councillor*
- Rob Foster, *Councillor*
- Wayne MacMillan, *Councillor*
- Paul MacPherson, *Councillor*
- JD Pachereva, *Councillor*
- Dianne Rintjema, *Councillor*
- Dave A. Thompson, *Councillor*
- Lynn Timmers, *Councillor*



Future Focus Corporate Plan

Council's Strategic Directions & Action Plan 2014 - 2018

Council's strategic goals are carried out in an environment of good governance, giving our residents confidence that the Town is well-managed, forward-looking and responsible. This is all about Council and staff making decisions that benefit the public, being objective and not favoring one public or private group over another.

Municipal Service delivery respects all legislative, regulatory and by-law requirements. It is managed so it protects the quality of assets, delivers service in an effective and efficient manner and encourages a working environment that creates opportunities for efficiencies in service delivery to ensure high value for all Lincoln tax payers.

Roads, Transportation and Traffic

Continue deliberate and purposeful planning resulting in improved road conditions, travel options, safety and convenience.

- ❑ Carry on implementation of the Roads Rationalization Review.
- ❑ Participate in processes to establish more efficient truck access to the escarpment.
- ❑ Complete a speed assessment review for our rural road network.
- ❑ Develop, with the Region, strategies to manage truck safety and speed, including a report on the impact of truck traffic on the community.
- ❑ Support Regional transportation initiatives – Niagara Region Transportation Strategy, Complete Streets for Niagara, Regional Niagara Bikeways Master Plan, Greenbelt Route, Intermunicipal Transit initiative (Niagara Region Transit), and the GO Transit initiative.
- ❑ Develop and implement a sidewalk program making Lincoln more pedestrian friendly.

Economic Development

Build our economic capability by creating an investment-friendly environment, securing our economic future and improving the quality of life for our residents.

- ❑ Partner with other levels of government to implement an economic development strategy to establish Lincoln as a "Centre of Excellence for Agriculture" – a catalyst for industry and business growth.
- ❑ Market Lincoln as "open for business".
- ❑ Promote development of downtown business districts making them "market ready".
- ❑ Participate in establishment of community events promoting and focusing on local foods, beverages, arts and culture.
- ❑ Develop and implement a single tourism and economic development signage program to reflect our character as an attractive permanent small town (and is aligned with the Regional signage program).
- ❑ Pursue opportunities to support current investment, attract new businesses, and research and development with private and public sector entities.
- ❑ Support implementation of planning guidelines to develop Prudhommes Landing, making it a vibrant part of our community.

Communication

Create and encourage active and engaged dialogue with the community.

- ❑ Develop and implement a Corporate Communications Strategy to provide a structure for how the Town can best communicate with citizens and stakeholders, taking into consideration how citizens and stakeholders prefer to communicate with the Town.
- ❑ Maximize the use of technology and build upon the proliferation of social media and new media channels.
- ❑ Examine needs and where necessary, update protocols for internal communications, such as employee updates, staff training.
- ❑ Work effectively with other levels of government.

Cultural Planning

Develop a comprehensive Cultural Plan to guide how we bring people together in a civil, caring community where we can thrive.

- ❑ Set out a strategy and recommended actions to identify, recognize and promote the health and vitality of local cultural groups and their activities while maintaining alignment with or complementing regional, municipal and community priorities.
- ❑ Attract investment and creative talent through growing local business, boosting tourism, and enhancing community image.
- ❑ Promote adaptive reuse for downtown revitalization.
- ❑ Identify arts, recreation and sports opportunities for all age groups.
- ❑ Develop a Parks Plan including an inventory, policies and protocols, design and amenity considerations, and maintenance schedules.
- ❑ Develop a plan to implement the 2014 Facilities Review.
- ❑ Complete the Jordan Museum grounds Master Plan including implementation options.

Customer Service

Strive to be known by citizens for a positive and high quality service-centered culture.

- ❑ Develop a Customer Service Strategy to make excellent customer service part of the corporate culture.
- ❑ Review the current delivery of customer service.
- ❑ Provide a framework within which decisions about customer service can be made.
- ❑ Identify customer service standards for Council and Staff.
- ❑ Provide a roadmap for the organization.