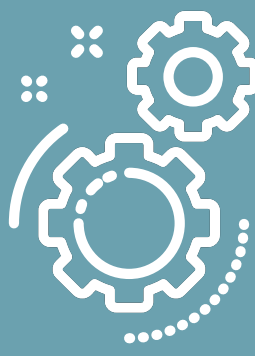




APPENDIX B

Delivering on Council's Priorities FOR A FUTURE-FIT LINCOLN





2019 – 2022 Council Priorities Update: Corporate Projects Completed To-Date

Department Legend	
Chief Administrative Officer	CAO
Economic Development & Communications	EDC
Human Resources	HR
Special Projects	SP
Community Services	CS
Public Works	PW
Planning & Development	PD
Finance, Administration, and Innovation	FAI
Fire Department	FD
Legislative Services	LS
Lincoln Pelham Public Library	LPPL



Welcoming Community

2



Connected Community

6



Vibrant Community

10



Resilient Community

14



Welcoming Community

1.1 Improve Social and Economic Inclusion

Priority Objectives & Initiatives	Key Department Actions
Promote diversity and inclusion of existing residents and newcomers through public services	CS: Museum programming designed for all age demographics while recognizing diversity and inclusion to celebrate culture and history including Indigenous history. CS/EDC: A new 'Safe, Welcoming & Inclusive' facilities campaign currently in development; Additional collaboration on the creation of both a digital and hard copy "Welcome to Lincoln" package for new residents. FAI: Expanding service offerings to residents through digital means with greater online offerings. LS: Citizen engagement through the Citizen Advisory Committee, engagement platforms (volunteers/focus groups/Speak Up Lincoln), and municipal elections. LPPL: Addition of several digital platforms that offer books, movies, magazines and newspapers in many languages; New diversity lens for purchasing collections resulted in many new titles featuring themes of diversity and inclusion.
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)	CAO/HR: Developed the Town's Diversity, Equity and Inclusion Policy; Implementation of Wellspace App for all employees. CS: Creation of the Museum Advisory Committee; Staff representative on Coalition of Inclusive Municipalities – Diversity, Equity and Inclusion Working Group. CS/PW: Development of a new Municipal Decision-Making Lens to include indicators of social, environmental and economic resilience. FAI: Active member of the Employee Wellness Committee to foster respect, inclusion and caring for each other. LS: Engagement through the Citizen Advisory Committee and other platforms.
Provide friendly and inclusive public spaces that are universally accessible, to facilitate citizen connections and foster vibrant communities and downtowns	CS: Completion of Angelina Marci Prokitch Park, and Rotary Park; New lighting from King Street to Fleming Centre; Working to rubberize 12 play spaces across Lincoln. PW: Future implementation of the pedestrian public square/plaza in Jordan Village. PD: Working collaboratively with Town departments and agencies on detail design for public facilities as required. LS: Accessibility needs met in Council Chambers. LPPL: All branches offer space for community members to gather and connect.
Enhance accessible and affordable transit opportunities in partnership with Niagara Region and Province of Ontario	CAO/EDC: Advocated at the annual AMO conference for the GO Transit station in Beamsville. FAI: Alongside PW, CS, and Region, worked to establish cost-sharing for a new on-demand system and Region Wide Transit Authority.



Welcoming Community

1.2 Become a Talent Magnet

Priority Objectives & Initiatives	Key Department Actions
Continue to attract and retain the best talent to the Corporation of the Town of Lincoln	CAO/EDC: Developed the Youth Skills Studio to attract and retain youth workers in the information technology sector. CS: Investing in the community's youth with volunteer, training, and employment opportunities through recreation and culture programming. FAI: Undergoing a full compensation review to adapt and maintain progressive policies and market wage rates. LS: Researching recruitment opportunities for volunteers.
Strengthen Lincoln's and the region's position as a Centre for Agricultural Excellence and location of choice for international talent, investment, and innovation	CAO/EDC: Implemented and operated Ontario's first ever AgriTech Hackathon; Created the Industrial Land and Rural Are CIP to encourage on farm diversified usage and attract agricultural investment. PD: Providing opportunities for diversification of farm uses to provide more opportunity for existing and new operators in accordance with updated Provincial policy.
Partner with private sector businesses, and industry associations to advocate for skilled trade labour to address workforce gaps	CAO/EDC: Through the Youth Skills Studio, staff have addressed youth retention and expansion in the IT sector; Working with Employment Help Centre to address COVID-19 labour shortages. CS: Working with Niagara College and Brock University to hire youth for both seasonal programming and operations. LS: Connecting with educational institutions.





Welcoming Community

1.3 Be a Business-friendly Environment

Priority Objectives & Initiatives	Key Department Actions
Sustain civic, business and community partner outreach to attract local investment and enhance business development opportunities	CAO/EDC: Continuously engaging local businesses to fill gaps and challenge opportunities. CS: Museum and recreation staff engages local businesses and corporations to host, run events and deliver programming (ie. BIA, Grand Oak, Bench Brewery, Creative Bug, Inn on the Twenty etc.). LS: Connects with community members and education institutions to raise public awareness for local government.
Enhance integration amongst departments to improve interactions with businesses and expedite the development process	CAO/EDC: Completing a development flow chart with planning staff to help expedite processes. CS: Actively participate alongside PD in the timely review and design discussions of key development plans/applications through the approval process and with a lens of community well-being and sustainability. PD: Ongoing process improvements to streamline and enhance the development plans approval process. FAI: Participating in a pilot program with AMO, MPAC and other municipalities to implement the Cloudpermit system which will help ensure payments for permits are processed in a timely and accurate manner. FD: Alongside PD and PW, working to streamline and enhance the development plans approval process. LPPL: Partnered with Chamber and BIA to provide opportunities to interact and connect through programming.
Ensure organizational responsiveness to business community and undertake regular service process reviews to help small and medium businesses succeed	CAO/EDC: Since 2019, ongoing BR+E engagement practices used to engage local businesses; Implemented a Digital Service Squad to support SME's adopt online technologies to support their business; Undergoing a CIP review process to better meet the needs of businesses. CS: Ongoing service delivery changes to adopt best practices. CS/PD: Key business process mapping as part of Customer Service Review. PD: Business Licensing review to address land use compatibility and business success. FAI: IT Business Analyst assisting all departments with processes. LS: Responsive to delegation and information sharing across the community.
Completion of new zoning by-laws to support purposeful and diversified economic growth across Lincoln	PD: Completing new Zoning By-law to address emerging issues and trends in sustainable land-use and community planning; Work to provide increased flexibility for agricultural operation and diversification, contributing to the Town's agricultural economy. LS: Collaborating with Advisory Committees where applicable (i.e. Housing, Homelessness Community Partnership Advisory Committee).



Welcoming Community

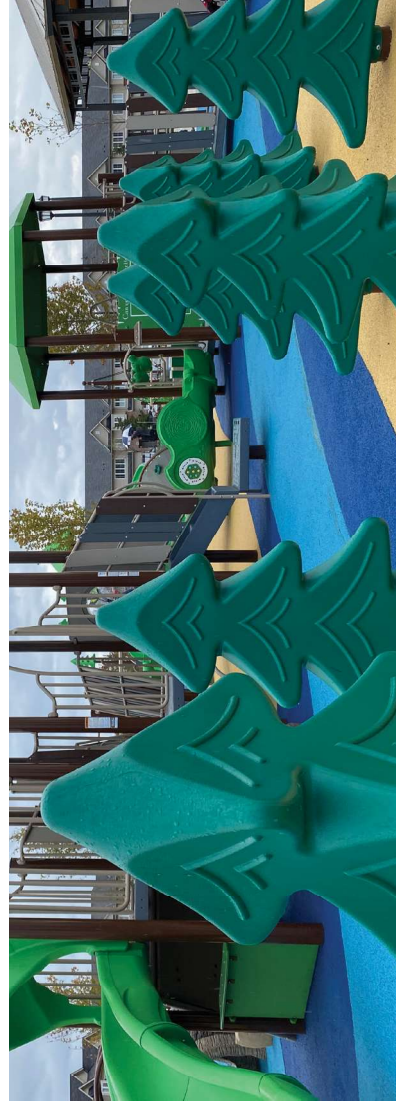
1.4 Open and Transparent Governance

Priority Objectives & Initiatives	Key Department Actions
Use technology to make services more user-friendly and accessible	CAO/EDC: Undergoing the website updates to help citizens engage our services. CS: Increased social media to engage the community on available programming and services; Implementation of new software for recreational and cultural programming and facility bookings. PW: Implementation of AMI Water meters across the Town provide enhanced customer service via the WaterSmart portal. PD: Evaluation of software modernization as it relates to development application intake and file tracking; Provision of better online platforms to allow citizens to obtain up to date information. FAI: Implementation of ebilling, online payments and website enhancements to improve customer service; Upgrading Council Chambers to support hybrid meetings. FD: Continuing to refine the online build permit system issued in 2020. LPPL: New and improved website offers greater access to e-services and resources.
Develop new vehicles for responsiveness to information requests and information sharing	CS: Daily tracking of customer service engagement metrics. PW: Using SpeakUpLincoln.ca to promote/share information on many projects. FAI: Implemented a new online ticketing system to monitor resident inquiries (Zendesk) and new budgeting software (Questica). LS: Creation of the Municipal Election webpage which includes relevant information and resources such as FAQ's.
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	CAO/EDC: Work with Niagara Region EcDev to receive up-to-date data on Lincoln's businesses and economy. LS: Electronic records management.
Increase public knowledge through education and promotion of Lincoln's services, programs and initiatives	CAO/EDC: Implementation of SpeakUpLincoln.ca. CS: Utilizing SpeakUpLincoln.ca; extensive social media campaigns to promote programs and services as well as direct communications with residents on neighbourhood matters (i.e. Rotary Park, Ashby Park Drive, museum activities etc.). PW: Through a combination of traditional and digital engagement methods, including SpeakUpLincoln.ca, promoting and educating the public on traffic safety programs, climate change and sustainability, project updates and operations. PD: Providing more information and better mapping on online platforms to provide planning information and better opportunities for provision of input. FAI: Enhanced budget book for 2022 to showcase the programs and services provided by the Town alongside the operating and capital budgets. Created new educational materials including a video and a SpeakUpLincoln information page. LS: Promotions such as Civic Local Government Week and Advisory/Volunteer Week.



2.1 Expand Cultural and Community Initiatives

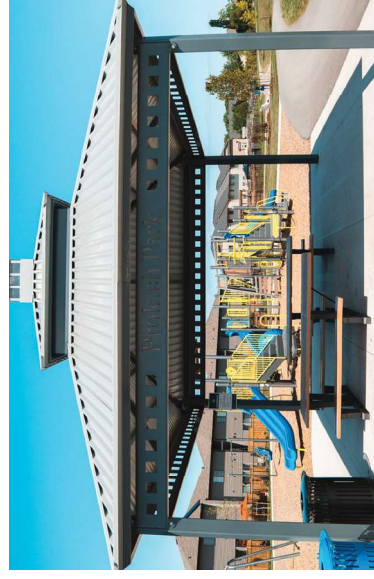
Priority Objectives & Initiatives	Key Department Actions
Optimize the existing parks network to ensure residents have access to nature and healthy and active lifestyles	CS: Alignment of park enhances to Parks, Recreation and Culture Master Plan; Completion of Angelina Macri Prokich and Rotary Parks; New park pathway lighting and recreational amenities (ie. soccer & basket nets) in Hilary Bald Park; Ivy Gardens pathway lighting; Ashby Park enhancements.
Promote cultural and community initiatives through new Museum and Cultural Centre	CS: New Museum and Cultural Centre featured on the Ontario Culture Days web site; New and frequently rotated exhibitions aid in promoting more of the local history and culture to the wider community. FAI: Collaborate with Museum staff to improve donation processes and investigate new funding initiatives. LS: Engage Advisory Committees for recommendations and feedback and hold a variety of community events (i.e. Active Transportation, Age-Friendly, Heritage and Museum).
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)	CAO: MOU for acquisition of BDSS lands signed between the Town and the DSBN; Design input into Ontario and Greenlane open space and Privately Owned Public Space (POPS). PW: Incorporating AT alternatives into designs of major road reconstruction projects. PD: Infrastructure modelling through a third-party consultant to ensure proper investment and to accommodate growth, including on the BDSS lands. Working with developers to improve/upgrade local infrastructure for the benefit of future residents. FAI: Assist with the Financial Analysis for BDSS redevelopment.
Review the Town's heritage processes to improve the protection and enhancement of heritage assets	PD: Undergoing Heritage Conservation District Study to identify areas that may warrant a Heritage Conservation District. Added properties to the designated and non-designated register. LS: Continue to engage Advisory Committees for recommendations and feedback (i.e. Heritage and Museum) that promote heritage conservation and education. LPPL: The merger of Lincoln and Pelham Public Libraries offers improved services and resources for both communities.





2.2 Integrated Mobility and Active Transportation Network

Priority Objectives & Initiatives	Key Department Actions
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	CAO/EDC: Advocated on behalf of the Town at the annual AMO conference for the GO Transit Station in Beamsville; Collaborated with Metrolinx on the Initial Business Case for a GO Station in Beamsville. PW: Continue to support public transit for Lincoln residents and businesses in collaboration with the Region. FAI: Working with Region and LAM treasurers to brainstorm new transit models.
Address truck traffic and road safety issues across Lincoln	PW: Conducting Regular Truck Safety Inspection Blitzes in partnership with NRP & MTO; Completed the TMP that provides recommendations on Truck Traffic; Worked with the Region to make Truck Safety improvements on Mountain St; Completed the TMP & Traffic Calming Policy; Traffic Safety & Traffic Calming being incorporated into capital road projects; Working with Niagara Region, NRP and MTO on development of Truck Bypass Camera Monitoring Pilot Project; Working on development of a proposed Alternative Beamsville Truck Route. FAI: Assisting PW with installation of cellular/solar powered surveillance cameras at Victoria Ave/North Service Road. LS: Assist staff and Council in developing motions that request support for the Town of Lincoln and engage upper levels of Government and other agencies.
Develop and expand active transportation options, including walkability, cycling and trails	CAO/EDC: Working to establish a tourism-oriented bike trail across the municipality. CS: Completion of Angelina Macri Prokich and Rotary Parks; Continue to work on Ashby Drive Park and Jordan Hollow Indigenous Cultural Park; Jack Simpson Park Pathway Enhancements (ie. new path & lighting); Working with Ontario Heritage Trust (OHT) and NPCA on Ellis Property Trail Enhancements. PW: Completed the ATS; Completed the Konkle Creek Multi-use Trail; Constructed new sidewalks (Drake Ave/Cameron/Dufferin, Academy St, Elizabeth St, Lincoln Ave, SSR to the GO Bus Stop, etc.); Initiated a full Streetscan condition assessment and inventory of the Town's sidewalk network; Continue with review of AT alternatives during visioning and design phases; Proposed winter maintenance of all Municipally owned sidewalks and hard surfaced trails and walkways starting November 2022.

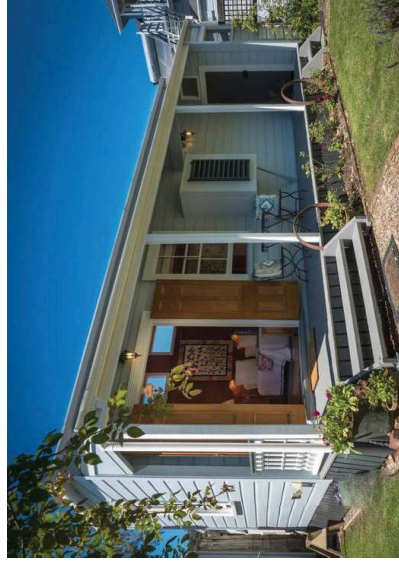




Connected Community

2.3 Balanced and Diversified Housing Options

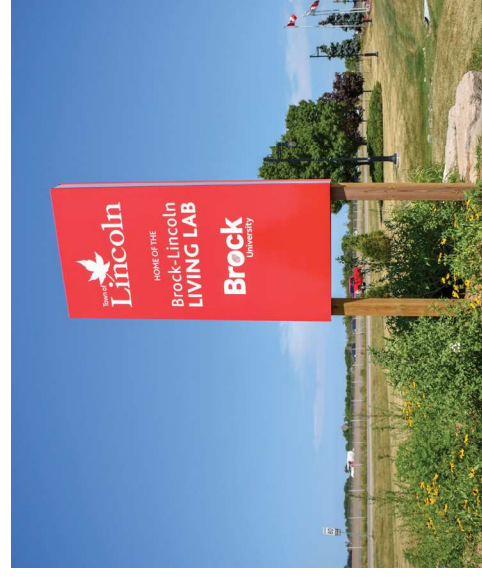
Priority Objectives & Initiatives	Key Department Actions
Public education and advocacy regarding the importance of providing diversified housing options to meet the needs of changing families and households, and the aging population	CAO/EDC: Advocated for at the annual AMO and ROMA conferences. CAO/SP: CIP Review in process with emphasis on attainable housing; New Housing and Homelessness Community Partnership Committee established by Council. PD: Through zoning changes and updates to the Town Official Plan, staff are continually evaluating opportunities to streamline the provision of housing to allow aging in place, such as provision of Garden Suites in rural areas. FAI: Tax Policy discussions with Region and LAM Treasurers. LS: Collaborate with Housing, Homelessness Community Partnership Advisory Committee and Age-Friendly for recommendations and feedback.
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	CAO/EDC/CS: Advocated for at the annual AMO and ROMA conferences. CAO/SP: CIP Review in process with emphasis on attainable housing. PD: Working with developers and liaising between them and potential funding sources to increase the provision of affordable and attainable housing opportunities within new developments. LS: Collaborate with Housing, Homelessness Community Partnership Advisory Committee for recommendations and feedback.
Increase affordable and accessible housing options through partnerships, policy and incentive programs	CAO/SP: CIP Review in process with emphasis on attainable housing. PD: Including a variety of housing options in the Town's New Zoning By-law, such as Secondary Residential Dwelling Units and Garden Suites. LS: Collaborate with Joint Accessibility Advisory Committee, Housing, Homelessness Community Partnership Advisory Committee and Age-Friendly for recommendations and feedback.





2.4 Intergovernmental Leadership

Priority Objectives & Initiatives	Key Department Actions
Strengthen advocacy for Town issues on the Provincial and Federal government agendas	CAO/EDC: Increased advocacy at the annual conferences since 2017. CS: Government advocacy for Provincial and Federal Grant submissions. 40 funding applications completed and submitted in 2021 and 14 submissions in 2022 to date. PD: Providing input on Provincial planning policy changes and participating in discussions with staff throughout the Region to ensure input specific to the Town's interests is included in overall considerations. LS: Ensure the communication from Council is included in all public documents such as Council Information Package, resolutions from Council circulated to local area municipalities and other levels of government and agencies.
Participate in provincial, national and international organizations, work with business and community leaders to develop support for Town strategies and intergovernmental initiatives	CAO/EDC: Work and Liaise with business stakeholders and industry leaders from across Lincoln's key sectors. CS: Work directly with the following partners: Brock-Lincoln Living Lab; Brock University & Active Niagara Network (ANN); Vineland Research & Innovation; World Urban Parks – Healthy Parks, Healthy Cities Committee; Canadian Parks and Recreation Association (CPRA); Ontario Parks Association (OPA); Parks and Recreation Ontario (PRO). PW: Work closely with Brock-Lincoln Living Lab, Niagara Adapts and Vineland Research; Involved with Communities of Practice including Ontario Water Works Association, Water Environment Association of Ontario and Good Roads. FAI: Work with MMAH and MPAC organizations, Other LAM Treasurers, NPPC (procurement group), Involved with Communities of Practice for Asset Management, Water, Finance, Tax (MFOA OMTRA, AMOntario). LS: Attend AMO, FCM, AMCTO forums and conferences. LPPL: Attend OLA, PLA and ALA forums and conferences.





3.1 Be an Engaged Community

Priority Objectives & Initiatives	Key Department Actions
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	CAO/EDC: Developed SpeakUpLincoln.ca to be fully transparent and share knowledge. CS: Citizen and community engagement in park design including Ashby Park Drive, Jordan Hollow Indigenous Cultural Park, Jordan Lions Park, Angelina Macri Prokich Park and Rotary Park. PW: Citizen and Community engagement during project visioning and design phases. PD: Providing notification for planning applications that is additional to minimum Planning Act requirements though a variety of platforms. Also looking to improve on digitized application processes, improving accessibility and enhancing digital record keeping, adding to overall transparency. FAI: Annual budget engagement through SpeakUpLincoln.ca.
Undertake a comprehensive customer service review and develop strategies for improving civic life and engagement with the Town of Lincoln	CAO/HR: Customer Service Strategy sub-committee established to implement the recommendations from the Review. First draft to be delivered by end of Q3 2022, full implementation starting January 1, 2023. CS: Completion of a Customer Service Review and Strategy Development Report. PW: Ensuring and improving resident communication on capital projects and program via SpeakUpLincoln.ca, construction newsletters, etc. PD: Implementation of new software to streamline application intake. Providing consistent opportunities to inquiries ahead of planning application submission to resolve issues beforehand. FAI: Implementation of Zendesk to track customer support for Finance related inquiries. LS: SpeakUpLincoln.ca - i.e. surveys (voting methods, citizen advisory focus groups etc.). LPPL: Provision of programs and services designed to provide opportunities to improve digital literacy and connect with community members for all ages.





3.2 Cultivate Agricultural Excellence Through Support for Innovation

Priority Objectives & Initiatives	Key Department Actions
Develop an agricultural plan that further supports the goal of a Centre of Excellence for Agriculture	CAO/EDC: Looking to secure funding to undergo a feasibility study for an Agri-food hub in Lincoln. PD: Permitting as of right, agriculture-related and on-farm diversified uses in the Town's new Zoning By-law. Industrial and Rural Areas Community Improvement Plan Grant Programs provide financial support to the agricultural community.
Foster opportunities to drive economic diversity through value-add agriculture	CAO/EDC: Created the Industrial land and rural area CIP to incentivize investment in value-added agriculture; Constantly review OMAFRA's suite of funding and distribute the programs directly and through our e-newsletter. PD: Liaison with Regional staff to clarify opportunities for value added, agriculturally related and on-farm diversified uses, including development consistent rationale to be applied when evaluating applications.
Expand programs with the Brock Lincoln Living Lab, Spark Lincoln, Vineland Research and Innovation, Niagara College and other stakeholders in support of agricultural innovation	CAO/EDC: In partnership with Spark Lincoln, Staff hosted the AgriTech Hackathon in 2019 and 2020; relationship with Spark Lincoln has transitioned to Civiconnect to support the Youth Skills Studio. CS: Strengthened partnerships with the following: Brock-Lincoln Living Lab, Brock University, Vineland Research & Innovation Centre (VRIC) including participation in the Greening the Landscape Research Consortium, Niagara College - Horticultural program, NPCA – 2 Billion Trees Project. PD: Consideration of input regarding landscaping, tree planting and general stormwater management opportunities as they relate to new development; Consideration for low impact development research that is undertaken. PW: Initiated conversation regarding development of a Best Practices for Irrigation and Alternatives Guide with Brock and VRIC (2022 budget) Working with CS and VRIC/Brock for development of Soils Specs to be using in conjunction with LID/GI Guidelines.
Promote industrial lands and rural areas - Community Improvement Plans	CAO/EDC: Promoted constantly to our new and existing agriculture businesses.





3.3 Drive Economic Potential and Community Well-being

Priority Objectives & Initiatives	Key Department Actions
Promote an “Open for Business” message to drive new economic energy to Lincoln	CAO/EDC: Developed ShopLincoln.ca to support our businesses community throughout the pandemic. PD: Providing clear and concise information in pre-consultations and look to work toward solutions to any issues that arise.
Foster economic excellence and responsible community and environmental stewardship	CS: Stewardship arrangement with Ontario Heritage Trust (OHT) for regular monitoring of the Ellis Property. PW: Promotion of sustainable Lincoln and development of Community Low-Carbon Resilience Plan. PD: Provided input into Niagara Regional Official Plan policies relating to environmental preservation and implement policies and guidelines as appropriate to preserve and enhance resources. FAI: Work with our residents and businesses when they are in financial trouble to provide flexibility but still maintain fiscal stewardship for the Town.
Grow Lincoln's existing businesses to create jobs through a structured business retention and expansion program	CAO/EDC: Continually meet with various large corporations and groups to discuss future plans and needs to ensure Lincoln is a great place to do business; Conducted our 2019 business walks program and 2020-2021 calling program. PD: Looking to streamline site plan amendment processes for business expansions, where feasible. FAI: Offering variable payment options and methods to businesses to ensure they can pay their bills.
Improve the availability of retail offerings to keep local dollars and economic output in Lincoln	CAO/EDC: Staff continually meet with potential investors and businesses to promote vacant and underutilized business areas in Lincoln; Encourage commercial and mixed-use development in new builds.
Evaluate yearly economic growth trends and proactively plan for emerging opportunities	CAO/EDC: Evaluate yearly trends in the Niagara Region through Statistics Canada and in 2022 will evaluate Lincoln's 5-year growth trend through Statistics Canadas census program. PD: Keeping track of development activity and market trends and consistently communicate with other agencies and Town departments as required. FAI: Analyse macro and micro economic trends when doing annual budget and when monitoring in year fiscal health.





3.4 Become a Top Tourist Destination

Priority Objectives & Initiatives	Key Department Actions
Grow Lincoln's economy by increasing visitors to the community and attracting additional tourism related businesses that create new jobs	CAO/EDC: Undergoing our Gateway and Wayfinding strategy to enhance tourism signage across Lincoln; Established ShopLincoln.ca and social media handles to promote and support our Lincoln businesses; launched Niagara Benchlands as our new destination Brand Identity. CS: The new Museum and Cultural Centre has opened its doors, changing business hours to Friday evenings and full weekend hours on Saturday and Sunday (previously Sat. afternoons only) so that the museum is accessible to visitors and tourists. PW: Implementing the Jordan Village Improvement Project to be a tourist destination. PD: Implementing Short Term Accommodation policies and provisions including a licensing framework to track and promote.
Collaborate with both public and private sector partners to market Lincoln and surrounding areas as a prime tourist destination	CAO/EDC: Signed an MOU with the city of St. Catharines to support tourism throughout the municipality; Worked with our tourism-oriented businesses to establish our new tourism destination identity.
Implement new wayfinding and gateway signage throughout Lincoln	CAO/EDC: In part of the Tourism Strategy, staff developed the Gateway and Wayfinding Strategy. Staff have begun the Gateway and Wayfinding Strategy by enhancing our QEW gateway sign.
Examine the feasibility of implementing additional BIA models across the community, and complete community improvement designs (Jordan Village, Vineland CBD Design)	CAO/EDC: Working with the Beamsville BIA, staff will be establishing a report / analysis of the Return on Investment (ROI) of BIA's to help influence additional BIA models. PD: Undergoing a number of initiatives to improve community design, such as the Ontario Street Urban Design Vision and Streetscape Master Plan project and the Vineland CBD Design project. In addition, a Planning consultant has been retained to assist in peer reviewing, evaluating, and providing recommendations on various applications with a focus on architecture and urban design in the Prudhommes area, as well as in other areas.





4.1 Promote a Healthy and Safe Community

Priority Objectives & Initiatives	Key Department Actions
Promotion of public safety through education, prevention and partnerships	CS: Hilary Bald Park CPTED (Crime Prevention through Environmental Design) Audit and park pathway lighting; Promote a safe community space for passive exercise by maintaining and upgrading pathways; Ongoing cemetery monument assessment and restoration. PW: Traffic Safety Program Speak Up Lincoln Pages; Partnerships with the police and MTO. FS: Continues to develop and promote various public education and community outreach initiatives regarding fire safety and emergency preparedness.
Keep communities safe by meeting and maintaining standards for fire safety, emergency response and preparedness	PW: Finalizing a specific emergency response operational plan for Lakeshore Roads flooding emergencies; Environmental assessments for Lakeshore Road alternatives and the development of a Resident Flood Preparedness Guide. FD: Continue pilot project with the Town of Grimsby to provide shared fire services to leverage efficiencies in service delivery and preserve the cost-effective volunteer fire service model. LS: Continue to be part of the EOC and up to date on legislation.
Improve emergency management capabilities through multi-agency coordination and collaboration, including the development of a new emergency response facility in Vineland	FAI: Financial analysis for new shared services with Fire. FD: Continued partnership with Grimsby, West Lincoln and Wainfleet for shared emergency management services. FD/CS: Continue work on the design of a new fire station/emergency service facility in Vineland. LS: Joint Advisory Committee - Fire Services.
Develop and implement road safety initiatives such as speed reduction, traffic calming and truck routes	PW: Traffic Safety Program (speed studies, traffic calming measures, speed humps, etc.); Truck Safety Inspection Blitzes; Finalizing the Beamsville Truck Bypass Route Study; Piloting camera technology for enhanced enforcement of truck traffic bypassing the Vineland QEW Inspection Station. PD: The Ontario Visioning/Master planning project will include opportunities to enhance functionality and safety through items such as traffic calming along Ontario Street. A similar study will be initiated for Victoria and King Street in Vineland. LS: Assist staff and Council on developing motions that request support for Lincoln on leading these initiatives from upper levels of government.
Review Lincoln's cybersecurity program and conduct risk assessment to identify potential exposures and areas for improvement	FAI: Cyber security program enhanced and additional steps underway to strengthen existing controls. LS: Continue to be involved in security of information as it relates to records and information and legal risks.
Create a community safety and well-being plan	All: Continue to be involved in EOC and align with legislation. PD: Working with developers to encourage mixed land use and greater land density to shorten distances between homes, workplaces, schools and recreation so residents can walk, bike or take transit more easily and reduce the dependence on automobiles eg. GO Station and Ontario Street intensification area. Ensuring affordable housing is available for people of all income levels and encouraging an abundance of greenspace and parks for physical and mental health wellbeing.

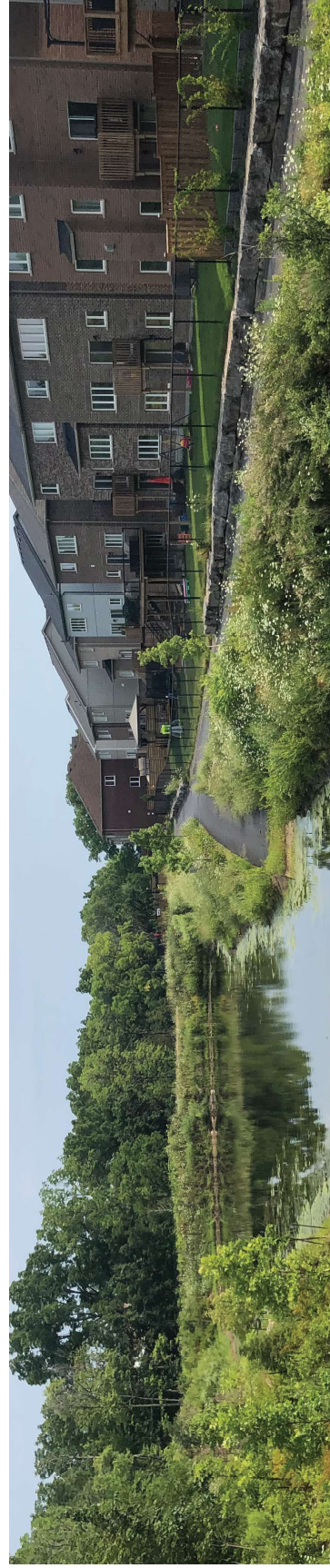


4.2 Champion Environmental Stewardship and Smart Growth

Priority Objectives & Initiatives	Key Department Actions
Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment	CS: Completing a Municipal Natural Assets Inventory; Installation of green infrastructure through community butterfly garden at Rotary Park and future rain garden at Jordan Hollow Indigenous Cultural Park. PW: Corporate Climate Adaptation Plan Completed; LID Design Guidelines completed. LS: Collaborating with staff to initiate and incorporate an environmental section within Council/staff report template. LPPL: Single-use plastics and green waste program pilot; Greenhouse partnership with United Way and Niagara Garden Network; Planned repair café to divert items from landfill.
Protect and enhance our natural landscapes through the development of urban forestry guidelines	CS: Working directly with Vineland Research and Innovation Centre and through the Brock-Lincoln Living Lab to advance efforts in these areas. PD: Recent completion of a tree policy and addition of tree removal requirements in urban areas to the Town Site Alteration and Fill By-law contribute to this endeavor and ensure sustainability of the urban tree canopy.
Strengthen tree policies including tree protection, planting and property standard requirements	CS: Updating tree planting standards for both staff and developers. PD: Developed a Site Alteration By-law which includes the requirement of a Tree Protection Plan/Tree Inventory when removing trees >20cm DBH or greater and ensuring replacement trees are planted.
Promote green and low environmental impact development strategies for both municipal and private sector projects	CS: Working with Vineland Research and Innovation Centre on soil amendments for Ashby Park Drive in place of traditional methods to address storm water management; Member of Greening the Landscape Research Consortium. PW: Developed LID Design Guidelines; Incorporated LID strategies in the Jordan Village Improvement Project; Initiation of Town Wide Pilot Tree Giveaway and Rain Barrel sale in 2022. PD: Low impact development options are encouraged by staff when considering and working through the detail design of development applications. FAI: Encourages green procurement methods - when possible.
Create an irrigation strategy in partnership with other municipalities within the Niagara Region	PW: Initiated meeting with a number of growers in the Lincoln area to provide updates and receive feedback and ideas to bring back to the Region's team; Initiating conversation regarding development of a Best Practices for Irrigation and Alternatives Guide with Brock and VRIC.

4.3 Adapt and Respond to a Changing Climate

Priority Objectives & Initiatives	Key Department Actions
Enhance Lincoln's capacity and resiliency to prepare for and respond to natural disasters and emergency situations	PW: Finalizing Lakeshore Roads Emergency Response Operational Plan; Working on development of Resident Flood Preparedness Guide. FAI: Assist with various grant requests for shoreline works; Financial monitoring and reporting of disaster mitigation grants. FD: Emergency Management Coordinator continues work on identifying community risks and hazards and developing robust plans to prepare for, mitigate, respond to, and recover from disasters and emergencies. All: Implementation of recommendations such as the Single-Use Plastics Pilot Project. PW: Completed a Corporate Climate Adaptation Plan; Development of Community Low-Carbon Resilience Plan. LS: Assist staff and council on developing motions that request support for Lincoln on leading these initiatives from upper levels of government.
Develop a corporate and community climate adaptation plan for improving climate resilience and addressing climate-related risks	CS: One for one tree replacement standard with 40 new park trees installed this year; Participation in NPCA 2 Billion Tree project and Open Tree Map with Brock University. CS/PD/PW: Updating of design standards related to tree planting. PW: Increasing the urban tree canopy on Main St & 19th St through the Jordan Village Improvement Project. PD: Protecting existing trees and requiring replanting's to compensate for removals in urban areas as per the new Tree Policy and Site Alteration and Fill By-law.
Improve air quality and remove carbon from the atmosphere through growing the urban tree canopy	PW: Working with Niagara Adapts including brock and neighbouring LAMs; Work with NPCA on initiatives across Town. PD: Working with input received from all participating organizations to adopt key themes and recommendations into consideration of development applications and long-term strategic planning exercises.
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

Priority Objectives & Initiatives	Key Department Actions
Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities	FAI: Budget Process improvements to ensure asks are aligned to the various outcomes desired by council. Keep operating department spending in check.
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")	CS: Participating in Lincoln's Corporate Asset Management Plan Project as well as in the Municipal Natural Assets Inventory initiative. PW: ROW AMP (roads, storm, sidewalks, trails, streetlights) and Water/Wastewater AMP update will be brought to Council in Q2 2022; Fleet AMP update will be brought forward in late 2022. FAI: Collaborate and lead Asset Management Capacity Building project to enhance the Town's utilization of asset management best practices; Asset Management integrated work order system is on the Enterprise Services workplan; Asset Management is being integrated throughout the fiscal cycle of the Town.
Develop a Financial Sustainability Plan and conduct long-term financial forecasting to ensure the viability of the future tax base	PW: W/WW Rate Study Update, AMP Update. FAI: Reserves and Reserve Funds Policy approved; Debt Review in near future; Investment Policy updated' Rates and Fees study underway to ensure optimal cost recovery for user paid programs. LS: Reviewing fees/charges for services and be industry consistent.
Prepare and implement Community Benefits Plan (Bill 108)	PD: Background work being undertaken by consultant, completion by Q3 2022.
Review of municipal-owned properties, investigate strategic land use and acquisition (i.e. housing, commercial, etc.) and dispose of surplus infrastructure and assets	CAO/EDC: Coordinated a collaborative working environment at 4996 Beam Street by securing the Beamsville BIA, Lincoln Chamber of Commerce and Civiconnect as paying tenants at Beam Street. CS: Participation on internal stakeholder team to assess merits of retaining or disposing of surplus infrastructure and assets.

