



**Integrated Strategy 2.0**  
(April 2023 to December 2024)



## Our Vision (What we aspire to)

Energy. Opportunity. Balanced Lifestyle.

## Our Mission (Why we exist)

The Municipality of Kincardine provides quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

## Values (How we work)

Values guide our everyday interactions. Values determine behavior. Together they form culture. The following values serve as our collective commitment to how we work with citizens, visitors, community partners and each other.

We are a Municipality that **CARES** through:

- **Collaboration: *Involve and engage:*** We involve and engage the community to encourage high levels of participation and form partnerships to make a positive impact.
- **Accountability: *Inspire trust:*** We are responsible for decisions made and actions taken and will conduct ourselves with openness and transparency that inspires trust.
- **Respect: *Recognize and value:*** We create an environment where we celebrate our diversity, we practice high standards of ethical behaviour and provide a safe space for sharing points of view.
- **Excellence: *Serve and satisfy:*** We deliver excellent services in our every interaction to increase customer satisfaction and build confidence in the Municipality of Kincardine.
- **Safety: *Prevent and protect:*** We create an environment where safety is never compromised, and we work together to prevent accidents and keep each other safe.

## What is the Integrated Strategy?

The Integrated Strategy provides a common and focused road map that identifies and aligns the major initiatives and priorities from across the organization. It helps to guide decision making and identifies the potential for collaboration on actions within the organization and with community partners.

The priorities within this strategy ensure we achieve our mission to provide quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

The Integrated Strategy is not intended to include everything the Municipality does in the community. In addition to the Integrated Strategy, there are Master Plans and Department Business Plans that identify additional priority and ongoing operational actions needed to deliver Municipal services.



## Our Focus Areas:

In order to achieve the vision and mission of the organization, four areas of focus were identified. The four focus areas are highly interconnected and, therefore the progress of one focus area is dependent on the progress of another focus area(s). The vision and mission can only be achieved with the integration and coordination of these focus areas:

- A. Fostering a resilient economy.
- B. Planning for a sustainable future.
- C. Enhancing quality of life.
- D. Supporting responsible and effective government.

## Strategic objectives

### (What we hope to accomplish)

Within these focus areas there are strategic objectives which define what the priorities are and what the Municipality is trying to accomplish.

#### **A. Fostering a resilient economy.**

- 1. Work with the nuclear sector (clean energy) to leverage current and future opportunities.
- 2. Improve investment readiness.
- 3. Support business expansion and retention to support a diversified economy.
- 4. Leverage opportunities to attract visitors to the Municipality.

#### **B. Planning for a sustainable future.**

- 5. Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability.
- 6. Protect and preserve our environment.
- 7. Ensure municipal facilities and owned lands make the best use of each asset.

#### **C. Enhancing quality of life**

- 8. Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities.

- 9. Enhance the experience at the lakefront.

- 10. Support arts, culture and heritage to enrich the lives of residents and attract visitors.

- 11. Create improvements in inclusion, diversity, equity and access.

- 12. Support community wellness in the Municipality of Kincardine.

- 13. Protect people, property and the environment from the effects of dangerous conditions caused by people and nature.

#### **D. Providing Responsive and Effective Government**

- 14. Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent services.

- 15. Serve, communicate, collaborate and engage with the community to build trust and confidence in municipal services, Council and staff.

- 16. Ensure the Municipality provides value for money and long-term sustainability.

- 17. Improve organization efficiency and be more innovative.

## Actions (How we will achieve the strategic objectives)

Specific actions have been developed to identify how the Municipality will work towards achieving these strategic objectives.

The following tables provide the objectives and actions identified within each focus area of the Integrated Strategy for 2023 to 2024. Progress on these actions will not be possible without the commitment and work of Municipal staff, Council, Committees of Council, volunteers and community partners.

It is important to note that actions are also found within the Department Business Plans and Master Plans. All of these actions help to achieve the vision and mission of the organization.



# Fostering a resilient economy

## **1: Work with the nuclear sector (clean energy) to leverage current and future opportunities.**

- 1.1 Enhance relationships with nuclear (clean energy) supply chain.
- 1.2 Promote Kincardine as a leading jurisdiction in the nuclear (clean energy) sector.
- 1.3 Collaborate with all levels of government, the Municipal Innovation Council, the Clean Energy Frontier to promote the area as a supportive community for the nuclear (clean energy) sector.

## **2: Improve investment readiness.**

- 2.1 Increase and attract new builds in the business parks.
- 2.2 Update the Comprehensive Zoning Bylaw.
- 2.3 Implement a cloud-based e-permitting software to streamline and improve the development process.
- 2.4 Communicate the current and future state of developments.
- 2.5 Undertake an Environmental Scan to support and identify areas of strength and weakness.

## **3: Support business expansion and retention to support a diversified economy.**

- 3.1 Support and promote local agri-business and advocate for a diversity of farm uses.
- 3.2 Support downtown Kincardine businesses to prosper during the reconstruction project.
- 3.3 Work with community partners to attract anticipated workforce needs and develop actions to retain the current workforce.

## **4: Leverage opportunities to attract visitors to the Municipality.**

- 4.1 Develop a Tourism and Marketing Strategy to promote the Municipality as the place to visit!
- 4.2 Implement special events with community partners to foster a sense of community belonging and attract visitors to the community.
- 4.3 Enhance the downtown core experience, e.g., seasonal decorations lights, banners etc.
- 4.4 Reimagine the physical Tourism Centre.



# Planning for a sustainable future

## 5: Evaluate and proactively plan for infrastructure to meet population growth and long-term sustainability.

- 5.1 Support and advocate for secondary and post secondary school improvements.
- 5.2 Complete and implement the Community Improvement Plan.
- 5.3 Update the Affordable Housing Reserve Fund Policy and propose annual contributions to the Affordable housing reserve fund that can be earmarked for future affordable housing projects.
- 5.4 Develop a community housing collaborative that works together to align work, raise issues of housing, advocate on housing needs and support new housing initiatives.
- 5.5 Advocate, collaborate and communicate on housing needs and supports.
- 5.6 Review the Official Plan to identify and explore revisions regarding commercial development.
- 5.7 Reimagine Downtown Kincardine through the downtown construction process.

## 6: Protect and preserve our environment.

- 6.1 Continue to investigate opportunities to enhance waste diversion programs through grants and partnerships.
- 6.2 Explore opportunities to implement EV charging stations.
- 6.3 Convert Municipal facilities to Natural Gas.
- 6.4 Implement energy efficiency upgrades across the municipal fleet, building, and infrastructure to reduce environmental impact and uncover cost savings over the long term.
- 6.5 Adopt organizational environmental practices to reduce the overall carbon footprint of the Municipality.
- 6.6 Implement programs and policies to increase the tree canopy.





# Planning for a sustainable future

## 7: Ensure municipal facilities and owned lands make the best use of each asset.

- 7.1 Conduct a review of all municipal owned lands and assets in the Municipality that may be deemed surplus or underutilized and identify the best use for the future e.g., affordable housing or future development opportunities.
- 7.2 Optimize the use of our facilities through condition assessments, retrofits and grant programs to improve income generation.





# Enhancing quality of life

## 8: Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities.

- 8.1 Create and implement a Parks and Recreation Master Plan that helps the municipality plan for and provide parks for the community.
- 8.2 Work with community partners to develop a plan for a new performance area as well as additional accessible elements for Victoria Park.
- 8.3 Work with user groups to develop a phased-in plan and budget for future upgrades to Connaught Park and the Tiverton Ball Diamonds.
- 8.4 Work with user groups to build a splash pad in Tiverton.
- 8.5 Enhance pedestrian and cycling amenities to improve active and safe transportation networks.
- 8.6 Work with the Kincardine Lions Club on the development of a new All Wheel Park (Skate Park) at Lions Park.
- 8.7 Work with the Tiverton Lions Club to expand their current Memorial Tree Program at the Tiverton Walk of Memories and investigate options for expansion of the existing program in Kincardine.

## 9: Enhance the experience at the lakefront.

- 9.1 Create and implement a Waterfront Master Plan that organizes and prioritizes a plan for all waterfront assets.
- 9.2 In partnership with NII, County of Bruce and University of Windsor implement the Smart Beach program to assist in education and awareness of potential hazards existing due to water conditions.
- 9.3 Implement measures to update, provide education and enforce various by-laws regarding behaviour at the beach.

## 10: Support arts, culture and heritage to enrich the lives of residents and attract visitors.

- 10.1 Host an event (Arts ignite) to show case the Arts and Culture Sector in the Municipality.
- 10.2 Hold an arts and culture awards process.





# Enhancing quality of life

## **11: Create improvements in inclusion, diversity, equity and access.**

- 11.1** Work towards actions to address truth, healing and reconciliation with Saugeen Ojibway Nation (SON), which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation, the Métis Nation of Ontario (MNO) and the Historic Saugeen Métis (HSM).
- 11.2** Partner with Walker House to host the Legacy of Hope exhibits for the summer of 2023.
- 11.3** Work with community partners to build awareness and understanding to improve inclusion, diversity, equity and access through events and training.
- 11.4** Develop and implement the inclusion, diversity, equity and access lens to improve participation in programs, services and the built environment.

## **12: Support community wellness in the Municipality of Kincardine.**

- 12.1** Participate with community partners in the implementation of the Community Safety and Wellbeing Plan and report back on activities and outcomes.
- 12.2** Implement actions to recruit and retain physicians and health care staff in the Municipality of Kincardine.
- 12.3** Support the hospital expansion.

## **13: Protect people, property and the environment from the effects of dangerous conditions caused by people and nature.**

- 13.1** Work with the Ontario Provincial Police and community partners on education regarding Human Trafficking, Sexual Violence and Harassment.
- 13.2** Continue advancements of our fire training facility construction.
- 13.3** Purchase equipment and training programming for water and ice rescue program.
- 13.4** Participate in zoning/site plan review process to ensure compliance with legislation.
- 13.5** Design and implement community outreach and educational initiatives to promote emergency preparedness, prevent emergencies and mitigate negative impacts on the community.



# Providing Responsive and Effective Government

**14: Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent services.**

- 14.1 Develop and implement actions that support a culture for employee engagement and leadership development.
- 14.2 Implement actions that create a work environment focused on the health and safety of all employees.
- 14.3 Evaluate the implementation of the Organizational Review, including revised organizational structure.
- 14.4 Conduct and implement a governance review of Council and Committee of Council.

**15: Serve, communicate, collaborate and engage with the community to build trust and confidence in municipal services, Council and staff.**

- 15.1 Refresh the website to be user friendly and efficient.
- 15.2 Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.
- 15.3 Develop transparent customer service standards across the organization.
- 15.4 Streamline the customer complaints process to ensure follow up and resolution.
- 15.5 Implement quarterly reports to ensure Council and the public are aware of department activities.
- 15.6 Uphold the Code of Conduct when serving on Council and Committees of Council.
- 15.7 Invest in technology and digital service to leverage existing staff resources and increase organizational capacity.





# Providing Responsive and Effective Government

## 16: Ensure the Municipality provides value for money and long-term sustainability.

- 16.1 Regularly review and assess the Municipality's tax rates, user fees and development charges.
- 16.2 Implement the financial strategy.
- 16.3 Implementation of PS 3280 – Accounting Standard for Asset Retirement Obligations (AROs), including policy development.
- 16.4 Provide updates on asset management and funding status.
- 16.5 Research the benefits and challenges of implementing an accommodation tax.

## 17: Improve organization efficiency and be more innovative.

- 17.1 Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities, and knowledge exchange.
- 17.2 Adopt progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche Project.
- 17.3 Streamline internal and external online services.
- 17.4 Develop and implement a four-year policy review schedule in order to minimize risk and ensure compliance with new laws and regulations, and ensure they align with the Municipality's mission, vision, and goals.
- 17.5 Improve cyber security measures.
- 17.6 Implement timesheet time-and-attendance software.



## **Measures** (How we know if we have made progress)

Measures will be identified and tracked in order to understand if there is progress being made towards the strategic objectives. There will be two levels of measures identified:

### **1. Key performance indicators (KPIs)**

KPIs will be established to identify a benchmark of performance, identify evidence of intended results, and create a means to monitor progress toward the strategic objectives. These measures are directly influenced by the work of the Municipality's actions.

### **2. Community indicators**

Broad community measures that track trends and issues happening in the community over many years will be identified. These community measures serve as an "oil light," and provide an understanding of the overall community context. The Municipality contributes to progress in these measures but there are also many other factors that influence these measures.





Alternate formats of this document are available upon request.  
For more information contact: 519-396-3468.

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