



THE CORPORATION OF THE MUNICIPALITY OF KINCARDINE

Subject: Integrated Strategy – Identification of Priorities

Director: Chief Administrative Officer

Manager: Strategic Initiatives

Report Number: Strategic Initiatives-2023-01

Meeting Date: Monday, February 6, 2023

Recommendation:

That Council endorse the Values identified in this report; and further

That Council endorse the Focus Areas and Strategic Objectives in this report and direct staff to identify actions based on these endorsed priorities; and further

THAT Council direct staff bring back a finalized Integrated Strategy based on the endorsed Values, and Focus Areas and Strategic Objectives, including actions.

Date to be considered by Council: Monday, February 13, 2023

Report Summary:

Council is in the process of identifying priorities for a refresh of the Integrated Strategy. The Integrated Strategy is intended to provide a common and focused road map of priorities for staff and Council over the next two years. It will help to guide decision making, budget and resource allocation and identify the potential for collaboration on actions within the organization and with community partners. This report provides a draft of the Focus Areas and Strategic Objectives based on Council's discussions and review of the existing Integrated Strategy which was undertaken during the priority setting workshops held on December 12, 2022, and January 18, 2023. Once these priorities have been endorsed by Council, staff will identify draft actions to achieve Council's priorities with measures to monitor progress. These actions will also reflect Council deliberations on potential operational budget reductions being considered through the 2023 budget. Values have also been drafted based on Council's discussion on commitments that will help support meaningful and respectful relationships with Council, staff and the community. The wording for these values were also drawn from the Corporate Strategic Plan's Principles to align and merge the principles with the values and have one common set of commitments for the organization. Following Council's endorsement, staff will prepare a finalized draft Integrated Strategy for approval.

Existing Policy: Integrated Strategy

Background/Analysis:

The strategic planning process helps a municipality to define its strategy or direction and make decisions about resource allocation; including projects and plans and the human resources required to pursue this strategy.

A strategic plan is forward-thinking and proactive. Once adopted by council, it can be a guide to decision making, project planning and budgeting. If a municipality doesn't know where it is going, how can it make sure that both council and staff are all going in the same direction?

<https://www.ontario.ca/document/ontario-municipal-councillors-guide/1-role-council-councillor-and-staff>

What is Kincardine's 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 resource allocation while identifying the potential for collaboration on actions within the organization and with community partners.

The process of priority setting helps Council fulfill its legislative and governance functions as set out in the Municipal Act.

These priorities should articulate what Council, as the community's representatives, would like to accomplish in the short and longer term and helps to provide clarity to staff on the type of actions needed to achieve these priorities.

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 that identify additional priority and ongoing operational actions needed to deliver services.



Vision and Mission

Most organizations have a vision and mission. The Corporate Strategic Plan was developed in 2021 and spans to 2025 and was based on community and staff input. The Vision and Mission were reviewed through this process and therefore, it is recommended that the Vision and Mission remain the same. The vision and mission from the 2021 to 2025 Corporate Strategic Plan are as follows:

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 were drafted based on Council's discussion on behaviour commitments that will help support meaningful and respectful relationships between and with Council, staff, and the community. The wording for these values were drawn from the Corporate Strategic Plan's Principles to align and merge the principles with the values and have one common set of commitments for the organization.

The intention is to guide everyday interactions and commit to 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 big and meaningful impact.

Accountability: *Inspire trust*: We are responsible for decisions made and actions taken, and will conduct ourselves with openness and transparency to build trust and confidence.

Respect: *Recognize and value*: We create an environment where we celebrate our diversity, we practice high standards of ethical behaviour and provide the safe space for sharing points of view.

Excellence: *Serve and satisfy*: We deliver excellent services in our every interaction to increase satisfaction and build trust and 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.

Our Focus Areas:

In order to achieve the vision and mission of the organization, four areas of focus were drafted based on Council discussions at the priority setting workshops. 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 strategic objectives have been drafted based on Council's conversations. The intention of the Strategic Objectives is to define what the priorities are and what the Municipality is trying to accomplish over the next two years.

Focus Areas	Fostering a Resilient Economy.	Planning for a Sustainable Future.	Enhancing Quality of Life.	Supporting Responsible and Effective Government.
	1. Work with the nuclear sector	5. Proactively plan for population	8. Create vibrant parks, green space	15. Ensure the organization has the optimal number of

Focus Areas	Fostering a Resilient Economy.	Planning for a Sustainable Future.	Enhancing Quality of Life.	Supporting Responsible and Effective Government.
Strategic Objectives: What we hope to accomplish	(clean energy) to leverage current and future opportunities.	growth and community development.	and recreation facilities for residents or visitors of all ages and abilities.	engaged staff to support municipal operations and deliver excellent services.
	2. Improve investment readiness.	6. Protect and preserve our environment.	9. Provide recreation programs and opportunities for residents or visitors of all ages and abilities.	16. Serve, communicate, and engage with the public to build trust and confidence in municipal services, Council and staff.
	3. Support business expansion and retention to support a diversified economy.	7. Ensure municipal facilities and owned lands make the best use of each asset.	10. Enhance the experience and preserve the environment of the lakefront.	17. Ensure the Municipality provides value for money and long-term sustainability.
	4. Promote the Municipality as a destination to visit.		11. Support arts, culture and heritage to enrich the lives of residents and attract visitors.	18. Improve organization efficiency and be more innovative.
			12. Create improvements in inclusion, diversity, equity, and access.	
			13. Support community wellness in the Municipality of Kincardine.	
			14. Protect people, property, and the environment from the effects of dangerous conditions caused by people and nature.	

Next steps

Once Council has firmed up the priorities staff will develop actions and measures to complete the framework for the Integrated Strategy.

Actions (How we will achieve the strategic objectives)

Actions identify how the Municipality will work towards achieving the strategic objectives / priorities identified by Council. Actions will be developed through several sources including Council priority setting workshops, budget deliberations, and Master Plans. It is important to note that these actions will reflect Council deliberations on budget reductions.

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 developed to establish a benchmark for 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.

Financial Implications:

The financial implications of these priorities are part of the annual budget process. Staff will continue to ensure that the budget process and priorities identified through the budget process align with the Integrated Strategy. Council's adoption of the Integrated Strategy does not represent a specific financial commitment, rather, it provides a common understanding of priorities for the organization to guide the allocation of resources. It provides a useful framework for Council's annual budget deliberations.

Prepared by: Lorie Fioze, Manager of Strategic Initiatives

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