

Quarterly Update Report

Title: Strategic Initiatives Department Quarterly Update – October 2023

Report Number: Strategic Initiatives-2023-11

Meeting Date: Wednesday, October 25, 2023

This report provides an update on the activities completed this past quarter (July 1 to September 30, 2023) by the Strategic Initiatives Department.

Communications

- Communications continues to be busy with the day-to-day needs of the organization through the submission of communications forms. Projects can vary from social media content to media releases, website updates and support creating marketing collateral. 277 forms were submitted between June 1st to September 30th:
 - June 1st to 30th – 78
 - July 1st to 31st – 59
 - August 1st to 31st – 70
 - September 1st to 30th – 70
- The Downtown Dig has been a huge component of communications as supports are provided with:
 - Weekly Downtown Dig e-newsletter
 - Sign and flag artwork creation
 - Two full-page community updates published in the Kincardine Independent
 - Radio advertising
 - Road closure and water interruption updates
- A summer communications program using local radio stations ran from just before the Victoria Day weekend in May through to the end of August. We featured the Municipal signature events and calls-to-action encouraging shopping in Lakeside Downtown Kincardine through the Downtown Dig. Thank you to Shoreline Classics, Bayshore Broadcasting (94.5 The Bruce, Country 104.9, Country 93, 560 CFOS), and Blackburn Radio (101.7 The One) for their cooperation and assistance in creating content to help reach our audiences!

- Technical support for the creation of internal documents like the new report templates and the Kincardine Fire and Emergency Services Emergency Response Plan ensured compliance with AODA legislation and corporate branding.
- Great progress was made with the 2023/24 Website Refresh as we confirmed the provider for both the corporate and tourism websites. A survey was launched to 4 audiences to gain knowledge of individual experiences with the current corporate site to better inform our decision-making process when it comes to crafting a more user-friendly experience for the new site. A full audit of the existing site is underway as well as an audit of all forms and a back-up of all current content (images, written, and files.) This is the preliminary stages of the official working period with our vendor, which kicked-off in the final week of September.
- Outreach to local photographers to increase our connections and build our image library, especially with the new website in mind, is a current priority.
- Participation in the Grey Bruce Communicators meeting in late August was an opportunity to connect with other municipal colleagues doing similar work and build networking connections to support one another.

Economic Development

- Ongoing communications and coordination for the [Downtown Dig Kincardine](#), including weekly e-newsletter updates on the project, weekly radio interviews, signage, attending weekly construction meetings and updates to businesses and property owners. Municipal staff also administered the business supports for the dig, including radio promotions, Shop and Dine passport, Mother's Day and Father's Day prize package giveaways, postcards to promote BIA fall events and BIA Bucks redemptions.
- Continue to lead work for investment attraction and business supports for the municipality, including managing ongoing relationships that were established at the MIPIM conference in France and working on attracting new businesses to the area. Conducted 20 new business/business expansion meetings since July 2023.
- Drafting content for a new Invest Kincardine document to assist with investment and business attraction to the area.
- Regular meetings with Bruce Power and nuclear suppliers, as well as attendance at nuclear events to understand needs in the area and how to better support the industry.
- Advancing work on the Housing Action Plan, attending the Bruce County Housing and Homelessness Plan session, participating in meetings with some developers and local organizations exploring affordable or supportive housing development.
- Providing input on the new draft Comprehensive Zoning By-law, with the lens of making it a housing friendly and business friendly document.
- Working on a new draft Community Improvement Plan (CIP) that will be brought forward to the Development Team and Council later this year for consideration.
- Monthly meetings with the BIA Board and quarterly meetings with Kincardine and District Chamber of Commerce.

Inclusion, Diversity, Equity and Access

- Hosted meetings with community organizations and residents to plan for the [Afro Caribbean Youth recognition awards](#) process and evening celebration.
- Supported the Hindu Culture Open House on August 12, 2023
- Worked with community partners to host the [2023 Welcome event](#) on September 12, during Welcoming Week. Welcoming Week is celebrated in communities to encourage connection and support relationships with newcomers. Newcomer to Canada, Grey, Bruce, or the Municipality of Kincardine were invited to learn about services in the community and to meet new people.
- The Municipality of Kincardine and The Walker House partnered to host three ground-breaking exhibits from the [Legacy of Hope](#) to create awareness on the residential school system, promote healing and encourage acts of reconciliation. Three exhibits were on display from June 9, 2023, to September 2, 2023. Over 1000 people viewed the exhibits free of charge over the summer. A series of children's crafts were implemented at both the Walker house and the Welcome Centre to support learning and encourage participation.
- Conducted a learning circle on September 13th with Elder Shirley John and Diane Giroux, Giiwe Coordinator at [M'Wikwedong Indigenous Friendship Center](#) in Owen Sound, to provide suggestions that build pathways to reconciliation within organizations.
- Organized a group of volunteers from OPG to refresh the two crosswalk paintings that support and celebrate inclusion:
 - The Indigenous ground mural created by Artist Jeffrey (Red) George called the "Seven generations".
 - The Pride flag.
- Hosted information tables to promote, provide resources and create awareness about the National Day for reconciliation.
- Promoted [dates of significance](#) to acknowledge, create awareness and celebrate the diversity of our community through social media and other communication methods.

Tourism

- Published advertisements in a variety of print magazines and have been running successful radio campaigns to highlight signature events.
- Successfully implemented the [2023 Market in the Park](#) in two new locations, 1. Connaught Park and 2. Tiverton Sport Centre. Both locations received many positive comments about the ability to park and the changed venue. On average there were 50 vendors that participated in each market. Plans are underway for the 2024 market.
- Successfully hosted the Municipality of Kincardine [signature events](#) this summer including:
 - "Piping in the Park" with the Kincardine Scottish Pipe Band as a stationary parade every Saturday from June 24th to September 2nd in Victoria Park.
 - The Phantom Piper played every evening during July and August (except for Saturdays). To promote the Phantom Piper a [video](#) was created in The Phantom Piper video was created in collaboration with [JOI Creative](#).

- 2023 Canada Day Celebrations took place both in Tiverton and in Kincardine this year. The Canada Day Parade was implemented in partnership with the Tiverton Ag society in Tiverton. Family entertainment and activities were held at MacPherson Park and Dunsmoor Park. The day ended with a spectacular fireworks show over Lake Huron.
- A flag raising ceremony was held at the bottom of Harbour St., followed by the unveiling of the plaque commemorating Eldon Humphreys.
- A Cruise Day Event took place on August 5th at the Municipality of Kincardine Airport. Over 300 cars and motorcycles were displayed for the public to see.
- The Municipality of Kincardine and Kincardine Scottish Pipe Band held the 32nd Annual Gathering of the Bands on Saturday, August 26th, 2023. This event honoured the community's Scottish heritage, bringing together multiple pipe bands, activities and food in Victoria Park.
- Marine Heritage Day was held on August 26th and included tours of the Kincardine Lighthouse, Walker House, kids' craft table and scavenger hunt and beach safety and information displays.
- The new move of the Welcome Centre to the Kincardine Centre for the Arts on Queen Street saw an increase in visitors from 2022.

Strategic Planning

- A framework is being created for the development of a new Strategic Plan which will be reviewed by the new Council Ad Hoc group. The terms of reference for this group is also in process.
- Staff consultations have taken place to promote the values as well as gather input on how to support a culture of values within the workplace.

Physician Recruitment and Retention

- Continuing to recruit Family Medicine Physicians and ER Physicians to join Kincardine. With particular focus on succession planning and community growth, to meet the goal of everyone having access to primary care.
- Dr. Lisa Denobriga notified patients in August that with deep regret she is moving out of Kincardine due to family obligations. The practice may be closed as of December 15th 2023, we continue to look for solutions to this loss. Thank you to Dr. Denobriga for 12 years of incredible service to our community, she will be missed.
- ER support helping recruit locums to fill the shift schedule to reduce risk of closures of the Kincardine hospital. This work supports retention to reduce physician burn out as often empty ER shifts are covered by local physicians above and beyond their regular work weeks to help prevent closures.
- Recruited and hosted 12 locum physicians for a total of 25 weeks of clinic coverage allowing for local physicians to cover more ER shifts, the hospital and vacation.
- Recruitment events this quarter included a job fair booth in September at The McMaster University Family Medicine Annual Recruitment Event in Kitchener. There

were 40 Medical residents in attendance. Preparations are also underway for attendance at the CaSPR (Canadian Society of Physician Recruitment) repatriation expo in Dublin Ireland where there are over 300 Canadians studying medicine. As well as a shared booth with other Southern Ontario Physician Recruiter at the Royal College of General Practitioners in Glasgow, where there will be over 1000 UK physicians attending.

- Kincardine hosted The Rural Medicine Retreat Grey Bruce which took place August 25-27th with 30 physicians and family visiting Kincardine for the weekend. It was a fantastic success showcasing what our area has to offer including a bon fire at Inverhuron Provincial Park, yoga, surfing, paddle boarding, the Scottish festival, trivia night and brunch at the Bruce Power visitor center. Thank you to Mayor Craig and Councillor Blackwell for their help hosting. Next year's retreat will be hosted by Owen Sound as it continues to rotate through Grey Bruce communities. Pictures at <https://www.ruralmedicineretreatgb.com/gallery.html>
- Education - hosted 4 medical residents completing their 2-month rural rotation and two medical students.
- With two Nurse Practitioners working for the Family Health Team in the lower level of the clinic, for same day emergency room diversion appointments visits to the ER continue to reduce the number of non-urgent care trips to the ER.
- Continuing work on the onboarding of the newly signed physicians to ensure appropriate support is in place for the physicians and family. Planning events for meeting the team, ensuring clinic space is ready and equipped, Ministry paperwork to join FHO, accommodations acquired, staff hired, info to community on rostering process, daycare waitlist contacts to share and other needs as they arise.
- Education - hosted 4 medical residents completing their 2-month rural rotation and two medical students.
- Both locum houses have been fully occupied by physicians; as part of their incentive package, while they complete their residency rotation, to work locum coverage or ER shifts. The Society of United Professionals Union owns the locum houses and generously donates the use of these houses which are crucial to physician recruitment efforts.

Attachment: Municipal Signature Events and the Summer of 2023

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