

Municipality of Kincardine Integrated Strategy

Progress Report 2023

2024 Priorities and Budget

Departments impacted

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2024	Resources-Staffing	Resources Budget	CorpS	CommS	SI	I&D	CAO

Focus Area: 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.	SI C Leslie		Ongoing	Have hosted quarterly meetings with Bruce Power, staff and Council members have attended CNA Conference and meetings will be scheduled with the nuclear supply chain in the future.	Yes	Yes - dedicated resources	Submitted new request for FTE - Nuclear Relations Liaison			Yes		Yes
1.2: Promote Kincardine as a leading jurisdiction in the nuclear (clean energy) sector.	SI C Leslie		Ongoing	Mayor, CAO and Economic Development Coordinator have been meeting with nuclear sector to build relationships and identify needs.	Yes	Yes - dedicated resources	Partnership with County with new department		No	Yes		Yes

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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.	CAO J Bellchamber Glazier		Ongoing	We continue to have delegations with ministries - primarily Provincial. The Mayor and CAO continue to meet with the Clean Energy Frontier and CAO participates in the Municipal Innovation Council (MIC). Recent initiatives with MIC were presented to Council through a delegations from MIC, as well as a Food Cycler, which MIC helped to initiate as a pilot project for member municipalities.	3 year agreement signed until 2025	no new budget or staffing needed	Yes - \$27,000 annually for membership in MIC, as per agreement	Yes	Yes	Yes	Yes	Yes
2. Improve investment readiness. Council #2 priority												
2.1: Increase and attract new builds in the business parks.	SI C Leslie		Ongoing	Connecting business park owners with businesses seeking space in the Municipality. Started proactively reaching out to additional businesses and franchises. Creating an Invest Kincardine package to share more information on the community and reasons to invest here.	Yes					Yes		
2.2: Update the Comprehensive zoning bylaw.	I & D D McNabb	65%	On Track	DRAFT bylaw being circulated internally for review, once complete MHBC will finalize a DRAFT document to be presented to Council and available for Public comment. Anticipated DRAFT to be going to Council in December 2023.	Yes	no new staff	no			Yes	yes	

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2.3: Implement a cloud-based e-permitting software to streamline and improve the development process.	I & D D McNabb	100%	Complete	From an administrative user position, the versatility is definitely suited for inspectors. It provides a streamlined, guided process for applicants to upload permits which helps allow staff to focus on reviewing complete applications. The program allows staff to set parameters applicable to permit uploads. The mobile capabilities through the use of the iPad further allow staff to conduct in field inspections, take photos and relay any deficiencies via email to the applicant, builder or owner. These are stored within the permit file and can be pulled for review. Administratively, reports and permits can be generated and supplied to MPAC and StatsCan however staff are still investigating if monthly reports to Council can be calibrated into a standard format for Council. The intent is to research user options that will facilitate generating reports and query's for other agencies that request this information. The use of the program is like any new program and users will need to become familiar with the upload process, however the links to the self help user guideline are quite helpful if needed. Some nice features that have had positive feedback are the up to date interactions, where the applicant can see	Yes	no	yes annual fee				Yes	

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2.4: Communicate the current and future state of developments.	I & D D McNabb SI		Ongoing	A workshop was held with Council on September 11 at a special meeting to provide an update from the Bruce County and Municipal staff to provide updates to Council on the development process as well as developments that are in progress. Ongoing communication will be promoted as developments advance and arise. A Development dashboard has been created to communication and track development - https://www.arcgis.com/apps/dashboards/6f5c442b04d1428d835711e7b46e0ea1 . Development team meetings are held monthly for staff to coordinate and advance	Yes	Additional inspectors pending the volume of development.	yes			Yes	Yes	
2.5: Undertake an Environmental Scan to support and identify areas of strength and weakness.	CAO SI		On Track	An environmental scan/community profile is being developed in order to inform discussions that will take place in the first stages of the strategic planning process. To be completed in December 2023.	Yes	no	no			Yes		Yes
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.	SI C. Leslie		Ongoing	There will be provisions for agri-business proposed in new comprehensive zoning by-law and draft CIP.	Yes	no	no			Yes		

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3.2: Support downtown Kincardine businesses to prosper during the reconstruction project.	SI C. Leslie	95%	On Track	Provided weekly updates on the project, supported the Passport program, construction signage and marketing/advertising campaign including radio ads, newspaper ads, community mailouts, etc. https://www.kincardine.ca/en/build-invest-grow/downtown-dig.aspx	No					Yes		
3.3: Work with community partners to attract anticipated workforce needs and develop actions to retain the current workforce.	SI C. Leslie	25%	Behind	Hosted a Job Fair & Career Expo in partnership with the Chamber. Collaborating with the County of Bruce on resident/workforce attraction initiatives, including featured community on the Newcomers to Peel webinars. Participating in the sessions with 4 County Labour Market Planning Board to understand labour force challenges and opportunities. Housing remains a major barrier to workforce attraction.	Yes	no	no			Yes		
4. Leverage opportunities to attract visitors to the Municipality.												

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4.1: Develop a Tourism and Marketing Strategy to promote the Municipality as the place to visit!	SI L Fioze	5%	Behind	Will begin sector consultation in the fall of 2023 with a focus to develop one pillar of the Tourism strategy - Marketing and Promotion. The intent of Marketing pillar will be to "build back better" after the downtown dig.	yes	yes staffing support to lead the sector consultation, manage the components of the marketing work and update website and social media channels.	yes		Yes	Yes		
4.2: Implement special events with community partners to foster a sense of community belonging and attract visitors to the community.	SI L Fioze	100%	On Track	<p>Held a variety of Municipal signature events throughout the year.</p> <ul style="list-style-type: none"> - Canada Day - Eldon Humphreys Plaque unveiling - Market in the park - May long weekend to September long weekend. - Cruise Day - August 2024 - Gathering of the Bands - Scottish Pipe Band - every Saturday throughout the summer. - Phantom Piper - every day of the week except Saturdays throughout the summer. - Marine Heritage Event. <p>Many other events were held that were led out of the Inclusion work but were also supported through Tourism.</p>	Yes	Yes staffing support to lead events. Volunteer support to plan and implement events. Reduction in student positions in 2023 has impacted staff capacity in other areas of the department and diverted resources. Will be requesting	yes		Yes	Yes		

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4.3: Enhance the downtown core experience, e.g., seasonal decorations lights, banners etc.	SI L Fioze	30%	Behind	Work to plan for seasonal decorations is in progress however staff vacancies and reductions have put this behind schedule.	yes	yes	yes		Yes	Yes	Yes	
4.4: Reimagine the physical Tourism Centre.	SI Tourism Coordinator	75%	On Track	The Tourism and Visitor Centre was moved from Hwy 21 to the Arts Centre on Queen Street this year and newly branded as the "Welcome Centre". Visitor traffic increased. An evaluation for this location will take place and plans for 2024 will be identified in 2024.	Yes					Yes		

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Focus Area: 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.	CAO		Ongoing	The municipality is working with local partners to advocate for coordination of skilled trades training, as well as the need for the planned high school to be constructed in the community. A delegation of municipal representatives met with provincial representatives at the 2023 ROMA and the 2023 AMO conferences. Additionally, the municipality has held meetings with the local public school board to discuss what supports they may require to help them undertake their approved capital project.	yes			No	Yes			Yes	
5.2: Complete and implement the Community Improvement Plan.	SI, C Leslie & L Fioze	50%	Behind	Community consultation has occurred for the CIP. Work with Bruce County is in progress in order to align the programs with the Spruce the Bruce program. Initial draft of CIP is complete and will be shared with Development Team for input before coming to Council in December 2023. Limited staff capacity to develop the CIP due to the downtown dig work as well as staff reductions in tourism have put this work behind schedule.	yes	yes - Programs from the CIP will need administrative support on an ongoing basis. part time support?	80,000 - TBD?	Yes		Yes		Yes	

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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.	SI, L Fioze	0%	On Track	This policy will be reviewed and revised based on outcomes of the CIP program. The workplan to implement this action will take place in 2024.	yes	yes - submitted a staffing FTE to lead and coordinate, housing, planning and development actions	yes	Yes		Yes		Yes
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.	SI L Fioze C. Leslie	0%	On Track	This collaborative will be established in 2024. Bruce County is working on a plan for collaborative on housing - and work to align with their efforts will be put in place to avoid duplication and coordinate our efforts.	yes	yes	yes			Yes		
5.5: Advocate, collaborate and communicate on housing needs and supports.	SI, CAO		Ongoing	Delegation was made at AMO annual general meeting as well as at OMFRA on the issue of housing needs - supply and affordability. Working with the County to provide local stories to help support their work in providing a regional impact to the Province. Council highlighted the top 5 next steps to enact related to the housing affordability task force's recommendations.	yes	yes				Yes		Yes
5.6: Review the Official Plan to identify and explore revisions regarding commercial development.	D.McNabb		Ongoing	Official Plan was reviewed and completed in 2021, further reviews will be through site specific OP amendments or through discussion with County	yes	Planning support staff required to move this action forward.		Yes			yes	

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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.	Comms Jayne I & D Adam		Ongoing	Staff started exploring the potential to purchase EV vehicles for future fleet replacements. The 2024 budget will bring forward considerations to expand EV charging stations within the community to better support the EV opportunities on a public basis.	yes	Yes includes Community Services maintenance staff	As approved in the 2023 budget		Yes	Yes	Yes	Yes	Yes
6.5: Adopt organizational environmental practices to reduce the overall carbon footprint of the Municipality.	All departments		Ongoing	Ongoing work to reduce paper through use of electronic tools to support day-to-day administration. For example, use of electronic work order program, online building permitting system, digital document approvals, implementation of new payroll system, increasing use electronic document management system to avoid paper records.	yes				Yes	Yes	Yes	Yes	Yes

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6.6: Implement programs and policies to increase the tree canopy	CAO I & D CommS		Ongoing	Ad Hoc Committee was formed by Council to make recommendations for a tree canopy and natural vegetation policy, and a tree preservation bylaw for private property. Staff prepared two draft policy options for the committee's consideration, and the committee has determined which policy it will present to council for its consideration. The committee has reviewed multiple options related to a tree preservation bylaw from other jurisdictions, as well as the drafted private tree bylaw presented previously. The committee has determined its preference for how a private tree bylaw would apply within the municipality, and staff are working to provide a draft to the committee for November 14, 2023. Additionally, a delegation at AMO was held with the Minister of Agriculture, Food and Rural Affairs to request support of an initiative in Kincardine that would include notification to property owners impacted by municipal drainage projects to consider the opportunity to work with ALUS. The Minister supported the program and requested support for new related programs it is rolling out for agricultural property owners.						Yes		Yes	Yes
7. Ensure municipal facilities and owned lands make the best use of each asset.													

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Focus Area: 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	CommS J. Jagelewski	70%	On Track	Consultant has been hired and has completed background research and has commenced community engagement component.	yes	Yes	50,000	Yes	Yes	Yes					
8.2: Work with community partners to develop a plan for a new performance area as well as additional accessible elements for Victoria Park.	CommS J. Jagelewski	10%	Behind	RFP has been completed, and awarding will be occurring within the coming weeks	Yes	Staff resources will be required for the community consultation component.	25,000	Yes	Yes	Yes					
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.	CommS		Ongoing	This project has been included in the Parks and Recreation Plan as a process to develop engagement as well as to determine the future of Connaught Park	Yes	Includes Community Services staff	25,000	Yes	Yes	Yes					
8.4: Work with user groups to build a splash pad in Tiverton.	CommS		Ongoing	Staff have been requested to seek pre-budget approval to commence and RFP process for construction in 2024	If approved	This project will include the Director of Community Services as well as Manager of Parks and Facilities	\$300,000 for the Lions Club. Plus funds required for retention tanks to be funded from the tax levy. Preliminary costs are around \$40,000	Yes	Yes						

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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.	CommS		Ongoing	Year two of three is coming to an end with data collection now complete.	Yes	Director of Community Services, Fire Chief, Manager of Community Programs			Yes			
9.3: Implement measures to update, provide education and enforce various by-laws regarding behaviour at the beach.	CommS J Jagelewski	10%	On Track	Establishment of Pier Safety Ad-hoc Committee will research best practices as it pertains to the usage of the Piers	yes	Community Services senior team, clerk division support		Yes	Yes	Yes		
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.	SI L Fioze	0%	Behind	This action was pushed to the 2024 workplan due to staff shortages in the summer and is connected to action 10.2.	yes	yes	yes			Yes		
10.2: Hold annual arts and culture awards process.	SI L Fioze	0%	Behind	This action was pushed to the 2024 workplandue to staff shortages in the summer and is connected to action 10.1.	yes	yes	yes			Yes		
11. Create improvements in inclusion, diversity, equity and access.												

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2023	Resources-Staffing	Resources -Budget		CorpS	Comms	SI	I&D	CAO
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).	SI L Fioze	100%	On Track	<p>Held a series of learning circles through out the year to provide awareness and understanding on the history of the land from a First Nations, Metis and Inuit perspective; the significance of cultural medicines, as well as cultural ceremonies and creating actions in the workplace.</p> <p>Hosted an Indigenous crafters market.</p> <p>Created a crosswalk to create awareness on the seven grandfather teachings.</p> <p>Raised every child matters flag in June and the Survivor flag on the National Day of Reconciliation.</p> <p>Created and shared resources to create awareness and inspire actions towards reconciliation. Displays were hosted at the Davidson Centre, the MAC and Tiverton Arena.</p>	yes	yes	yes				Yes		
11.2: Partner with Walker House to host the Legacy of Hope exhibits for the summer of 2023.	SI L Fioze	100%	On Track	<p>Hosted the Legacy of Hope from May 2023 to September 2, 2023 at the Welcome Centre and Walker House. The purpose of the exhibits is to create awareness of the residential school system and inspire actions towards reconciliation. This was a partnership with the Walker House.</p>	no	no	no					Yes	

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11.3: Work with community partners to build awareness and understanding to improve inclusion, diversity, equity and access through events and training.	SI L Fioze	90%	On Track	Worked with community partners to support/host a series of events and training sessions: - Multicultural festival - Pride training - Pride festivities and parade - Seniors forum - Hindu Open House - Welcoming communities open house - Black history month promotions - Afro Caribbean Awards - Promotions to create awareness about religious and cultural significant events. -flag raising etc.	yes	yes	yes			Yes		
11.4: Develop and implement the inclusion, diversity, equity and access lens to improve participation in programs, services and the built environment.	SI L Fioze		Ongoing	Created short form of equity and access lens. Started the creation of an inclusive word glossary.	yes	yes	no			Yes		
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.	SI L. Fioze		Ongoing	Participate in the Community Safety and Wellbeing Plan steering group.	yes	yes				Yes		

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12.2: Implement actions to recruit and retain physicians and health care staff in the Municipality of Kincardine.	SI C.Murphy		Ongoing	<p>Physician recruitment and retention work is ongoing.</p> <ul style="list-style-type: none"> 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 lose. 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 									
12.3: Support the hospital expansion.	Council	100%	Complete	<p>The Municipality of Kincardine has earmarked a total of \$1,200,000 from the Healthcare Reserve Fund to support the expansion of the hospital. An additional \$300,000 was provided by the Municipality in 2016 to fund the planning costs for the hospital redevelopment project. Total financial support amounts to \$1,500,000.</p>									

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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.	CorpS J Leifso	100%	Complete	<p>Partnered with Women's House Serving Bruce and Grey to extend counselling hours available to victims/survivors of HT and or IPV, partnered with Grey Bruce OPP to</p> <ul style="list-style-type: none"> •Work with the Ontario Provincial Police and community partners on education regarding Human Trafficking, Sexual Violence and Harassment continues. Actions included: <ul style="list-style-type: none"> oAn anti-Human Trafficking media campaign, including 3 "commercials" and 3 billboards across Grey and Bruce Counties. oTraining was also provided trauma to South Bruce OPP officers and other local police forces and OPP detachments. oParticipated in community outreach events. oHosted an internet safety seminar to teach parents and youth to be safer online. oFunded an officer and representatives from the two local school boards to attend the Committee of Youth Officers of Ontario annual conference. oConducted a training session with social and mental health workers from the public-school board to educate them about the local resources available to assist them if a student came to them with questions or concerns about Human Trafficking, Sexual Assault, and/or Intimate Partner Violence. 	no	no	no					
13.2: Continue advancements of our fire training facility construction.	Comms B. Lemaich		Ongoing	Auto extraction pad, car fire simulator, and silo props are completed. Fire fighters have some work to finish in the mechanical room of the structures as well as interior wall completion. Painting of the exterior of the sea cans is complete with the exception of railings.					Yes			

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13.3: Purchase equipment and training programming for water and ice rescue program.	CommS B. Lemaich	65%	On Track	Safety gear (rope, carabiners, helmets, lights) were purchased last year. Staff is currently looking at a second Rapid Deployment inflatable. The completion of another internal recruitment to supplement technician ranks. Swim testing has been scheduled. Eight additional PFD's were purchased in 2023. Internal training continues with external training anticipated to be held in the coming 2 years once the OFM completes the ice and swift water rescue curriculum.	Yes	no				Yes			
13.4: Participate in zoning/site plan review process to ensure compliance with legislation.	CommS B. Lemaich		Ongoing	This is ongoing. Staff have provided comment for 16 variance/zoning reviews and 4 site plan reviews in 2023	yes					Yes			
13.5: Design and implement community outreach and educational initiatives to promote emergency preparedness, prevent emergencies and mitigate negative impacts on the community.	CommS S. Turner		Ongoing	Fire Services continues to involve themselves in as many community events as possible. Staff have recently completed inspections for compliance with all schools. Completion of fire drill scenarios in care and treatment occupancies and facilitated fire extinguisher training for agencies and MoK staff. Completion of Emergency Workers Centre drill as well as had the Emergency Response Plan approved by Council. Continued partnerships with communities in the County through CEMC meetings as well as local responder groups.	Yes					Yes			

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Focus Area: 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.	CorpS L Gowing		Ongoing	The focus on employee engagement will be an ongoing initiative. The Municipality held town hall meetings this year to address policy updates and has provided a forum to receive employee feedback. There are plans to complete an employee engagement survey in the near future. A focus on leadership development and succession planning will be started in 2024.	YES	NO	EXISTING BUDGET	Yes	Yes	Yes	Yes	Yes
14.2: Implement actions that create a work environment focused on the health and safety of all employees.	CorpS L Gowing		Ongoing	The Municipality of Kincardine has identified safety as one of the key values. The JHSC meets to discuss and address workplace hazards, review incident investigations and workplace inspections. Corporate health & Safety procedures continue to be updated and a Continuous Improvement Program for workplace safety is under review. The focus on workplace safety will never be complete and will be an ongoing initiative.	YES	YES	YES	Yes	Yes	Yes	Yes	Yes

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14.3: Evaluate the implementation of the Organizational Review, including revised organizational structure.	CAO	50%	On Track	Outline of the project provided to senior leadership team in June 2023, including the objectives, scope, individuals required, data collection, analysis and evaluation. Met with external HR consultant in July 2023. Currently meeting with department heads to discuss department structures, and analysing collected data. Next steps include some additional feedback from employees to then summarize with any recommendations to council.								
14.4: Conduct and implement a governance review of Council and Committee of Council.	CorpS	60%	On Track	Council received the Governance Review Final Report on June 8/23 with 27 recommendations. 16 of the recommendations have been completed including approval of the procedures by-law (R6 to R11), new report template (R15), Terms of Reference Template for Committees (R13 & R18), new Council staff relations policy (R14) and a Recruitment and Appointment of Advisory Committees of Council policy (R17). Council also identified the 3 to 5	Creation of new Strategic Plan			Yes	Yes	Yes	Yes	Yes
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.	SI N Griffin S Saqib	40%	On Track	Contract finalized with GHD for Municipal website and tourism website. First round of engagement completed. Met with current content leads. Working on audit of existing website and forms. Working project period has begun with GHD. Primary engagement with 4 audiences completed at end of September. Governance and maintenance plans in development.	Yes - launch set for Q1 of 2024	Will need staffing.	EXISTING BUDGET	Yes	Yes	Yes	Yes	yes

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15.2: Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.	SI L Fioze N Griffin	40%	On Track	A draft framework has been created. More work to develop coaching tools and resources will be developed in 2024.	yes	yes	Bang the table?					
15.3: Develop transparent customer service standards across the organization.	Corporate Services/I&D/C ommunity Services		Ongoing	Held an AMCTO Customer Service workshop in September for all Customer Service staff to improve standards and communication, and to ensure a consistent approach across the Municipality.	Expand Cityworks to Corporate Services in order for frontline staff to log service requests from members of the public.	yes	Yes	Yes	Yes	Yes	Yes	Yes
15.4: Streamline the customer complaints process to ensure follow up and resolution.	All		Ongoing	Work to differentiate the process and tools to receive and resolve complaints and calls for service, will be completed through the refresh of the website, the implementation of the cityworks program and the need for a policy review of the current complaints process.	yes							
15.5: Implement quarterly reports to ensure Council and the public are aware of department activities.	Department Heads		Ongoing	Quarterly reports have been developed and submitted to Council in order to keep Council and the public informed on progress.	yes	yes	no	Yes	Yes	Yes	Yes	yes

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15.6: Uphold the Code of Conduct when serving on Council and Committees of Council.	Council		Ongoing	Council received training on Code of Conduct in 2022 from the Integrity Commissioner and adopted an updated "Code of Conduct for Members of Council, Local Boards and Committee Members Policy By-law" at the June 5, 2023 meeting. Council also has access to the Integrity Commissioner for questions or concerns regarding the Code of Conduct or questions regarding Pecuniary Interest. Committee members will receive further training on the new Code of Conduct.	Ongoing training for Council and Committee members.	Municipal Integrity Commissioner is a legislative requirement.							
15.7: Invest in technology and digital service to leverage existing staff resources and increase organizational capacity.	CorpS	50%	On Track	Staff have been working with County IT to develop a shared services agreement for IT Services. A draft agreement and MOU have been prepared and a staff report will be coming to Council in October. Additional funds will be required in the 2024 Budget to support this initiative.	yes	Yes - municipal Corp Services and IT Staff			Yes	No	No	No	
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.	CorpS		Ongoing	Tax rates are determined through the annual budget process. User Fees are reviewed annually in October. Development charges are reviewed every 5 years.	yes	Yes	no		Yes				
16.2: Implement the financial strategy.	CopS		Ongoing	The financial strategy has been developed through the AMP and is reaffirmed through the annual budget process.	yes	yes	no		Yes				

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2024	Resources-Staffing	Resources -Budget	CorpS	Comms	SI	I&D	CAO
16.3: Implementation of PS 3280 – Accounting Standard for Asset Retirement Obligations (AROs), including policy development.	CorpS	75%	On Track	ARO Policy has been adopted by Council (By-law 2023-047). Internal ARO Working Group has been formed and work has been ongoing. Work is anticipated to be completed by the legislative deadline for reporting in the 2023 financial statements.	yes	yes	no	Yes	Yes	No	No	
16.4: Provide updates on asset management and funding status.	CorpS		Ongoing	Asset Management funding is discussed annually through the budget process. A 3% annual tax rate increase has been adopted informally by Council for purposes of supporting long-term capital and funding the Lifecycle Reserve Fund. A funding gap continues to exist due to balancing affordability of property taxes for constituents and maintaining current infrastructure.	Yes. Condition Assessment data will need to be gathered to continue updating our asset database.	yes	yes	Yes	Yes	No		
16.5: Research the benefits and challenges of implementing an accommodation tax.	CorpS	15%	Behind	MAT Introductory Report presented to former Council in June 2022. Implementation decision was to be considered by the new Council. Staff report planned for 2024. Implementation would require significant staffing and budgetary resources and would span multiple budget years.		yes	yes	Yes	Yes	Yes	Yes	Yes

17. Improve organization efficiency and be more innovative.

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2024	Resources-Staffing	Resources -Budget	CorpS	Comms	SI	I&D	CAO
17.1: Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities, and knowledge exchange.	CAO		Ongoing	Saugeen Shores is the lead municipality for the MIC and contracted project management and administrative support through the Nuclear Innovation Institute (NII), the project manager left the role in February 2023. MIC requested that Bruce County take over the coordination of these shared efforts and Bruce County staff presented a new approach to County Council to be funded by the levy and supported with new staff at the County. This was not supported at a County Council level. As a result, MIC investigated other options and have currently engaged a staff member from Northern Bruce Peninsula to assist with the work of the MIC. MIC presented to Council in November about their progress to date, including Smart Beach and the Food Cycler.	Yes	Yes	Yes - the municipality entered into an agreement to fund the MIC for a term of					
17.2: Adopt progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche Project.	CorpS J Leifso	80%	On Track	Records management module has been implemented, new Laserfiche repository has been designed and records are being transferred from the old repository to the new, staff are being trained on how to use the new repository, including how to save, find, and send records. An inventory has been completed of off-site storage locations. All historic treasury roll files have been scanned. Staff have completed digitizing cemetery records and continue digitizing current treasury rolls files. Records Management staff attended the Laserfiche Empower Conference. The next phase of this project for 2024 would see the development of workflows for Accounts Payable and Accounts Receivable to digitize that process.	yes	Yes - records management assistants to continue digitizing records and disposing of records past their retention date that are stored in other municipal facilities.		Yes	Yes	Yes	Yes	Yes

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2024	Resources-Staffing	Resources -Budget	CorpS	Comms	SI	I&D	CAO
17.3: Streamline internal and external online services.	CorpS & SI		Ongoing	Website redevelopment in progress. New payroll and timesheet system to be implemented in 2024. Online Bids & Tenders platform has been tested and will gradually be rolled out to all departments for procurements. Implemented new online payment platform to receive donations.	Yes	Yes	Yes	Yes		Yes		
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.	CAO		Ongoing	Council has been presented with a number of policy updates and new policies. One year of a four year cycle has been completed.	Yes	Yes	Yes					
17.5: Improve cyber security measures.	CorpS P Kerins		Ongoing	Additional cybersecurity measures have been purchased including licenses for Microsoft Azure. More training is planned for staff with regard to email safety and security. Staff will use KnowBe4 as a platform to monitor and support staff while testing for vulnerabilities in adaptive environment. Have been adding additional layers of authentication for various sites.	Yes	Yes	Yes					

Actions	LEAD Dept/ Staff	% complete	Status	Progress update	Moving Forward 2024	Resources-Staffing	Resources -Budget		CorpS	Comms	SI	I&D	CAO
17.6: Implement timesheet time-and-attendance software.	CorpS	10%	On Track	RFP process was undertaken and UKG has been approved as the successful proponent. Implementation phase to begin in Q4 2023 and is expected to last 6-12 months. Implementation will require significant staff time.	Yes	Yes	Yes	Annual licence fees of \$47,000	Yes				

On Track	Green	Yes
Behind	Yellow	No
Complete	Blue	
Ongoing		