

KINCARDINE

# PARKS AND RECREATION STRATEGIC PLAN

RECOMMENDATION IMPLEMENTATION STRATEGY

STRATEGIC THEMES

The background data collection and consultation exercises contained within the Situation Analysis Report revealed four distinct themes. These themes serve to help organize the recommendations and provide additional context for implementation.



**INVESTMENT AND SUSTAINABILITY**

The way in which a community plans investment in existing and future infrastructure while ensuring sustainability, are vital for vibrant, resilient communities. Recommendations under this theme focus on sustainable operations including ensuring assets are maintained and contribute to community pride, ensuring capacity to manage services over time, evidence-based planning/policy and investment in aspects of parks and recreation.



**SUPPORTIVE COMMUNITY**

The Municipality of Kincardine seeks to create a community where everyone is welcomed, and all people have the chance to participate in a healthy, active lifestyle. Recommendations under this theme provide actions that will enhance opportunities for all residents and visitors to experience the very best of recreation and parks in the Municipality in a welcoming and supportive way. A focus on responding to changing needs and interests will also be included under this theme.



**ENHANCING THE CUSTOMER EXPERIENCE**



This theme brings the customer experience to the fore and recommendations are geared towards providing a high-quality customer experience for residents and visitors alike at every interaction and point of contact for the customer. Actions in this theme area can also provide direction to try new, emerging, or creative ways to promote parks and recreation.



**CHANGE MANAGEMENT**


This theme addresses the usual implications of change that can be experienced within any organization, whether public or private. Change can be because of new or differing internal or external influences, a change in funding support, changes brought about through technology, policy direction to respond to current legislation, and turnover of staff/volunteers and their inherent institutional knowledge. It acknowledges that change can be difficult and requires a variety of strategies to support a seamless embrace within and outside the organization.

RECOMMENDATION IMPLEMENTATION STRATEGY – DAVIDSON CENTRE

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>1 DAVIDSON CENTRE</b> Undertake a Business Plan for the Davidson Centre. Ensure that budget tracking, cost centres and data collection aligns with elements of the plan to monitor results. The Business Plan should also consider the analysis of 12 month ice within the Municipality.		X		
	<b>2</b> Complete a detailed facility conditions assessment of all parts of the Davidson Centre, inclusive of a 10-year capital replacement cost estimate, in conjunction with the future assessment for a Multi-Use Recreation Complex (MURC).		X		
	<b>3</b> Working with the Accessibility Committee, commission an accessibility consultant to develop an updated plan to improve accessibility at municipal facilities and parks. Use recent accessibility audit (2023) of the Davidson Centre and include in future capital budget forecast.			X	


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RECOMMENDATION IMPLEMENTATION STRATEGY – ICE PADS AND INDOOR POOLS



#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 4	<b>ICE PADS</b> Maintain existing ice pads in a state of good repair and plan for major capital replacements to ensure sustained operations of these assets over the life of this plan.	X	X	X	
 5	Work with all ice user organizations to monitor participation and review ice allocation and policies annually to address inequities in allocation between all users (historic groups, girls, boys, youth, and adult) playing times for all abilities.	X	X	X	2.0
 6	Seek options to maximize use of ice during all time periods, including access to new families, options for people with exceptionalities (i.e., sensory skate) and youth-based skating options.	X			
 7	<b>INDOOR POOL</b> Conduct a facility assessment on all components of the pool at the Davidson Centre to identify their need for repair and replacement. Ensure future capital forecast budgets are updated accordingly.	X			
8	Seek Council support for the capital budget provision for the Pool Study. This should include an analysis to address expansion capabilities at the south-east wall, relocation of the fitness centre along the south-west wall, or relocation adjacent to the gymnasium, and/or other options that maximize continued use of the aquatic facilities within this Centre that meet new and contemporary expectations for an indoor pool such as a therapeutic pool and play features.	X			

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## RECOMMENDATION IMPLEMENTATION STRATEGY – GYMNASIUM AND HALLS


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>9 HALLS</b> Continue with the review and updating of agreements with various community organizations regarding hall/facility operation.	<b>X</b>			

## RECOMMENDATION IMPLEMENTATION STRATEGY – CONNAUGHT PARK (AGRICULTURAL BUILDING)





#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>10 AGRICULTURAL BUILDING</b> Ensure that the Connaught Park (Agricultural) Building is included in the Asset Management Plan for Recreation assets and included in future capital budget forecasts.	<b>X</b>			
	<b>11</b> Provide Municipal leadership to advance the amalgamation of the Kincardine Agricultural Society with the Tiverton Agricultural Society including financial incentives to benefit both parties.	<b>X</b>			
	<b>12</b> Restructure the agreement with the use of the Agricultural Building ensuring Municipal leadership as first party to either organization under legal agreement, to (I) Establish the primary rental of the building to the Kincardine Classics Gymnastics Club inclusive of revised rental rates that represent fair value for dedicated lease space by a not-for-profit organization. (II) Ensures the Agricultural Society is provided with appropriate outdoor covered event and storage space (temporary) for their Fall Fair requirements until an amalgamation solution is achieved.	<b>X</b>			

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RECOMMENDATION IMPLEMENTATION STRATEGY – PARKLAND SUPPLY AND STANDARDS


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>13 PARKLAND SUPPLY</b> That the Municipality amend the Official Plan Parkland Categories to exclude the combination of elementary school and secondary school site sizes, in favour of a new policy statement that “encourage the co-location of parks with school sites and/or stormwater capture areas, and/or open space areas.”		X		OP
	<b>14 NEIGHBOURHOOD PARKS</b> That the Municipality amend its Official Plan Neighborhood Park standard to be a minimum of 1 Hectare, and to adopt a provision standard of 1.4 Hectares / 1,000 population to reflect the current neighbourhood park supply.		X		OP
	<b>15</b> That the Municipality amend its Official Plan service radius for Neighbourhood Parks to 500 – 800 metres.				OP
	<b>16 COMMUNITY PARKS</b> That the Municipality amend its Official Plan policy for Community Parks to reflect a provision target of 2.3 Hectares/1,000, and a minimum size of 4 Hectares and eliminate the service radius.		X		OP
	<b>17 REGIONAL AND SPECIAL USE PARKS</b> That the Municipality amend its Official Plan policy to identify Regional Parks as a distinct park type, with a provision target of 1.6 Hectares/1,000, and a minimum size of 15 Hectares.		X		OP
	<b>18 SPECIAL USE PARKS</b> That the Municipality amend its Official Plan policy to identify Special Use Parks as a distinct park type, with a provision target of 1.2 Hectares/1,000, and a size of 1 to 8 Hectares with a community wide service area.		X		OP
	<b>19 PARKS BYLAW</b> Develop a Parks Bylaw to clearly outline the distinct role, function, and permitted uses and condition for use in keeping with contemporary risk management practices.	X			

RECOMMENDATION IMPLEMENTATION STRATEGY – SPORTS FIELDS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>20 BALL FIELDS</b> Replace the gravel fields in Tiverton with a quality soil mixture to increase use and player safety.		X		2.0
	<b>21</b> Continue current efforts to improve maintenance standards for ballfields to promote useability and player safety (infields to outfield transition area, fencing, lighting, infield quality, player benches) and ensure seasonal staff are trained on how to achieve new standards.	X			
	<b>22</b> Monitor the annual participation rates for minor ball users to ensure that a sufficient supply is maintained to meet the needs of various ages.	X			
	<b>23</b> Assess the need to increase the existing ball diamond capacity by expanding the outfield at Tiverton (front) as part of the infield revitalization and lighting replacement plan.	X			2.0
	<b>24</b> Engage the baseball user groups to determine the most appropriate diamonds for level and type of play and ensure that materials (grass, infield, player benches etc.) are suitable for all leagues and associations.	X			
	<b>25 RECTANGULAR FIELDS</b> The Municipality has the ability of increasing its existing soccer field capacity by 4.5 senior field equivalents through a combination of field lining and lighting.			X	
	<b>26</b> The Municipality should monitor the annual participation rates for minor soccer users to ensure that a sufficient supply of soccer/rectangular fields is available.	X			

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## RECOMMENDATION IMPLEMENTATION STRATEGY – CONNAUGHT PARK

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>27 CONNAUGHT PARK</b> Commission a detailed facility conditions assessment on all existing facilities and amenities within Connaught Park inclusive of a 10-year capital replacement cost estimate.		X		2.0
	<b>28</b> Commission a property appraisal for all or part of the Connaught Park site based on highest and best use.		X		2.0
	<b>29</b> Commission a conceptual site plan for the replacement of desired amenities from Connaught Park at a new 'green field' location with associated cost estimates.		X		2.0

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## RECOMMENDATION IMPLEMENTATION STRATEGY – PLAYGROUNDS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 30	<b>PLAYGROUNDS</b> That the Municipality finance at least one playground revitalization in their annual capital budget on a continuous basis.	X	X		
 31	Establish a municipal standard for junior and senior play structures that promotes play value, safety, and accessibility.		X		
32	Engage local community members in the design process for playground replacement.		X		<b>2.0</b>
33	Ensure that a wood fibre surface is the minimum standard to promote accessibility.		X		
34	Ensure there is accessible pathway access to the play-structure area, as well as an accessible transition from the pathway to the play surface.		X		
35	Using the CSA Standards for accessibility, consider rubberized surfaces and accessible play structures in larger Community Parks such as Tiverton Sports Park, Bruce Avenue/Legion Park, and Macpherson Park.		X		
36	Adopt a minimum maintenance standard for play structures throughout the Municipality and ensure appropriate staff training for maintenance and inspection.		X		




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RECOMMENDATION IMPLEMENTATION STRATEGY – SPORT COURTS/WHEEL PARKS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>37 SKATE PARK/SPORT COURT</b> Continue to develop the planned All Wheels Park with the Kincardine Lions Club at The Davidson Centre.	X			2.0
	<b>38</b> Engage local youth to determine the preferred location to site each sport court providing greater access throughout the Municipality.		X		2.0
	<b>39</b> Investigate new, emerging amenities that could enhance existing and new spaces.		X		
	<b>40</b> Update Council as new projects such as the skate park are being considered for planning and development to balance the user needs with ability to provide ongoing maintenance and asset management.	X			2.0



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RECOMMENDATION IMPLEMENTATION STRATEGY – TENNIS AND PICKLEBALL COURTS


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 41	<b>PICKLEBALL</b> Repurpose the current skate park, once the All Wheel Park is open, at the Davidson Centre with dedicated Pickleball Courts. Work with users to determine the number and design of the courts.		X		
 42	Establish a formal relationship (including working with the volunteers to move their status from an ad-hoc group to a not-for-profit organization) with local pickleball leaders.	X			
43	Ensure adherence to registration requirements and monitoring of play using indoor and outdoor Municipal facilities.	X			
 44	<b>TENNIS</b> Ensure adherence to registration requirements and monitoring use of play using outdoor Municipal facilities.	X			
45	Meet annually with tennis and pickleball users/organizations to assess shared use of facilities, and to identify issues and opportunities.	X	X		2.0

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**RECOMMENDATION IMPLEMENTATION STRATEGY – OTHER OUTDOOR FACILITIES  
(BEACH VOLLEYBALL, HORSESHOE PITS, LAWN BOWLING)**



#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 46	<b>OTHER</b> Maintain a state of good repair for the beach volleyball courts and supporting amenities.	X	X	X	
 47	Continue to monitor membership of the Lawn Bowling Club to determine its viability for a diminishing membership base.	X			<b>WMP</b>
48	As part of the Macpherson Park revitalization plan, consider converting lawn bowling to a multi-purpose/sport court and discontinuing horseshoe pits in favour of new/emerging pick-up game and sport interests (i.e., cornhole boards).		X		

**RECOMMENDATION IMPLEMENTATION STRATEGY – SPLASH PADS**

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 49	<b>SPLASH PADS</b> That the Municipality monitor community demand for a third splash pad in the Municipality to be located in new residential growth areas.			X	



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RECOMMENDATION IMPLEMENTATION STRATEGY – TRAILS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>50 TRAILS</b> Develop a trails strategy. Identify all topics to be considered including type of trails, use of trails, classification and maintenance expectations for different trails, supportive amenities required for the entire Municipality, not just within to the urban boundary.	X			
	<b>51</b> Establish an achievable trails maintenance standard.	X			
	<b>52</b> Develop a maintenance and replacement program for outdoor furnishings, signage, and equipment. Update the annual budget to ensure that public facing features are kept in state-of-good repair (benches, signage, garbage receptacles etc.).			X	
	<b>53</b> Conduct a needs assessment for additional outdoor amenities in parks and along trails, such as fitness equipment and a winter skating trail.			X	
	<b>54</b> Review opportunities to naturalize appropriate areas within existing and new trails, parks, and open spaces where environmental sustainability, operational savings and community benefit can be realized.	X			
	<b>55</b> Continue working with the Accessibility Committee to set priorities to ensure that, where feasible and in compliance with legislation, trails are suitable for all modalities, have adequate signage, are inspected regularly for issues that may impact mobility and access.	X	X	X	
	<b>56</b> Implement an adopt-a-trail/park program with business, neighbourhood associations and industry.		X		




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RECOMMENDATION IMPLEMENTATION STRATEGY – TRAILS (CONTINUED)


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	57	Complete a washroom audit and commit to bringing on two full winterized washrooms to be located on popular walking, running, and cycling routes.	X		
	58	Work with the Kincardine Trails Group to determine an all-season trail loop and a preferred Pavilion to be winterized for all season access.		X	
	59	Consider dedicating the Tiverton Walk of Memories Trail as an all-season trail with off-season access to washrooms.		X	
	60	Invest in trail user’s experience by improving signage, adding seating and shade trees, all season maintenance, parking, and accessibility.		X	
	61	Enhance communication with the Kincardine Trails Group and the public regarding the reestablishment of the Trails Group.	X		2.0
	62	Focus on opportunities to provide access to year-round recreation using outdoor trails and amenities that recognizes and entrenches the changes that occurred in the public’s interest in year-round options during the COVID-19 pandemic.		X	

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## RECOMMENDATION IMPLEMENTATION STRATEGY – WATERFRONT



#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 63	<b>WATERFRONT</b> Align recommendations from the recently completed Waterfront Plan with public feedback received during the Strategic Plan engagement sessions reinforcing the need for improved and consistent signage, furniture and fixtures, accessibility enhancements, improved parking etc.		X		WMP
	64	Enhance the maintenance program for the public spaces including waste management, washroom facilities, benches, signage, boardwalk, etc.		X	
 65	Establish a waterfront beach “Ambassador” program by providing a visible presence of trained staff and/or volunteers.	X			WMP
 66	Ensure that updates to the public reinforce waterfront safety, including the need to implement and enforce all recommendations that have been made both in the Waterfront Master Plan and within previous audits.	X			WMP

## RECOMMENDATION IMPLEMENTATION STRATEGY – PAVILIONS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 67	<b>PAVILIONS</b> Conduct an inspection inventory for all Pavilions and set annual budget priorities to ensure appropriate investment for safety, aesthetics, and functionality.		X		

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RECOMMENDATION IMPLEMENTATION STRATEGY – PROGRAMMING

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>68 PROGRAMMING</b> Develop options to expand school break camps for children either through direct delivery or through partnerships with community groups and use of alternative spaces where feasible.	X			
	<b>69</b> Look at ways to provide staff incentives for staff to commit to 8 weeks of employment such as contract employment bonuses.	X	X		<b>2.0</b>
	<b>70</b> Strengthen and expand the current financial assistance framework (subsidy) for individuals and families to increase equity and provide more people with opportunities to improve their health and wellbeing.		X		
	<b>71</b> Conduct a review of fees and charges for municipal programs with a defined cost-recovery model to identify opportunities to gain more revenue from some programs.		X		
	<b>72</b> Develop staff training programs/internships/co-op programs to provide opportunities (young adults and active older adults) to become certified as lifeguards and swim instructors.	X			
	<b>73</b> Evaluate compensation for all part time staff and lifeguards annually.	X	X	X	<b>2.0</b>
		<b>74</b> As facility and park accessibility is improved, develop a plan to enhance opportunities for people with exceptionalities through current or new programming/activities.		X	X
<b>75</b> Work with youth to identify safe places in supportive and available facilities.		X			<b>2.0</b>
<b>76</b> Work with youth to ensure signage and customer service training supports a welcoming environment at the Davidson Centre as well as other inclusive and safe spaces, especially those facilities that are open and available many hours per day, year round.			X		<b>2.0</b>

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RECOMMENDATION IMPLEMENTATION STRATEGY – PROGRAMMING (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	77	Increase quality assurance over time by training all staff in HIGH FIVE (for children and older adult program staff) and enhanced behaviour management training for those working with children.		X	
	78	Look for opportunities to increase outdoor programming for all ages i.e., walking programs, running, fitness, geocaching, photography.	X		
	79	Work with older adults to enhance the variety of programs to support healthy aging.	X		
	80	Pilot select new fitness classes in daytime and evening slots, utilizing the expertise of current staff.	X		
	81	Pilot drop in options or try-it pick up programs for youth in the Community Centres to provide new opportunities for participation and to assess which programs could be added to the regular schedule.	X		
	82	Explore expanded programming in the pool by engaging with previous and new partners to deliver alternative programming like paddleboarding, scuba, or deep water running.		X	
	83	Survey user groups annually to collect participation data and projections to establish key performance indicators that help reinforce space allocation and fee structures.	X		
	84	Work with user groups over time to fully implement and adhere to the allocation policies, free access to space, facility booking policies and fee schedule.		X	2.0
	85	Review the existing policy for free use of the Davidson Centre for Municipal staff and volunteer firefighters.		X	





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RECOMMENDATION IMPLEMENTATION STRATEGY – EVENTS

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		SHORT	MEDIUM	LONG	
	<b>86 EVENTS</b> Update the 2015 Event Policy that will outline the criteria and process by which permit requests are considered and approved and will ensure that the process is sustainable within current departmental structure and level of support . Streamline facility booking with event booking process.	X			2.0
	<b>87</b> Evaluate all events currently delivered by the Municipality to confirm alignment with the Municipality’s values and resources, including increasing revenues through charging for equipment and services.		X		
	<b>88</b> Develop a process to track expenses, human resource allocation and equipment depreciation to be able to accurately reflect the cost and benefits of events.	X			
	<b>89</b> Work with event organizers to determine specific improvements needed to the outdoor pavilions used to host various music and entertainment themed events (view, seating, acoustics, support amenities etc.) to make sure they get captured for future budget and capital consideration.		X		
	<b>90</b> As part of the development of a new Event Policy, consider promoting more events that embrace diversity, enhance accessibility, and promote a welcoming and inclusive environment.		X		2.0
	<b>91</b> Monitor volunteerism to identify trends and plan for sustainability as volunteers age, and interests and time constraints evolve.		X		

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RECOMMENDATION IMPLEMENTATION STRATEGY – PARTNERSHIPS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>92 PARTNERSHIPS</b> Develop criteria for partnerships that address key roles, staff capacity and responsibilities, and metrics, including projects that may be of a ‘joint capital’ nature (funded in partnership with other organizations and the Municipality). Review annually and ensure business plan development as part of the partnership.		X		
	<b>93</b> Ensure the Community Services Department is represented at all planning tables for the potential Mega School in Bluewater District School Board.	X			<b>2.0</b>
	<b>94</b> Investigate shared facility and service delivery opportunities with adjacent municipalities. Review and update Huron-Kinloss Agreement.		X		
	<b>95</b> Work with partners to expand fundraising to develop a perpetual maintenance fund that goes directly to the Municipal reserve funds.		X		
	<b>96</b> Work with all user groups (community and sport organizations) to track annual participation and use data and to assess fairness in allocation for type of facility, time of use and ability to grow programs as needed.	X	X	X	<b>2.0</b>
	<b>97</b> Renew the Reciprocal Agreement with the Bluewater District School Board to ensure the agreement is financially equitable and maximizes community use of school facilities.	X			<b>2.0</b>
	<b>98</b> Meet seasonally with staff to discuss amending existing procedures to reflect existing conditions such as weather, changing priorities etc.	X			
	<b>99</b> Consider early installation of ice in one ice pad through gaining written confirmation from user groups in advance (including payment) to host additional training opportunities, try-outs, introduction programs etc.	X			

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RECOMMENDATION IMPLEMENTATION STRATEGY – POLICY AND ADMINISTRATION

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>100 POLICY AND ADMINISTRATION</b> Work with the Treasurer to structure the Cost Centres in parks and recreation areas to the level of detail that supports performance measurement monitoring, including tracking key benchmark data over time.	X			
	<b>101</b> Develop strategies for new revenue streams, including but not limited to, disposition of surplus assets (i.e. airport lands, parks work yards), introduction of a MAT tax, introduction of beach parking fees for non-residents.		X		
	<b>102</b> Proactively monitor population growth projections based upon the planned expansion of the Bruce C Power Project and its impact on Kincardine to assess the impact on the demand for recreation programs and indoor and outdoor facilities and the potential for new and/or emerging interests.	X	X		2.0
	<b>103</b> Monitor the impact of potential growth on all corporate plans within the Municipality and assess the best course of action for the Municipality of Kincardine in terms of future planning.	X	X	X	2.0 and WMP
	<b>104</b> Complete a comprehensive Facility Conditions Assessment for all existing indoor and outdoor facility assets, as part of the Corporate Asset Management Plan, that includes remaining effective lifecycle, repair and revitalization schedule and costs, and/or replacements costs and include in the long-term capital forecast (adjust for annual inflation).		X		


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 RELATED MUNICIPAL POLICIES AND PLANS: 2.0 — INTEGRATED STRATEGY 2.0 WMP — WATERFRONT MASTER PLAN OP — THE OFFICIAL PLAN

**RECOMMENDATION IMPLEMENTATION STRATEGY – POLICY AND ADMINISTRATION**  
(CONTINUED)




#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 105	Strengthen the focus on beach and pier safety, aligning with the Waterfront Master Plan.	X			WMP
 106	Provide enhanced training for all staff regarding corporate direction for diversity, equity and inclusion initiatives and customer service, including welcoming signage in all Municipal facilities.	X			2.0
 107	Continue proactive approach to developing updated written policies and procedures, including the provision of staff training to enhance customer service and customer experience as changes are implemented.	X	X	X	2.0
 108	Develop staff training and software to ensure that front line staff can easily input their hours of work to the correct cost centre, especially for staff that are responsible for a variety of parks and facilities (both recreation and non-recreation facilities).		X		
 109	Develop metrics and best practices to monitor staff complement.	X			2.0
 110	Include staff in discussions regarding training, workload, customer service expectations, suggestions for business process review etc.	X			2.0
 111	Ensure tracking data systems monitors the impact of user fees on program and facility utilization.	X	X	X	
 112	Work with relevant departments (create a staff team) to undertake the previously recommended Parks By-Law as it is being developed to ensure all internal stakeholders have capacity to implement, monitor and enforce.		X		

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RECOMMENDATION IMPLEMENTATION STRATEGY – CAPACITY BUILDING



#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>113 CAPACITY BUILDING</b> Create a Project Manager portfolio to be funded through contributions from the capital projects within the Parks and Recreation annual budget process.	X			2.0
	<b>114</b> Engage community members in decision making for new programs and services and ensure that a diverse mix of views are welcomed and considered, thus building capacity within the Municipality through volunteer investment and contributing to new views and ideas that foster change (2SLGBTQIA+, diverse cultures, all age cohorts).	X	X	X	2.0
	<b>115</b> Realign roles and office location to consolidate the management of the Davidson Centre under one Manager role.	X			2.0
	<b>116</b> Hire dedicated staff to manage events, revenue generation and provide support to volunteer organizations.	X			2.0
	<b>117</b> To increase transparency, explore establishing a committee of community volunteers to assist staff with assessing applications and preparing recommendations for funding support and/or fee waivers for final approval by Council.		X		
	<b>118</b> Develop an approach to succession planning that is responsive and forward looking.	X			2.0
	<b>119</b> Develop written levels of service for the operations and maintenance of all parks and recreation assets and ensure staff are trained accordingly plus a communication plan for the community and user groups.	X			
	<b>120</b> Using key performance indicators and milestones, develop and implement quarterly project status reports to Council.		X	X	2.0
	<b>121</b> As community led projects are being considered, ensure that a corresponding operating budget impact is included in the report to provide an indication of how these projects continue to require an investment by the Municipality.	X			2.0

RECOMMENDATION IMPLEMENTATION STRATEGY – COMMUNICATIONS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
	<b>122 COMMUNICATIONS</b> Create a signage and wayfinding standard that applies throughout the Municipality and is consistent with the Waterfront signage and/or other regional signage programs.	X			<b>WMP</b>
	<b>123</b> Invest in on-line options to improve service and focus staff away from continued phone interruptions.		X		<b>2.0</b>
	<b>124</b> Ensure staff resources include priorities for social media content creation and promotion.	X			
	<b>125</b> Supplement with more traditional communication techniques to ensure those without access to on-line services are updated.	X	X		
	<b>126</b> Monitor changes in the community that may necessitate the need to promote programs and services differently (different languages, options for various physical challenges).		X		<b>2.0</b>
	<b>127</b> Maintain a presence of senior staff at the Davidson Centre to provide visibility to user groups, assist with launching new policy direction, engage with stakeholders.	X			
	<b>128</b> Empower staff to increase social media activity to deliver current information, provide timely program and service announcements, and reach a wider audience that use social media as their preferred communication method.	X			
	<b>129</b> Maintain current information for the Municipality and community service providers' (and partners) programs with up-to-date references, contact information, coming events, etc.	X			

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RECOMMENDATION IMPLEMENTATION STRATEGY – COMMUNICATIONS (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS
		SHORT	MEDIUM	LONG	
 130	Provide public communication using all available media opportunities to provide updates to the public regarding projects, priorities and new programs and services; consider a simple visual approach.		X	X	2.0
 131	Ensure social media and website options are maximized to provide proactive education and awareness regarding timing and rationale for changes that may shift from historic approaches (insurance risk, need for waivers, etc.) so the public receives advance information that supports decision making.	X			2.0
132	Ensure communication continues to note that the Municipality of Kincardine is one community.	X	X	X	
133	Use Municipal branding that reinforces the concept of one community.	X	X	X	

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