

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	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	1 DAVIDSON CENTRE 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			In Progress	10%	Q2 2024 - Business/Strategic Plan has commenced which is reviewing all components of the Davidson Centre.
	2 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			In Progress	5%
	3 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		In Progress	5%	Q2 2024 - Staff have started conversations to identify accessibility components for consideration for 2024/25 that will check off some items identified of the Catalogue of Issues. These items were also identified in a recent report completed by an Accessibility Expert who reviewed the Davidson Centre and surrounding lands.

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RECOMMENDATION IMPLEMENTATION STRATEGY - ICE PADS AND INDOOR POOLS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	4 ICE PADS 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		Ongoing		Q2 2024 -Staff will be including an in depth assessment of the entire DC as part of the 2025 Budget, that will provide recommendations for improvements and suggests for long-term planning.
	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	In Progress	5%	Q2 2024 -On going monitoring. Staff met with ice user groups first week of May to discuss allocation. The existing Allocation Guidelines will be presented to Council as a policy in 2025.
	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				In Progress	5%	Q2 2024 – Will be identified in the Business/Strategic Plan for the DC and the TSC to be completed in 2024..
	7 INDOOR POOL 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				Not Started		Q2 2024 – Will be considered as part of 2025 Budget.
	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	X				Not Started		Q2 2024 – Will be considered as part of 2025 Budget.

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indoor pool such as a therapeutic pool and play features.




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RECOMMENDATION IMPLEMENTATION STRATEGY - GYMNASIUM AND HALLS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
 9	HALLS Continue with the review and updating of agreements with various community organizations regarding hall/facility operation.	X				Not Started		

RECOMMENDATION IMPLEMENTATION STRATEGY - CONNAUGHT PARK (AGRICULTURAL BUILDING)


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
 10	AGRICULTURAL BUILDING Ensure that the Connaught Park (Agricultural) Building is included in the Asset Management Plan for Recreation assets and included in future capital budget forecasts.	X				Not Started		Q2 2024 – Will be included in the 2025 budget for consideration.
 11	Provide Municipal leadership to advance the amalgamation of the Kincardine Agricultural Society with the Tiverton Agricultural Society including financial incentives to benefit both parties.	X				Not Started		
 12	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 Klassics 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.	X				Not Started		

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RECOMMENDATION IMPLEMENTATION STRATEGY - PARKLAND SUPPLY AND STANDARDS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
60% 	13 PARKLAND SUPPLY 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	Not Started		
	14 NEIGHBOURHOOD PARKS 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	Not Started		
	15 That the Municipality amend its Official Plan service radius for Neighbourhood Parks to 500 – 800 metres.				OP	Not Started		
	16 COMMUNITY PARKS 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	Not Started		
	17 REGIONAL AND SPECIAL USE PARKS 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	Not Started		
	18 SPECIAL USE PARKS 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	Not Started		

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19	PARKS BYLAW 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				In Progress	40%	Q2 2024 – Draft completed and currently under review with Community Services and Clerks Division.
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RECOMMENDATION IMPLEMENTATION STRATEGY - SPORTS FIELDS

#	RECOMMENDATION	SUGGESTED TIMING			RELATE D POLICIE S & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	20 BALL FIELDS Replace the gravel fields in Tiverton with a quality soil mixture to increase use and player safety.		X		2.0	Not Started		
	21 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				In Progress	50%	Q2 2024 – Back stop completed at Tout Diamond, new light fixtures installed on existing poles at Connaught. Seasonal staff have been trained for 2024 season.
	22 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				Ongoing		
	23 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	Not Started		
	24 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				Ongoing	Q2 2024 – Discussions will commence after the 2024 season. Staff meet bi-annual with the ball groups prior to season and post season.	
	25 RECTANGULAR FIELDS 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			X		Not Started		

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	lighting.							
	26 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			Ongoing			

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RECOMMENDATION IMPLEMENTATION STRATEGY - CONNAUGHT PARK

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	27 CONNAUGHT PARK 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	In Progress	10%	Q2 2024 – Facilities condition currently underway.
	28 Commission a property appraisal for all or part of the Connaught Park site based on highest and best use.		X		2.0	Not Started		
	29 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	Not Started		

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RECOMMENDATION IMPLEMENTATION STRATEGY - PLAYGROUNDS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	30 PLAYGROUNDS That the Municipality finance at least one playground revitalization in their annual capital budget on a continuous basis.	X	X			In Progress	50%	Q2 2024 – The five year capital forecast acknowledges new equipment annually at a selected park based on an assessment completed in 2022 of the status of existing play equipment.
	31 Establish a municipal standard for junior and senior play structures that promotes play value, safety, and accessibility.		X			Ongoing		
	32 Engage local community members in the design process for playground replacement.		X		2.0	In Progress	5%	Q2 2024 – Staff are developing a Terms of Reference for Macpherson Play Ground replacement that includes engagement.
	33 Ensure that a wood fibre surface is the minimum standard to promote accessibility.		X			In Progress		Q2 2024 – Since 2023 staff have been install wood fibre surfacing in parks that currently have hard packed sand which can pose injury.
	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			In Progress		
	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			In Progress		

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36	Adopt a minimum maintenance standard for play structures throughout the Municipality and ensure appropriate staff training for maintenance and inspection.		X			Ongoing	100%	Q2 2024 – As of 2023, the department’s minimum level of standard for inspections for all play equipment is monthly 12 months of the year.
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RECOMMENDATION IMPLEMENTATION STRATEGY - SPORT COURTS/WHEEL PARKS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	37 SKATE PARK/SPORT COURT Continue to develop the planned All Wheels Park with the Kincardine Lions Club at The Davidson Centre.	X			2.0	Ongoing		Q2 2024 – Staff meet regularly with the Kincardine Lions Club in supporting their plans
	38 Engage local youth to determine the preferred location to site each sport court providing greater access throughout the Municipality.		X		2.0	Ongoing		
	39 Investigate new, emerging amenities that could enhance existing and new spaces.		X			In Progress		
	40 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	In Progress		

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RECOMMENDATION IMPLEMENTATION STRATEGY - TENNIS AND PICKLEBALL COURTS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
 41	PICKLEBALL 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			In Progress	5%	Q2 2024 – Initial meeting occurred in Q1 2024. Continued conversations will occur in the coming months.
 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				In Progress		Q2 2024 – Survey has been shared with the group to determine interest in sanctioned club and leadership opportunities.
43	Ensure adherence to registration requirements and monitoring of play using indoor and outdoor Municipal facilities.	X				Ongoing		
 44	TENNIS Ensure adherence to registration requirements and monitoring use of play using outdoor Municipal facilities.	X				Ongoing		Q2 2024 – The KTC uses a membership base. Membership numbers are shared with the MoK annually.
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	Ongoing		Q2 2024 – Annually meetings occur to discuss to debrief previous season and plan for pending season.

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


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
 46	OTHER Maintain a state of good repair for the beach volleyball courts and supporting amenities.	X	X	X		Ongoing		Q2 2024 – Staff continues to support the volleyball community in outdoor beach courts.
 47	Continue to monitor membership of the Lawn Bowling Club to determine its viability for a diminishing membership base.	X			WMP	In Progress		Q2 2024 – Membership numbers in 2023 were 14.
 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			Not Started		

RECOMMENDATION IMPLEMENTATION STRATEGY - SPLASH PADS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				


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	<p>49 SPLASH PADS That the Municipality monitor community demand for a third splash pad in the Municipality to be located in new residential growth areas.</p>			<p>X</p>		<p>Not Started</p>		
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RECOMMENDATION IMPLEMENTATION STRATEGY - TRAILS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	50 TRAILS 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				Not Started		Q2 2024 – Staff anticipating including this as part of 2025 Budget requests.
	51 Establish an achievable trails maintenance standard.	X				Not Started		Q2 2024 – Due to capacity issues, staff may include this as part of the terms of reference for a Trails Strategy.
	52 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		Not Started		
	53 Conduct a needs assessment for additional outdoor amenities in parks and along trails, such as fitness equipment and a winter skating trail.			X		Not Started		
	54 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				In Progress		

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	55 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		Not Started	Q2 2024 – Will be included in the Terms of Reference for a Trails Strategy.
	56 Implement an adopt-a-trail/park program with business, neighbourhood associations and industry.			X			Not Started

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RECOMMENDATION IMPLEMENTATION STRATEGY - TRAILS (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		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				In Progress	5%	Q2 2024 – Washrooms facilities currently part of the Building Conditions Assessment. Future winterized washroom locations could be considered at Station Beach and Tiverton Sports Park.
	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			Not Started		Q2 2024 – Anticipated that this will be included in the scope of work with a Trails Strategic Plan
	59 Consider dedicating the Tiverton Walk of Memories Trail as an all-season trail with off-season access to washrooms.		X			Not Started		
	60 Invest in trail user’s experience by improving signage, adding seating and shade trees, all season maintenance, parking, and accessibility.		X			Not Started		
	61 Enhance communication with the Kincardine Trails Group and the public regarding the reestablishment of the Trails Group.	X			2.0	In Progress		Q2 2024 – Staff meet regularly with members from the Trails Group to discuss operation components. Continued conversations regarding scope of work for a Strategic Plan will be pending


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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			Not Started	Q2 2024 – Anticipate this will be defined in a Trails Strategy.
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RECOMMENDATION IMPLEMENTATION STRATEGY - WATERFRONT


#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	63 WATERFRONT 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	In Progress	30%	Q2 2024 – First draft plan and drawings for phase 1 of Station Beach Boardwalk to be completed in 2024.
	64 Enhance the maintenance program for the public spaces including waste management, washroom facilities, benches, signage, boardwalk, etc.		X				Ongoing	
	65 Establish a waterfront beach “Ambassador” program by providing a visible presence of trained staff and/or volunteers.	X			WMP	In Progress		Q2 2024 – Beach Blazer program to launch 2024. Currently recruiting volunteers. 2024 shall be a pilot year for the program, with review occurring in fall 2024.
	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					In Progress	Q2 2024 – All first phase recommendations in the Pier Safety Report are being activated in in Q2-3 2024.

RECOMMENDATION IMPLEMENTATION STRATEGY - PAVILIONS

SUGGESTED TIMING	RELATED
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#	RECOMMENDATION	SHORT	MEDIUM	LONG	POLICIES & PLANS	STATUS	%	NOTES
 67 PAVILIONS	M Conduct an inspection inventory for all Pavilions and set annual budget priorities to ensure appropriate investment for safety, aesthetics, and functionality.		X			Choose an item.		Q2 2024- All pavilions are currently having a conditions assessment completed. Further capital forecasts shall reflect future investments.

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RECOMMENDATION IMPLEMENTATION STRATEGY - PROGRAMMING

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	68 PROGRAMMING 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				In Progress		Q2 2024- Currently review school reciprocal agreement to determine if available space within schools for usage for summer day camps to expand into speciality camps.
	69 Look at ways to provide staff incentives for staff to commit to 8 weeks of employment such as contract employment bonuses.	X	X		2.0	Not Started		
	70 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			Completed	100%	Q2 2024 – Partnership with Bruce County Social Services to manage the Financial Assistance program. MoK will assist my marketing the program within the community.
	71 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			In Progress		Q2 2024 – Will be included in the Business Plan
	72 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				Not Started		
	73 Evaluate compensation for all part time staff and lifeguards annually.	X	X	X	2.0	Ongoing		
	74 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		In Progress		Q2 2024 – All Abilities swim opportunities have commenced. Staff will review additional prospects for expanded programs.


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RECOMMENDATION IMPLEMENTATION STRATEGY

75	Work with youth to identify safe places in supportive and available facilities.	X			2.0	Not Started		
76	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		2.0	Not Started		


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RECOMMENDATION IMPLEMENTATION STRATEGY - PROGRAMMING (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES		
		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				In Progress		Q2 2024 – All camp staff will be trained in High Five’s principals of Healthy Child Development in June with pol staff trained in the fall. Camp staff will received into training for behaviour management prior to camp commencing.
	78	Look for opportunities to increase outdoor programming for all ages i.e., walking programs, running, fitness, geocaching, photography.	X					Not Started		
	79	Work with older adults to enhance the variety of programs to support healthy aging.	X					In Progress		Q2 2024 – Staff have joined a county wide initiative for a collaboration to commence an Age Friendly designation.
	80	Pilot select new fitness classes in daytime and evening slots, utilizing the expertise of current staff.	X					In Progress		
	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					Not Started		




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RECOMMENDATION IMPLEMENTATION STRATEGY

	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			Not Started		
	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				Ongoing		
	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	In Progress		
	85	Review the existing policy for free use of the Davidson Centre for Municipal staff and volunteer firefighters.		X			Not Started		





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RECOMMENDATION IMPLEMENTATION STRATEGY - EVENTS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	86 EVENTS 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	Completed	100%	Q2 2024 – Approved by Council
	87 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			In Progress		Q2 – 2024 – Staff anticipate presenting a fees proposal as part of 2025 budget process.
	88 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				In Progress		
	89 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			Not Started		
	90 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	Ongoing		
	91 Monitor volunteerism to identify trends and plan for sustainability as volunteers age, and interests and time constraints evolve.		X			Not Started		

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RECOMMENDATION IMPLEMENTATION STRATEGY - PARTNERSHIPS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	92 PARTNERSHIPS 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			Not Started		
	93 Ensure the Community Services Department is represented at all planning tables for the potential Mega School in Bluewater District School Board.	X			2.0	Ongoing		
	94 Investigate shared facility and service delivery opportunities with adjacent municipalities. Review and update Huron-Kinloss Agreement.		X			Not Started		
	95 Work with partners to expand fundraising to develop a perpetual maintenance fund that goes directly to the Municipal reserve funds.		X			Not Started		
	96 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	2.0	Choose an item.		
	97 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			2.0	In Progress		
	98 Meet seasonally with staff to discuss amending existing procedures to reflect existing conditions such as weather, changing priorities etc.	X				Ongoing		
	99 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				In Progress		

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RECOMMENDATION IMPLEMENTATION STRATEGY - POLICY AND ADMINISTRATION

	100 POLICY AND ADMINISTRATION 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				Not Started			
	101 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				Not Started		
	102 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	In Progress		
	103 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	In Progress		
	104 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				In Progress		

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RECOMMENDATION IMPLEMENTATION STRATEGY - POLICY AND ADMINISTRATION
(CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
 105	Strengthen the focus on beach and pier safety, aligning with the Waterfront Master Plan.	X			WMP	In Progress		Q2 2024 – Phase 1 recommendations in progress
 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	Not Started		
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	In Progress		
 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			Not Started		
109	Develop metrics and best practices to monitor staff complement.	X			2.0	Not Started		
110	Include staff in discussions regarding training, workload, customer service expectations, suggestions for business process review etc.	X			2.0	In Progress		
111	Ensure tracking data systems monitors the impact of user fees on program and facility utilization.	X	X	X		In Progress		





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RECOMMENDATION IMPLEMENTATION STRATEGY




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			In Progress		
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RECOMMENDATION IMPLEMENTATION STRATEGY - CAPACITY BUILDING

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	113 CAPACITY BUILDING 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	Not Started		
	114 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	Not Started		
	115 Realign roles and office location to consolidate the management of the Davidson Centre under one Manager role.	X			2.0	In Progress		
	116 Hire dedicated staff to manage events, revenue generation and provide support to volunteer organizations.	X			2.0	Not Started		
	117 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			Not Started		
	118 Develop an approach to succession planning that is responsive and forward looking.	X			2.0	Ongoing		
	119 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				In Progress		
	120 Using key performance indicators and milestones, develop and implement quarterly project status reports to Council.		X	X	2.0	Ongoing		
	121 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	In Progress		



RECOMMENDATION IMPLEMENTATION STRATEGY - COMMUNICATIONS

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		SHORT	MEDIUM	LONG				
	122 COMMUNICATIONS 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			WMP	In Progress		
	123 Invest in on-line options to improve service and focus staff away from continued phone interruptions.		X		2.0	In Progress		
	124 Ensure staff resources include priorities for social media content creation and promotion.	X				Not Started		Q2 2024 Limited resources provide this opportunity at this time.
	125 Supplement with more traditional communication techniques to ensure those without access to on-line services are updated.	X	X			Not Started		
	126 Monitor changes in the community that may necessitate the need to promote programs and services differently (different languages, options for various physical challenges).		X		2.0	In Progress		
	127 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				In Progress		
	128 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				Choose an item.		
	129 Maintain current information for the Municipality and community service providers' (and partners) programs with up-to-date references, contact information, coming events, etc.	X				Ongoing		

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RECOMMENDATION IMPLEMENTATION STRATEGY - COMMUNICATIONS (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			RELATED POLICIES & PLANS	STATUS	%	NOTES
		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	Ongoing		
 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	Ongoing		
132	Ensure communication continues to note that the Municipality of Kincardine is one community.	X	X	X		Ongoing		
133	Use Municipal branding that reinforces the concept of one community.	X	X	X		Ongoing		

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