



Municipality of Kincardine

Setting Priorities & Achieving Results: Strategic Action Plan

EXECUTIVE SUMMARY

November 13, 2024



- Project Objectives
- Key Success Factors
- Our Approach
- What We Heard
- Four Goals
- Strategic Priorities & Actions
- Next Steps & Tracking Progress



Objective

- The purpose of this strategic planning process is to engage Council and the senior management team to revise the goals, priorities and achievable actions for the remainder of this term of Council.

Outcomes

- Incorporate input from the community, Council, and staff;
- Develop clearly defined goals and priorities;
- Establish a “roadmap for action” providing direction for budgets, projects, and operations; and
- Ensure a shared vision among Members of Council and the management team.

Leadership Team told us ...





- ✓ Practical and realistic by ensuring that we are not making promises or setting expectations that are outside our sphere of authority.
- ✓ Build common ground among Members of Council.
- ✓ Measurable actions to enable the effective tracking of progress.
- ✓ Simple & concise to establish clear direction for staff using language understood by all readers.

Our Approach

- 1:1 interviews with Members of Council & senior management team
- Community questionnaire – 355 responses
- Staff questionnaire – 28 responses
- Leadership Team Session 1 (Aug 13th)
- Leadership Team Session 2 (Sept 23rd)



Teams

Team 2 Men & Little Lady <ul style="list-style-type: none">C. MikeDM AndreaAdam 	Team Rose Between 2 Thorns <ul style="list-style-type: none">C. AmandaC. BillLorie 
Team K9 <ul style="list-style-type: none">M. KenC. BethGuyRoxana 	Team Thunderbirds <ul style="list-style-type: none">C. RoryC. JenJillene 

- From residents ...
 - To the question “*What makes the Municipality of Kincardine a great place to live?*”, 74% selected “Waterfront” as either their first, second or third preferred choice followed by 42% who selected “Outdoor open space, parks and trails” as either their first, second or third preferred choice.
 - The most important “local government services to your household” was “Fire & emergency services” and “Maintenance of waterfront and outdoor spaces”.

- From staff ...
 - The top response to the question “*Rank the following challenges that you think require attention during this Council term*” was “Invest in municipally owned facilities” followed by “Housing affordability”.

Goal 1: Financial Stability

- Establish a strong financial foundation enabling the Municipality to meet the needs of our community now and in the future.

Goal 2: Welcoming & Vibrant Community

- Foster a sense of community and provide an exceptional quality of life.

Goal 3: Strong Local Economy & Healthy Growth

- Pursue smart growth reflecting our rural small-town character and support opportunities to live and work in the Municipality of Kincardine.

Goal 4: Organizational Effectiveness

- Provide residents with good value for services and maintain an accountable and professional working environment.

GOAL 1: Financial Stability

- 1.1 Taking a long-term evidence-based approach to drive budgeting, operations, and projects.
- 1.2 Optimizing the value to residents of municipal infrastructure and assets.
- 1.3 Pursuing alternative revenue sources to reduce reliance on residential taxpayers.



Action Highlights

- ✓ Review & update the Asset Management Plan
- ✓ Implement infrastructure renewal actions and integrate funding into budgets and forecasts
- ✓ Review all municipally owned properties and facilities to identify potential other uses
- ✓ Consider go-forward options and costs for the Kincardine Airport
- ✓ Effective government advocacy strategy to get additional funding from Province for infrastructure renewal projects

GOAL 2: Welcoming & Vibrant Community

- 2.1 Providing opportunities for healthy living.
- 2.2 Working with our community partners to enhance our quality of life.
- 2.3 Protecting our natural environment.



Action Highlights

- ✓ Council to approve a prioritized list of realistic recommendations from the Parks & Recreation Strategic Plan
- ✓ Complete a Cost Benefit Analysis with options, costs and next steps for both the Davidson Centre & Tiverton Sports Complex
- ✓ Complete rehabilitation of Station Beach Boardwalk
- ✓ Use the community grant process to support community groups to provide more programs, including youth-focused programs
- ✓ Implement a Tree Planting Program in partnership with community groups

GOAL 3: Strong Local Economy & Healthy Growth

- 3.1 Pursuing a thoughtful and well-designed growth strategy.
- 3.2 Contributing to more housing options for people at all ages and income levels.
- 3.3 Supporting local businesses and jobs.



Action Highlights

- ✓ Develop downtown design guidelines
- ✓ Go-forward plan with costs and options to extend water/wastewater to Tiverton
- ✓ Explore if municipally owned property can be repurposed into attainable housing
- ✓ Consider the costs and benefits of moving forward with a municipal accommodation tax (MAT) and/or a short-term accommodation licensing (STA)
- ✓ Consider reducing development charges for commercial and higher density housing
- ✓ Focus Community Improvement Plan on downtown development and beautification

GOAL 4: Organizational Effectiveness

- 4.1 Demonstrating transparent decision-making and financial accountability.
- 4.2 Continuously improving our day-to-day operations to be more effective, efficient, and customer focussed.
- 4.3 Recognizing and rewarding excellence among our employees.



Action Highlights

- ✓ Develop a customer service strategy, including the use of technology to support community engagement
- ✓ Introduce meaningful key performance indicators to measure operational effectiveness and efficiency
- ✓ Complete service delivery and organizational review projects
- ✓ Improve employee engagement efforts
- ✓ Establish a People Plan to ensure the Municipality is an “employer of choice”

- ❑ Once Council has approved the content of the Strategic Action Plan, Linton Consulting will work with our in-house designers to develop a final Strategic Action Plan designed to be read by the entire community.
- ❑ This Plan will include word-for-word content approved by Council.
- ❑ This final document is expected to be completed within three weeks of Council approval of Strategic Action Plan content.

Samples of Recent Linton Deliverables



- Establishing goals, priorities and actions is important. Being able to monitor and track progress is equally as important.

GOAL 1: Financial Stability



1.1 Taking a long-term evidence-based approach to drive budgeting, operations, and projects.				
ACTIONS	TARGET DATE	LEAD	% COMPLETE	COMMENTS
a) Reaffirm Council direction for the Bruce Telecom Legacy objectives and intended use of earnings.	2025/Q1	TBC	0%	
b) Council decision to adhere to the 3% Asset Management Plan annual increase for the remainder of the term of Council.	2025/Q1	TBC	0%	
c) Implement the Bridge Management Plan recommendations with budgetary approval of required funds.	2025/Q1	TBC	0%	
d) Expand the Asset Management Plan to include additional asset categories and allocate funds to specific departments, projects, and priorities.	2025/Q3	TBC	0%	
e) Approve the Transportation Plan and integrate financial requirements into the budget and financial forecast. Communicate the costs of this plan to the community.	2025/Q4	TBC	0%	
f) Implement a preventative maintenance program/system for municipally owned property, facilities, fleet, and equipment.	2025/Q3	TBC	0%	

no progress
 in progress
 complete





Thank You!

LINTON
Consulting