



Municipality of Kincardine

Setting Priorities & Achieving Results: Strategic Action Plan

Draft Final Report

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1.0 Introduction

- 1.1 Context & Objectives
- 1.2 Collaborative Approach
- 1.3 What We Heard: Highlights

Context

- ❑ Created in 1999 by the amalgamation of the Town of Kincardine, the Township of Kincardine, and the Township of Bruce, the Municipality of Kincardine has a population of 12,268.
- ❑ The Municipality is one of eight within the County of Bruce, and is governed by a mayor, deputy mayor and seven members of Council.
- ❑ The Municipality has completed several master plans, studies and departmental business plans. The Integrated Strategy 2.0 provides direction until December 2024.
- ❑ The purpose of this strategic planning process is to engage Council and the senior management team to develop goals, priorities and achievable actions for the remainder of this term of Council.

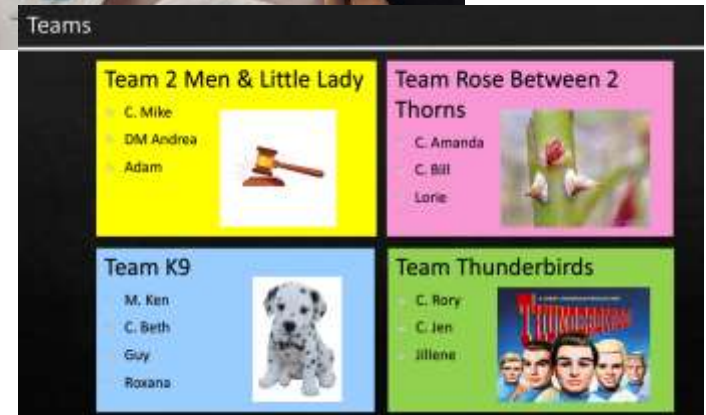


Project Objectives

- ❑ In the lifecycle of every organization, there comes a time when you need to discover – or rediscover – your core purpose and strategic goals.
- ❑ Establishing an action-oriented and results-focused Strategic Action Plan is necessary to help Council work with the management team to establish realistic goals and outcome-based objectives.
- ❑ An effective Strategic Action Plan needs to achieve these outcomes:
 - Incorporate input from the community, Council, and staff;
 - Clearly articulate overarching goals and priorities;
 - Establish a “roadmap for action” providing clear and practical direction for budgets, projects, and operations; and
 - Accomplish buy-in and shared vision among Members of Council and the management team.

Approach Highlights

- ❑ The Strategic Action Plan is Council's direction to the administration. It is important that staff and residents have an opportunity to be involved in this process.
- ❑ Phase 2: Leadership & Community Engagement was focused on collecting and summarizing input from:
 - Leadership Team (Members of Council & senior management team) one-on-one interviews.
 - Community questionnaire – 355 responses.
 - Staff questionnaire – 28 responses.
 - Session 1 (August 13) with the Leadership Team (Members of Council & senior management team).
 - Session 2 (September 23): Leadership Team (Members of Council & senior management team).



Community Questionnaire Highlights

- ❑ An online questionnaire was created to capture valuable input from residents on municipal services and future priorities. The link to this questionnaire was shared on the website and social media pages.
- ❑ The questionnaire was live between June 10 - August 26, and 355 residents participated.
- ❑ Detailed results are included in the Appendix, however some of the highlights include:
 - To the question “*What makes the Municipality of Kincardine a great place to live?*”, over 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” followed by “Maintenance of waterfront and outdoor spaces”.

WHAT MATTERS MOST?

SHARE YOUR INPUT TO UPDATE THE **STRATEGIC ACTION PLAN**

<https://www.surveymonkey.com/r/MofK>

THE MUNICIPALITY OF **KINCARDINE**
great things. balanced life.

Staff Questionnaire Highlights

- ❑ An online questionnaire was created to capture input from employees. The link to this questionnaire was emailed to all staff with 28 employees participating.
- ❑ Detailed results are included in the Appendix, however some of the highlights include:
 - 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”*.
 - The top response to the question *“Rate the current level of motivation & enthusiasm among those staff members with whom you frequently work.”* was *“Fair”* at 46%, 39% selected *“Good”*, 7% selected *“Poor”*, and 7% selected *“Exceptional”*.
 - When asked the question on what methods of communication are preferred by citizens, the top two responses from staff were *“Municipal social media”* and *“Municipal website”*.



2.0 Strategic Action Plan

- 2.1 Introduction
- 2.2 Goals
- 2.3 Strategic Priorities & Actions

Leadership Team (Council & Senior Management Team) Direction

- ❑ During the 1:1 interviews with Members of Council and the senior management team, we asked for the key project success factors. There was widespread agreement that the Strategic Action Plan needed to accomplish the following outcomes:
 - **Practical and realistic** by ensuring that we are not making promises or setting expectations that are outside our sphere of authority.
 - **Build a shared vision** and achieve 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.



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.

- a) Introduce a standard process to determine the financial requirements and staffing implications of Council-initiated projects. (2025, Q1)
- b) Move forward with infrastructure renewal recommendations from completed plans and integrate financial requirements into the budget and financial forecast, Council approval of required funds. (2025, Q1)
- c) Review and update the Asset Management Plan five years post-adoption of the original AMP as required by legislation, providing recommended funding levels for each asset category in the financial strategy. (2026, Q3)
- d) Expand the works management system to enhance preventative maintenance programs for assets managed by Community Services. (2025, Q3)

1.2: Optimizing the value to residents of municipal infrastructure and assets.

- a) Develop an internal staff report with options and costs for the Kincardine Airport. (2025, Q1)
- b) Engage an external consultant to support staff in completing a review of all municipally owned properties and facilities with an objective of identifying opportunities to convert municipal assets to other uses. (2026, Q1)

1.3: Pursuing alternative revenue sources to reduce reliance on residential taxpayers.

- a) Explore the need for additional staff capacity or external professional grant writers (as part of the 4.2b proposed Organizational Review) to research and write grant applications. (2025, Q3)
- b) Develop a government relations strategy in consultation with local MP and MPP clarifying the municipality's advocacy priorities and key messages. These will include a nuclear facility host community agreement, the review of the static value assessment of hydro properties, and financial contribution to future capital projects. Engage an external government relations resource if required. (2025, Q1)
- c) Explore the costs and benefits of moving forward with a Municipal Accommodation Tax (MAT) and/or a Short-Term Accommodation (STA) Licencing. Council decision on moving forward with MAT and/or STA and staff completion of policies/bylaws. (2026, Q2)

Goal 2: Welcoming & Vibrant Community

2.1 Providing opportunities for healthy living.

- a) Engage a consulting partner to complete a cost-benefit analysis for improving/maintaining the Davidson Centre and Tiverton Sports Complex versus building new facilities. (2025, Q3) Municipal staff to complete a business plan with design options, costs and alternative funding opportunities for both facilities. Council approval of the preferred option with allocated budget included in budget and financial forecast. (2026, Q2)
- b) Council to approve a prioritized list of realistic recommendations from the Parks & Recreation Strategic Plan to include in budgets and financial forecast. (2025, Q1)
- c) Complete the Station Beach Boardwalk rehabilitation project. (2025, Q3)
- d) Establish targets, timelines, and capacity requirements to expedite the waterfront maintenance program. (2025, Q4)
- e) Complete accessibility plan with an updated catalogue of issues to include clear priorities, timelines, and estimated costs. (2026, Q4)
- f) Promote active transportation features for all new residential neighbourhoods with consideration for linkages to amenities and areas of interest. (2025, Q1)

2.2 Working with our community partners to enhance our quality of life.

- a) Strengthen relationships with community groups by developing consistent policies, processes, roles, and responsibilities. (2025, Q2)
- b) Engage community partners to explore the development of a four-season trail and pursue a sponsorship opportunity with local businesses to cover the cost of an all-season washroom facility. (2026, Q1)
- c) Support community groups and opportunities through the community grant process to encourage and promote programs and activities that support inclusion and a sense of belonging, including young adult-focussed programs. (ongoing)

2.3 Protecting our natural environment.

- a) Continue invasive species programs (e.g. phragmites and emerald ash borer) and provide consistent community progress updates. (ongoing)
- b) Implement a tree planting program with urban tree canopy target/plan and a roadside tree target/plan. (2026, Q1)

Goal 3: Strong Local Economy & Healthy Growth

3.1 Pursuing a thoughtful and well-designed growth strategy.

- a) Assess the impact of Bruce C to quantify the additional requirements on the municipality and use these findings to advocate for a “host community agreement”. (2025, Q1)
- b) Council approval of preferred option and financial plan to expand services to Tiverton. (2026, Q1)
- c) Develop Downtown Design Guidelines to protect existing heritage features and promote sympathetic new development contributing to an appealing and authentic small-town feel. (2027/2028)

3.2 Contributing to more housing options for people at all ages and income levels.

- a) Council approval to sell municipally owned property for affordable housing development. Advocate to the County, Province, and Federal Government to financially contribute to a potential future housing project. (2025, Q4)
- b) Consider reduced development charges during the next development charge review cycle for both commercial and higher density housing developments to expedite these types of projects. (2025, Q4)

3.3 Supporting local businesses and jobs.

- a) Staff to complete a business retention and expansion (BR&E) review project to support economic development. (2025, Q3)
- b) Approve a Comprehensive Zoning Bylaw, including policy changes to support downtown businesses (e.g. reducing parking space requirements). (2025, Q1)
- c) Focus Community Improvement Plan financial incentives to encourage downtown development and beautification. (2025, Q2)

Goal 4: Organizational Effectiveness

4.1 Demonstrating transparent decision-making and financial accountability.

- a) Develop a customer service strategy, including the use of technology and tools to include community engagement. (2025, Q4)
- b) Introduce simple and outcome-focussed Key Performance Indicators to track issues and outcomes. (2025, Q4)

4.2 Continuously improving our day-to-day operations to be more effective, efficient, and customer focussed.

- a) Engage a consulting partner to work with staff to complete a Service Delivery Review with a focus on identifying core services and associated costs/benefits; establishing appropriate service standards; and identifying opportunities for improvement. (2025, Q3)
- b) Engage a consulting partner to work with staff to complete an Organization Review by using the outcomes of the Service Delivery Review and recommend changes to “right-size” the organization and make it more effective, efficient and customer focussed. (2026, Q1)
- c) Develop a Fire Services Plan focussed on managing risk and providing reliable fire and emergency services. (2025, Q4)
- d) Contribute to the Bruce Area Solid Waste Recycling transition plan and support the communication of this plan to residents. (2025, Q4)
- e) Develop a tactical plan to enhance cybersecurity. (2025, Q4)

4.3 Recognizing and rewarding excellence among our employees.

- a) Establish an Employee Engagement Staff Committee to present staff recognition/appreciation recommendations to the CAO/senior management team. (2025, Q2)
- b) Initiate a mandatory attendance annual staff team building half-day event with all full-time staff hosted by the CAO/senior management team to share employee achievements and communicate upcoming strategic corporate initiatives. (2025, Q2)
- c) Establish a People Plan to ensure that the municipality is an “employer of choice”. This plan to include succession strategy, Council and staff onboarding program, employee performance incentives, mentoring program, professional development and training opportunities, and a Council-staff relations policy and code of conduct. (2026, Q1)

3.0 Next Steps

- 3.1 Towards the Final Product
- 3.2 Tracking Progress

Final Strategic Action Plan Deliverable

- ❑ 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



Strategic Action Plan Progress Tracker

- Establishing goals, priorities and actions is important. Being able to monitor and track progress is equally as important. A Strategic Action Plan Progress Tracker (sample page below) has been created to assist management to demonstrate progress to Council and the community on a regular basis. Target dates, lead department, percentage complete, and relevant comments provide a simple tool for ongoing monitoring and tracking for every action included in the Strategic Action Plan.

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

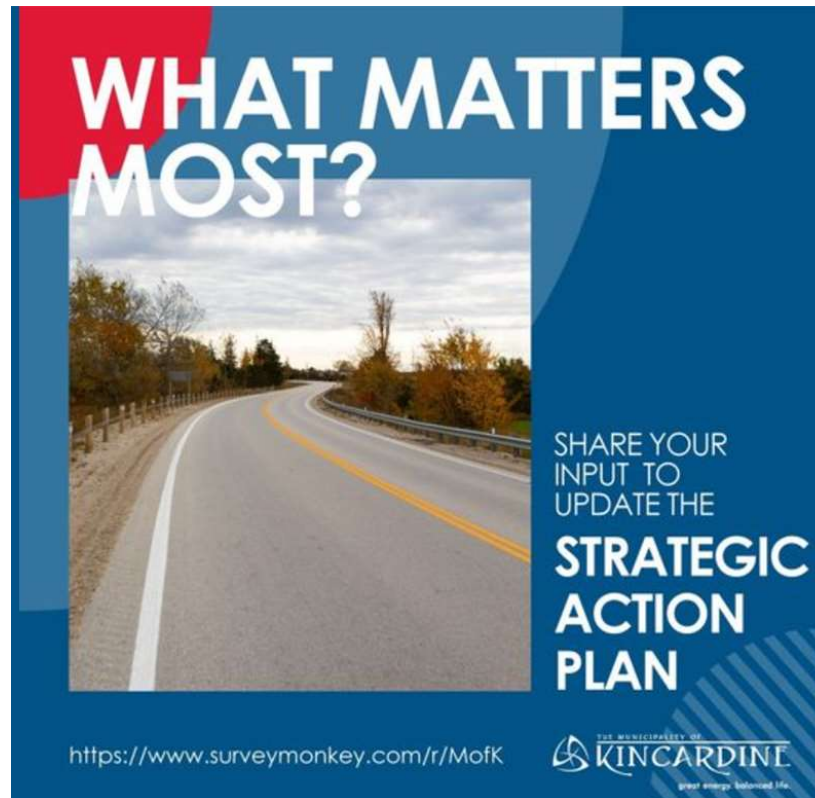
complete

Appendix: Questionnaire Results

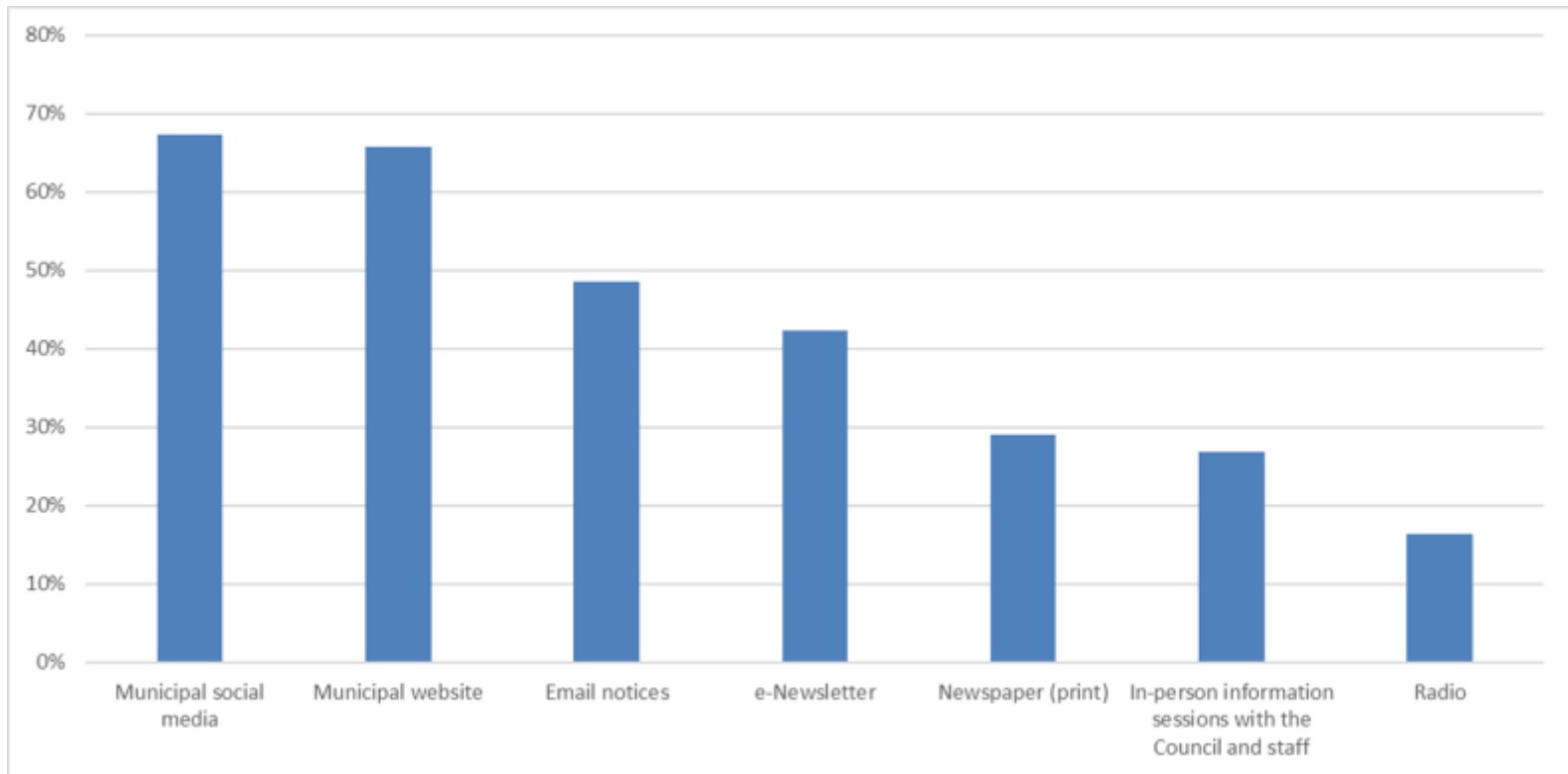
- Community Questionnaire
- Staff Questionnaire

Introduction

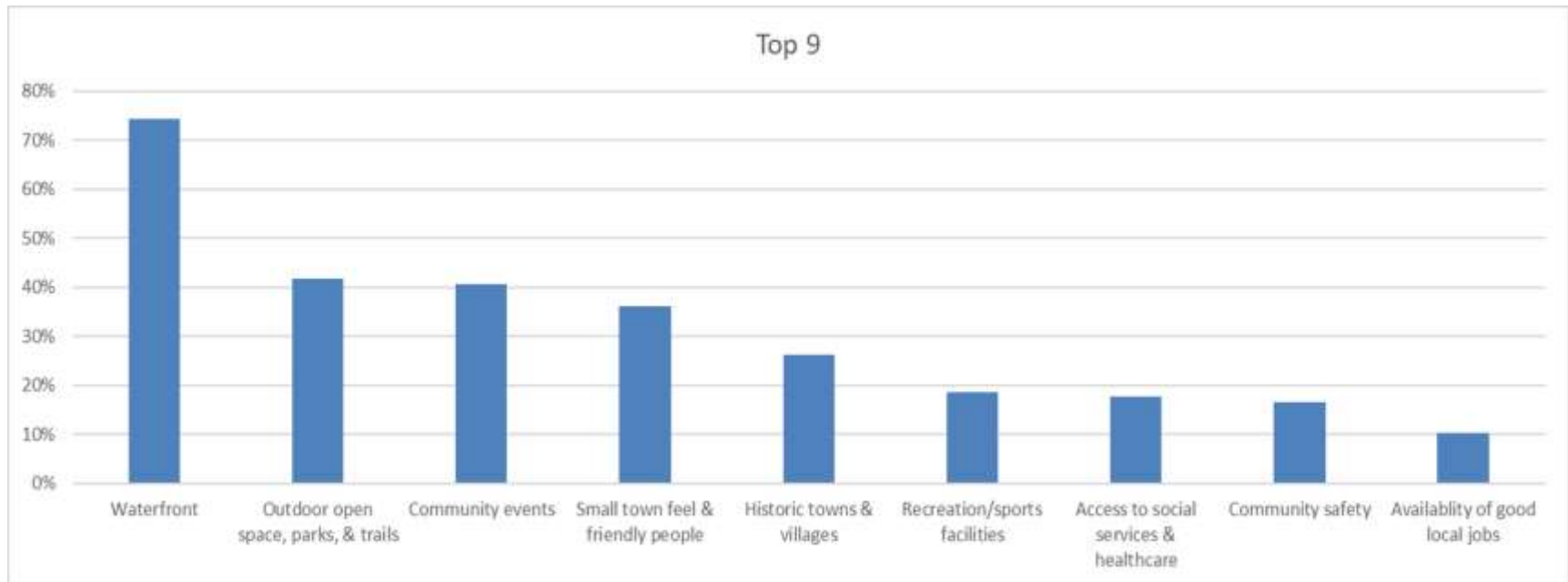
- ❑ An online questionnaire was created to capture basic input/feedback from residents on services and future priorities. The link to this questionnaire was shared on the home page on the website and promoted through social media.
- ❑ The questionnaire was publicly available between June 10 – August 26 and 355 residents participated.



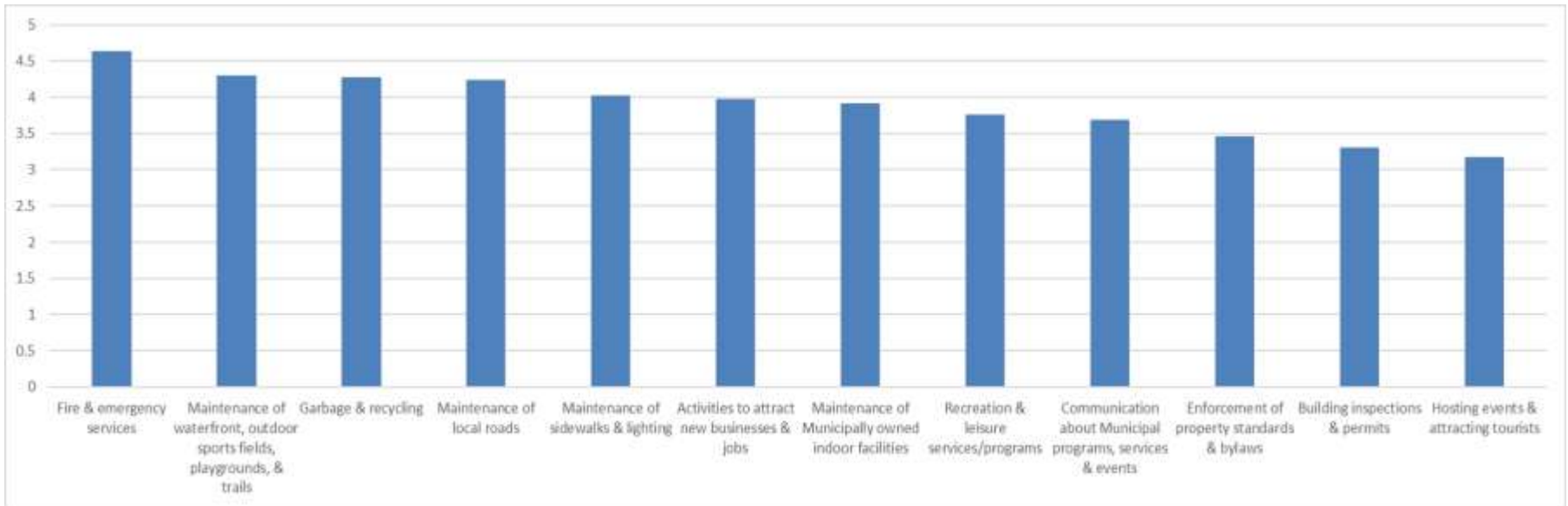
Question: Rank the below communication methods based on how you would prefer to learn about Municipal issues/events/initiatives. The below graph shows the top three choices from participants – 67% selected “Municipal social media” as either their first, second or third preferred choice and 66% selected “Municipal website” as either their first, second or third preferred choice.



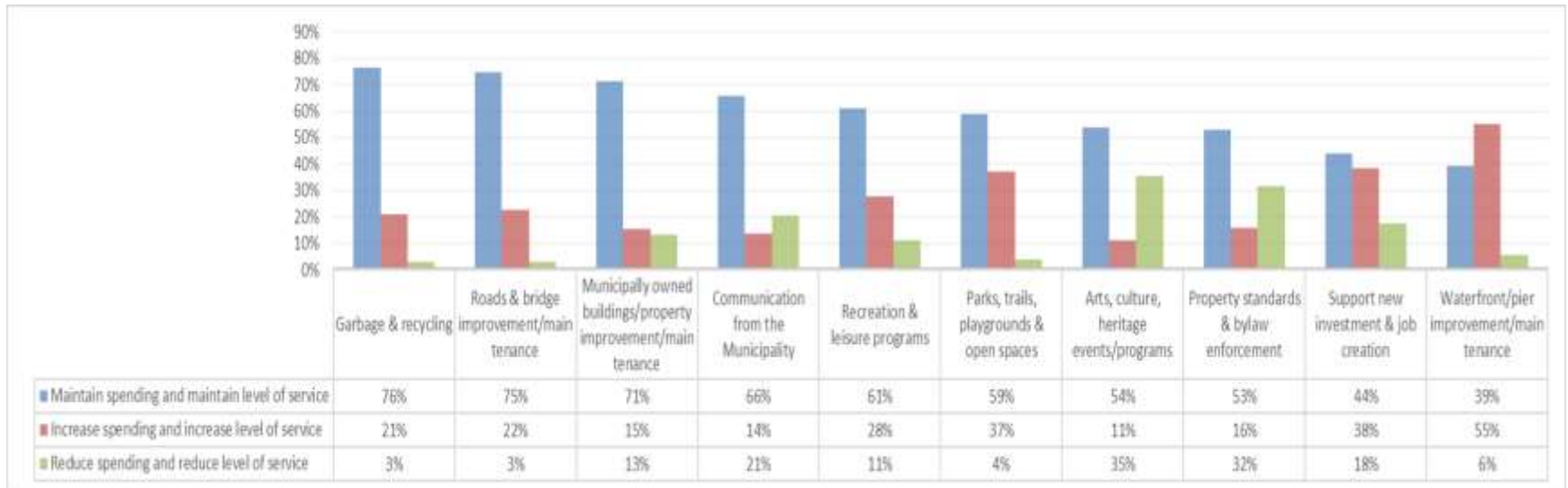
Question: Rank the below features that you think make the Municipality of Kincardine a great place to live? The below graph shows the top choices from participants – 74% selected “Waterfront” as either their first, second or third preferred choice followed by 42% who selected “Outdoor open space, parks and trails” as either their first, second or third preferred choice.



Question: How important are the following local government services to your household (with 1 being “not important at all” and 5 being “extremely important”)? The below graph shows the most important service of respondents was “Fire and emergency services” with an average score of 4.63 out of 5. “Maintenance of waterfront and outdoor spaces” was next at an average score of 4.3 out of 5.



Question: Considering that the Municipality of Kincardine receives about 57¢ of every dollar of property taxes paid by a resident, for each of the following services, identify what you would like to see happen? The graph below indicates a preference among respondents to “maintain spending and maintain level of service” in all areas except for “Waterfront/pier improvement/maintenance”. In this area, 62% would prefer that the Municipality “Increase spending and increase level of service”.

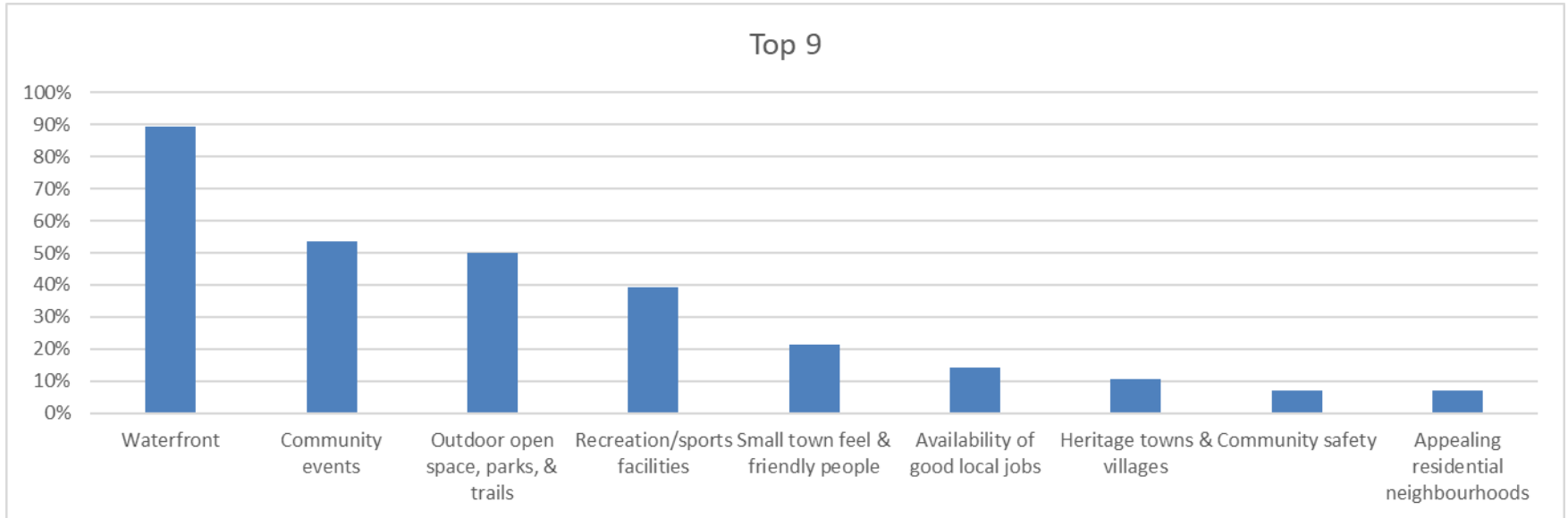


Introduction

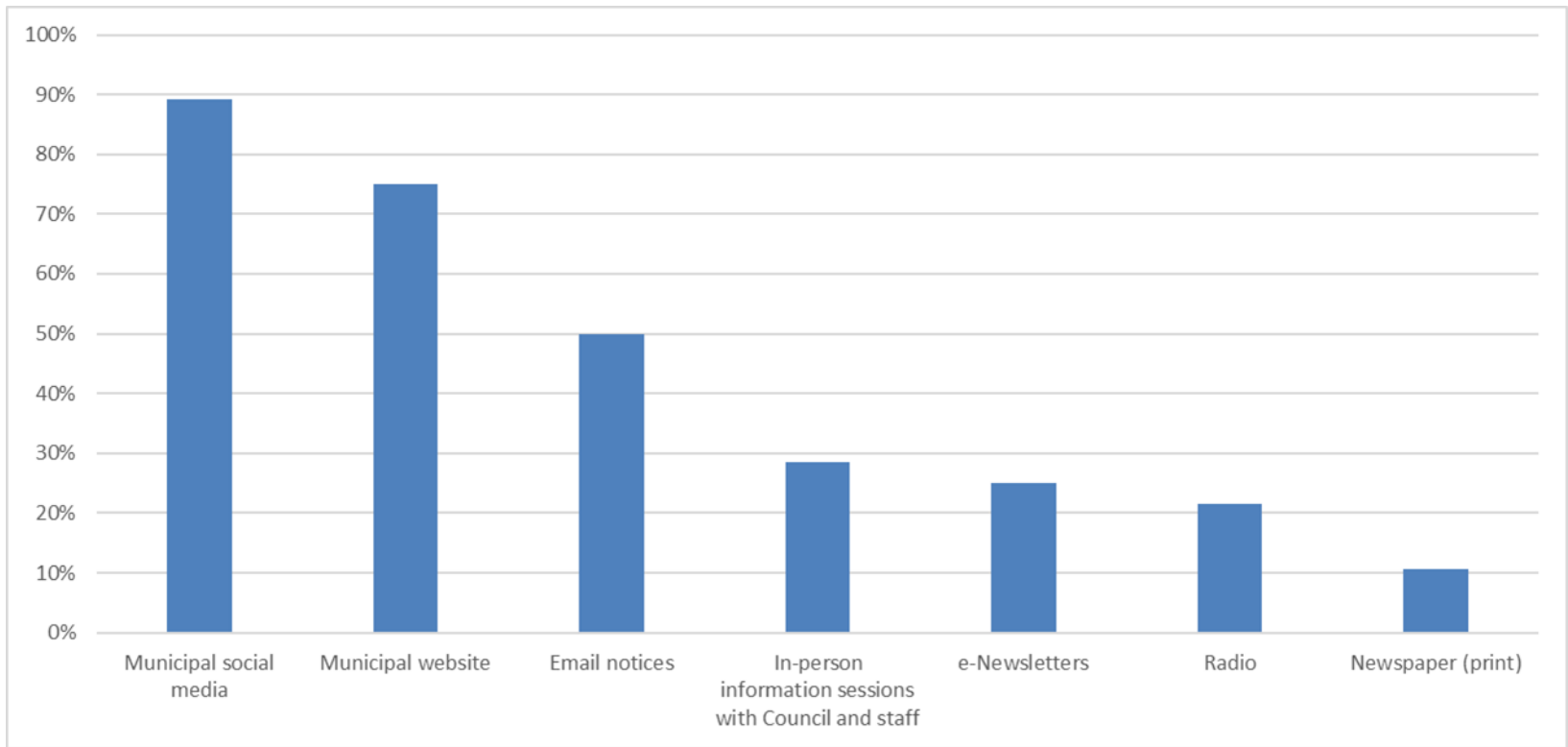
- ❑ An online questionnaire was created to capture input from Municipal staff, with 28 employees completed this questionnaire.



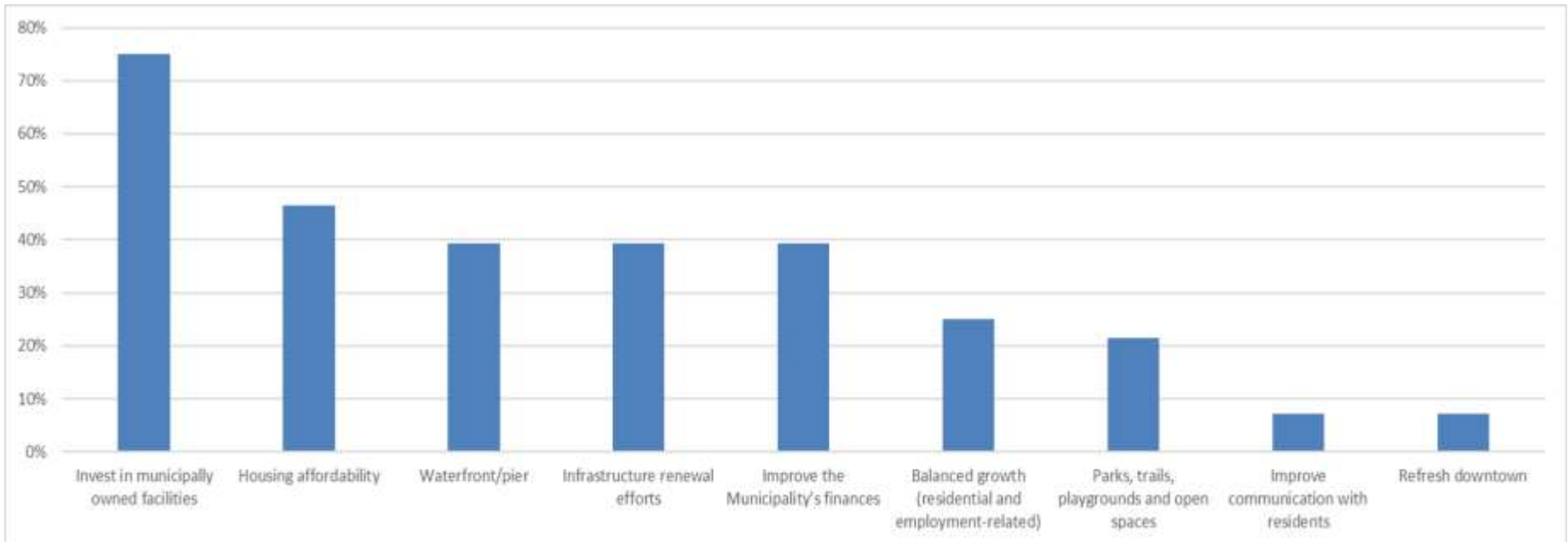
Question: Rank the below features that you think make the Municipality of Kincardine a great place to live. The below graph shows the top choices from staff participants – 89% selected “Waterfront” as either their first, second or third preferred choice followed by 54% selecting “Community events” as either their first, second or third preferred choice.



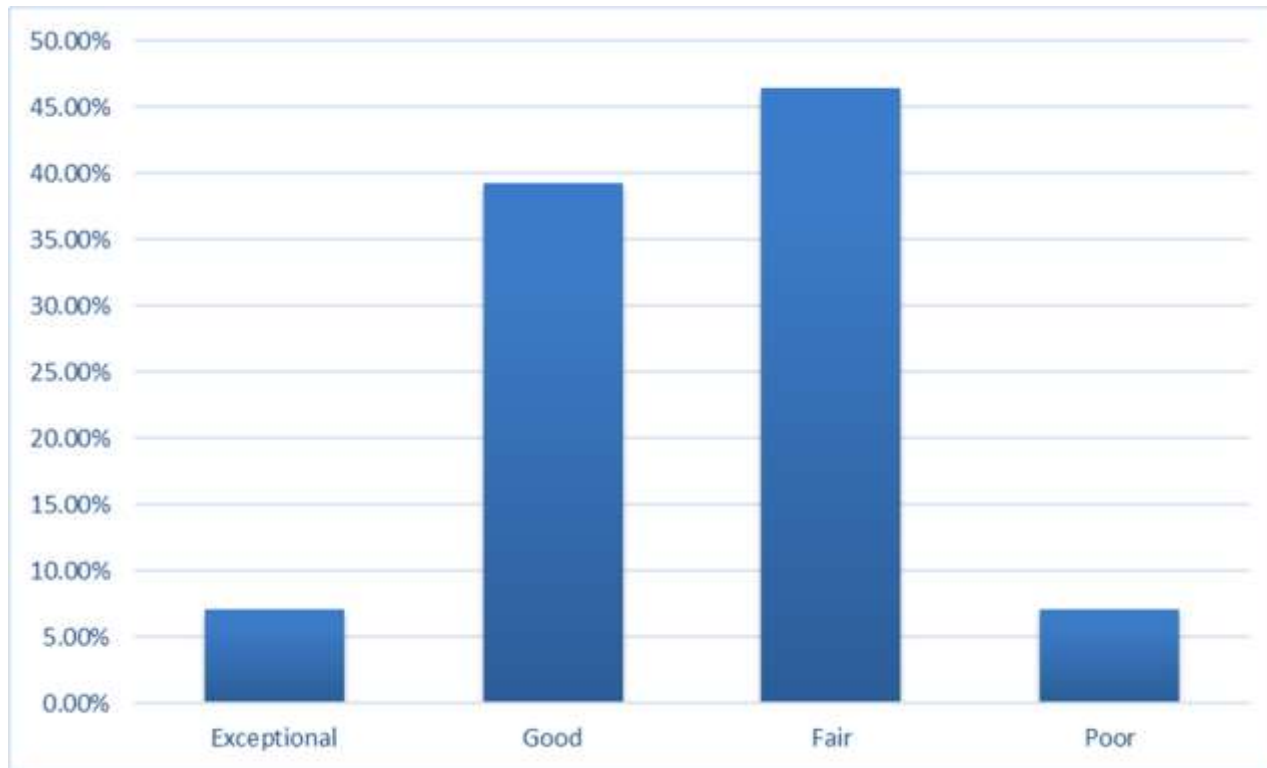
Question: From your perspective, rank the below communication methods based on how you think citizens would prefer to learn about Municipal issues/events/initiatives. The below graph shows the top choices from staff participants – 89% selected “Municipal social media” as either their first, second or third preferred choice followed by 75% selecting “Municipal website” as either their first, second or third preferred choice.



Question: Rank the following challenges that you think require attention during this Council term. At 75%, “Invest in municipally owned facilities” was the preferred choice of staff.



Question: Rate the current level of motivation & enthusiasm among those staff members that you frequently work with? “Fair” was the most popular rating at 46%.



Question: Our Township is committed to attracting and retaining the excellent members of our team. What can we do to ensure that our staff know how much we appreciate them?

Most Common Responses (open field question)

- Competitive wages / benefits (8)
- Employee recognition/appreciation activities (6)
- Listen to / pay attention to ideas/feedback from non-management (5)
- Improve internal communications/teamwork (4)
- Flexible/remote working arrangements (3)
- Promote from within (3)