

Municipality of Kincardine Strategic Action Plan Content

Goal 1: Financial Stability

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

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

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

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-focused 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

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

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 to approve selling 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

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

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)