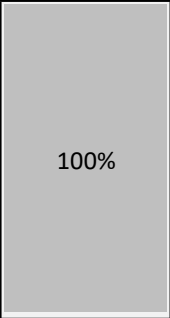
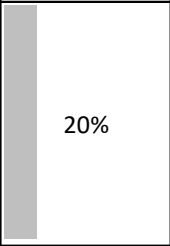
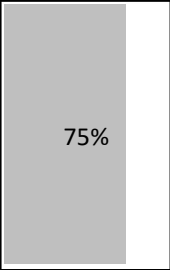


Municipality of Kincardine Integrated Strategy and Other Key Priorities - Progress Update January 31, 2025

Actions	LEAD Dept	% complete	START	END	Status	Progress update
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Focus Area: Enhancing Quality of Life

8. Create vibrant parks, green space, recreation facilities and programs for residents or visitors of all ages and abilities.

<p>8.1: Create and implement a Parks and Recreation Master Plan that helps the municipality plan for and provide parks for the community.</p>	Community Services	 <p>100%</p>			Complete	Consultant has been hired and has completed background research and has commenced community engagement component.
<p>8.2: Work with community partners to develop a plan for a new performance area as well as additional accessible elements for Victoria Park.</p>	Community Services	 <p>20%</p>			On Track	Based on feedback received through community engagement, concept drawings were presented to Council. Staff will be plan to proceed in repairing the fountain and canons in 2025. Further Council input requested for determination of next steps.
<p>8.3: Work with user groups to develop a phased-in plan and budget for future upgrades to Connaught Park and the Tiverton Ball Diamonds.</p>	Community Services	 <p>75%</p>			On Track	Improvements to lighting and fencing have been completed. In 2025 upgrades to the infields on Tout Field will be enhanced. Tiverton Sports Fields will see the replacement of stonedust infield to clay base for which will reduce risk and safety concerns.

Actions	LEAD Dept	% complete	START	END	Status	Progress update
8.4: Work with user groups to build a splash pad in Tiverton.	Community Services	95%			On Track	Splash pad has been installed. Final enhancements will be completed in Q2 2025 with official opening in Q2 2025.
8.5: Enhance pedestrian and cycling amenities to improve active and safe transportation networks.	Community Services Infra & Dev				Ongoing	Community engagement and concept designs have been presented to Council for Station Beach Boardwalk. Anticipated construction to occur in 2025 which will reduce hazards associated with existing boardwalk.
8.6: Work with the Kincardine Lions Club on the development of a new All Wheel Park (Skate Park) at Lions Park.	Community Services				Ongoing	Staff meet regularly with representatives from the Kincardine Lions Club to support them with their fundraising campaign and the development of an RFP for construction of an All Wheels Park
8.7: Work with the Tiverton Lions Club to expand their current Memorial Tree Program at the Tiverton Walk of Memories and investigate options for expansion of the existing program in Kincardine.	Community Services Support role - Lions lead	0%			Behind	Limited communications have occurred with Tiverton Lions regarding advancing this asset

Actions	LEAD Dept	% complete	START	END	Status	Progress update
8.8: Refurbishment or construction of a community Centre in Tiverton - report for the refurbishment or construction of a community centre, kitchen and washrooms in the village of Tiverton - Using WCCC Reserve Fund for updating pervious studies.	Community Services				On Track	Staff have applied for Provincial funding for the purposes to construct and independent community centre on the Tiverton Sports Centre grounds. No acknowledgement has been received as to the status of the application.
8.9: Investigate a new Bandshell at Dunsmore Park	Community Services				On Track	Report to council by Q 3 - 2024. Five Year capital forecast identifies a Consultation and Design in 2026 and construction in 2027.
8.10: Install new Washrooms for Tiverton Ball Diamond and Splashpad Washrooms	Community Services				On Track	Report to council by Q 3 - 2024
8.11: Complete renovations to the Davidson Centre, Penetangore Room to create an accessible kitchen and washroom	Community Services				Behind	Report to council by Q 3 - 2024. Staff requested that Accessibility Funds approved by Council in the 2024 budget be considered for improvements to the Penetangore Room. However, the AAC declined this recommendation at their May 30, 2024 meeting.

Actions	LEAD Dept	% complete	START	END	Status	Progress update
8.12: Complete the MacPherson Park Playground Replacement to \$400,000 with the funds coming from the Community Benefits Reserve Fund. Report on McPherson Park Playground include hazards of rubberized surface.	Community Services				Behind	Staff were requested to work with the JumpStart program through Canadian Tire. Although it is anticipated that potential additional funds will be forthcoming, this process has caused considerable delays in the improvements for the park.
8.13: SMART Proposal - Staff to bring back a report back to provide details on option 2 in the SMART Proposal of \$180,000 capital and \$50,000 over 4 years to the SMART Board.	CAO	10%	Feb-25		On Track	(This has merged with 2025 budget) Staff have met with SMART representatives to discuss potential agreement for consideration.
8.14: \$50,000 for future pickleball court planning to be allocated to the Community Benefits Reserve Fund.	Community Services				On Track	The local Pickleball Community has expressed their desire to not commence a fundraising campaign. They continue to enjoy their sport at the Davidson Centre during winter season and participate in Pickleball during the summer in alternative locations.
8.15: Create a business for the Davidson Centre	Community Services			Dec 31 2025	Behind	From - Parks and Recreation Strategic plan - not started.


Actions	LEAD Dept	% complete	START	END	Status	Progress update
8.16: Discussions regarding Bluewater Campground future usage	Community Services			Dec 31 2024	Complete	Council approved a final 3 year lease agreement for the operations of the Bluewater Campground.
8.17: Develop a coordinated approach to trails management in collaboration with the trails organization.	Community Services			Q2 2026	Ongoing	Staff continue to meet with representatives of the trails group in determining maintenance and capital requirements.
8.18: Complete a Municipal Shops Consolidated Report (2024)	Infra & Dev	95%	Jan-24	25-Apr	Behind	Staff are working with consultant to present findings to Council.
8.19: Complete a detailed conditions assessment for all municipal facilities	Community Services			dec 31 2024	On Track	To be presented to Council in Q1 2025
9. Enhance the experience at the lakefront.						

Actions	LEAD Dept	% complete	START	END	Status	Progress update
9.1: Create and implement a Waterfront Master Plan that organizes and prioritizes a plan for all waterfront assets.	Community Services	100%			Complete	Plan has now been completed, with next steps designing a new boardwalk as approved by Council.
9.2: In partnership with NII, County of Bruce and University of Windsor implement the Smart Beach program to assist in education and awareness of potential hazards existing due to water conditions.	Community Services				Ongoing	Project lead for the program is MIC, with funding partnerships through Bruce County. Staff awaiting and awaiting for final design and implementation of a alerting system for Station Beach.
9.3: Implement measures to update, provide education and enforce various by-laws regarding behaviour at the beach.	Community Services	70%			On Track	Pier Safety Ad-hoc presented recommendations and staff are implementing a phased in approach to the recommendations. Parks By-law is currently in draft and will be presented to Council in 2025.
9.4: Develop and construct a new design for the boardwalk.	Community Services	90%		Dec-25	On Track	Concept design completed. On-going discussion regarding surfacing of boardwalk
10. Support arts, culture and heritage to enrich the lives of residents and attract visitors.						

Actions	LEAD Dept	% complete	START	END	Status	Progress update
10.1: Host an event (Arts ignite) to show case the Arts and Culture Sector in the Municipality.	Strat Init	0%			Behind	This action is in the 2024 workplan (November) but due to staff shortages we did not hold the event.
10.2: Hold annual arts and culture awards process.	Strat Init	0%			Behind	This action is tied to the Arts Ignite event and due to staff shortages we did not solicit nominations for awards. The awards are being evaluated.
11. Create improvements in inclusion, diversity, equity and access.						
11.1: Work towards actions to address truth, healing and reconciliation with Saugeen Ojibway Nation (SON), which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation), the Métis Nation of Ontario (MNO) and the Historic Saugeen Métis (HSM).	Strat Init	100%			On Track	<p>The Municipality hosted a series of learning circles through out the year to provide awareness and understanding on the</p> <ul style="list-style-type: none"> - History of the land from a First Nations, Metis and Inuit perspective; - The Strat Initgnificance of cultural medicines, water and fire for the Indigenous Community - The Impacts of the Resdiential Schools <p>Created a garage door wrap of the Land Acknowledgement at the Welcome Centre to demonstate the Municipaliy's commitment to reconciliation.</p> <p>Raised the Every Child Matters flag in June and the ReStrat Initdential Survivor Flag on the National Day of Reconciliation.</p> <p>Created and shared resources to create awareness and inspire actions towards reconciliation. Displays were hosted at the Davidson Centre, the MAC, the Welcome Centre and Tiverton Arena. These displays took place in June and in September.</p> <p>Hosted an Always Welcome Event that began with a Learning Circle and Thanksgiving Prayer.</p>

Actions	LEAD Dept	% complete	START	END	Status	Progress update
11.2: Partner with Walker House to host the Legacy of Hope exhibits for the summer of 2023.	Strat Init	100%	May-23	Oct-23	Complete	Hosted the Legacy of Hope from May 2023 to September 2, 2023 at the Welcome Centre and Walker House. The purpose of the exhibits was to create awareness of the residential school system and inspire actions towards reconciliation. This was a partnership with the Walker House.
11.3: Work with community partners to build awareness and understanding to improve inclusion, diversity, equity and access through events and training.	Strat Init	100%			Complete	Worked with community partners to support/host a series of events and training sessions: <ul style="list-style-type: none"> - Multicultural festival - Always Welcome event - Pride business registration info session - Pride festivities and parade - Seniors forum - Hindu Culture Open House - Welcoming communities open house - Black history month promotions - Afro Caribbean Youth Awards - Promotions to create awareness about religious and cultural significant events. - Participate in flag raising etc.
11.4: Develop and implement the inclusion, diversity, equity and access lens to improve participation in programs, services and the built environment.	Strat Init		Jan-24	Dec-25	Ongoing	Created short form of equity and access lens. Started the creation of an inclusive word glossary. More work to be completed with the Toolkit which is being developed for service, communication and engagement work.
11.5: Update all Municipal Crosswalks for Accessibility	Infra & Dev	100%	spring 2024	fall 2024	Complete	All crosswalks are updated to AODA and accessibility standards

Actions	LEAD Dept	% complete	START	END	Status	Progress update
11.6: Update accessible parking spaces including number, costs, etc. on street and municipal parking lots	Infra & Dev	80%	Spring 2024	Summer 2025	Ongoing	Staff updated many of our spaces in 2024. Remaining locations were included in 2025 budget considerations and will be wrapped up this year.
11.7: Facilitate a public engagement process regarding equity, diversity and inclusion, in order to assist Council in its decision-making related to the Secord Monument	Strat Init CAO	100%	Jan-24	Aug-24	Complete	There are two monuments in the Municipality of Kincardine dedicated to Dr. Solomon Secord. Over 110 years ago, in the years following his death, patients and friends chose to put these up in his honour. The first phase of public engagement was completed and presented to council on JULY 24, 2024 Council discussed and make a decision to decommission the monument at the September 11, 2024 Council meeting.
11.8: Report on \$100,000 in a Reserve Fund on a one time basis to be used to complete accessibility projects included in the Catalogue of Issues	Corp S	50%	01-Jan-24	31-Dec-25	Behind	The 2025 draft budget includes several projects that utilize a portion of these funds. This includes: Project 9704 Tiverton Washrooms (\$35,000) Project I079 Accessible Parking (\$30,000) Project P069 Rotary Park Washrooms (\$20,000) A balance of \$15,000 remains to be spent.
11.9: Implement Kincardine Library washroom enhancement	Community Services	95%		Dec 31 2024	On Track	Awaiting final sign off and invoices for this project

Actions	LEAD Dept	% complete	START	END	Status	Progress update
11.10: Enhancement to Tiverton Library ramp	Community Services			Dec 31 2024		Project is considerably more costly than originally anticipated due to ensuring FADS are incorporated. Based on the condition of the facility and the overall enhancements required to ensure the entire building is accessible, the project is paused for further considerations related to the facility.
11.11: Enhancements to exterior ramp access at the DC	Community Services	 15%		Dec 31 2024	Behind	Staff requested additional funds to complete this project due to the degree of depreciation experienced once project commenced.
11.12: implement Station 12 washroom enhancements	Fire Services	0%			Behind	Initial Architect drawings have been completed along with budget estimates that exceed the budgeted amount in 2024, this project has been updated and proposed to council for consideration in 2025
12. Support community wellness in the Municipality of Kincardine.						
12.1: Participate with community partners in the implementation of the Community Safety and Wellbeing Plan and report back on activities and outcomes.	Strat Init				Ongoing	<p>Participate in the Community Safety and Wellbeing Plan steering group on an ongoing basis.</p> <p>Municipal representative moved to the CEMC in October 2024.</p>

Actions	LEAD Dept	% complete	START	END	Status	Progress update
12.2: Implement actions to recruit and retain physicians and health care staff in the Municipality of Kincardine.	Strat Init				Ongoing	<ul style="list-style-type: none"> • Continuing to recruit Family Medicine Physicians and ER Physicians to join Kincardine. With particular focus on succession planning and community growth, to meet the goal of everyone having access to primary care. • ER support helping recruit locums to fill the shift schedule to reduce risk of closures of the Kincardine hospital. This work supports retention to reduce local physician burn out. The ER program received outside funding of 50K per year for 3 years and has allowed for the use of up to \$1500/shift stipend to be paid to locums, as well as mentoring shifts, and has been successful in helping keep the ER open. • Current Status, 10 physicians in Kincardine Family Health Organization, with 14, 500 attached patients, estimates of another 3000 possible people without a family doctor, plus population growth, approximately 16 physicians needed in KFHO, 4 new physicians in 2024, one transitioning to full time ER, one leaving, one possible retirement, urgently need to recruit 4 or more physicians to Kincardine. • Onboarded 3 new physicians in 2024 to ensure appropriate support is in place for the physicians and family. Welcome events, clinic space, ministry paperwork, patients, staff, spousal employment, daycare, accommodations, school tours and other needs as they arise. We want them to feel welcome and stay. Onboarded 4th doctor early 2025. • Hawthorne Community Clinic, the municipally owned medical clinic continues to be maintained and improved by the Municipality, conversations around space requirements for growth started, which is foundational for both recruitment and retention of physicians. • Recruited and hosted 12 locum physicians for clinic coverage allowing for local physicians to cover more ER shifts, the hospital and vacation. • 5 Recruitment events attended in 2024 including The Family Medicine Residents of Western Retreat in Grand Bend, Career MD fair in Rochester NY, Practice Match Job fair NY, McMaster University Family Medicine Recruitment Event Kitchener, uOttawa Department of Family Medicine Job Fair. • Attending the CaSPR (Canadian Society of Physician Recruitment) conference. • Member of SOPRA (Southern Ontario Physician Recruitment Alliance) for expanded international recruitment reach. • Education - hosted 14 medical residents completing their 2-month rural rotation and two medical students. Working to create a Kincardine based Residency program through TMU (Toronto Metropolitan University) for resident doctors finishing their 2 years of residency. High retention opportunity. • Nurse Practitioners continue working for the Family Health Team in the lower level of the clinic, for same day emergency room diversion appointments visits to the ER continue to reduce the number of non-urgent care trips to the ER. 60% of 1 fulltime NP funded by the Municipality. • Locum houses have been fully occupied by physicians; as part of their incentive package, while they complete their residency rotation, to work locum coverage or ER shifts. The ten-year lease ended in 2024 this program will see some changes. The Society of United Professionals
12.3: Support the hospital expansion.	Council				Ongoing	<p>The Municipality of Kincardine has earmarked a total of \$1,200,000 from the Healthcare Reserve Fund to support the expansion of the hospital.</p> <p>An additional \$300,000 was provided by the Municipality in 2016 to fund the planning costs for the hospital redevelopment project. Council approved an additional \$600,000 in funding for the hospital in the 2025 budget.</p> <p>Total financial support amounts to \$2,100,000.</p>

Actions	LEAD Dept	% complete	START	END	Status	Progress update
12.4: Paint the Hawthorne Medical Clinic	Community Services	50%			Ongoing	First floor & corridor areas have been completed. Second floor treatment rooms & offices will be completed in 2025. More complex scope due to the removing furniture from exam rooms and complexity and scheduling of this process.
13. Protect people, property and the environment from the effects of dangerous conditions caused by people and nature.						
13.1: Work with the Ontario Provincial Police and community partners on education regarding Human Trafficking, Sexual Violence and Harassment.	Corp Services	100%			Complete	<p>Partnered with Women's House Serving Bruce and Grey to extend counselling hours available to victims/survivors of HT and or IPV, partnered with Grey Bruce OPP to</p> <ul style="list-style-type: none"> •Work with the Ontario Provincial Police and community partners on education regarding Human Trafficking, Sexual Violence and Harassment continues. Actions included: <ul style="list-style-type: none"> - An anti-Human Trafficking media campaign, including 3 "commercials" and 3 billboards across Grey and Bruce Counties. training was also provided trauma to South Bruce OPP officers and other local police forces and OPP detachments. - Participated in community outreach events. - Hosted an internet safety seminar to teach parents and youth to be safer online. - Funded an officer and representatives from the two local school boards to attend the Committee of Youth Officers of Ontario annual conference. - Conducted a training session with social and mental health workers from the public-school board to educate them about the local resources available to assist them if a student came to them with questions or concerns about Human Trafficking, Sexual Assault, and/or Intimate Partner Violence.
13.2: Continue advancements of our fire training facility construction.	Fire Services	95%			Ongoing	Auto extractation pad, car fire simulator, and silo props are completed. Fire fighters have some work to finish in the mechanical room of the structures as well as interior wall completion. Painting of the exterior of the sea cans is complete with the exception of railings.
13.3: Purchase equipment and training programming for water and ice rescue program.	Fire Services	70%			Behind	Safety gear (rope, carabiners, helmets, lights) were purchased last year. Staff is currently looking at a second Rapid Deployment inflatable. The completion of another internal recruitment to supplement technician ranks. Swim testing has been scheduled. Eight additional PFD's were purchased in 2023. Internal training continues with external training anticipated to be held in the coming 2 years once the OFM completes the ice and swift water rescue curriculum.

Actions	LEAD Dept	% complete	START	END	Status	Progress update
13.4: Participate in zoning/site plan review process to ensure compliance with legislation.	Fire Services				Ongoing	This is ongoing. Staff have provided comment for 16 variance/zoning reviews and 4 site plan reviews in 2023
13.5: Design and implement community outreach and educational initiatives to promote emergency preparedness, prevent emergencies and mitigate negative impacts on the community.	Fire Services				Ongoing	Fire Services/Emergency Management continues to involve themselves in as many community events as possible based on our capacity. Staff continue to complete inspections for compliance recently with hotels, motels, requests, and complaints. Completion of fire drill scenarios and inspections in care and treatment occupancies were recently completed. Distribution and education for KI Pills and Nuclear facility emergency awareness is ongoing. Continued partnerships with communities in the County through CEMC meetings as well as local responder groups.
13.6: Assist with the new Joint Police Services Board	Corp Services		01-Oct-23	31-Dec-25	Ongoing	Per the Community Safety and Policy Act, the new South Bruce OPP Detachment Board has been set up and the Kincardine Police Services Board has been dissolved. The Manager of Legislative Services/Clerk continues to be heavily involved in the administration of the Board but it is anticipated that the Board will hire a Secretary/Treasurer in Q4 2025 to take over this role.