

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: Providing Responsive and Effective Government


14. Ensure the organization has the optimal number of engaged human resources to support municipal operations and deliver excellent services.

<p>14.1: Develop and implement actions that support a culture for employee engagement and leadership development.</p>	Corp Services				Ongoing	<p>The focus on employee engagement will be an ongoing initiative. The Municipality held town hall meetings this year to address policy updates and has provided a forum to receive employee feedback. There are plans to complete an employee engagement survey in the near future. A focus on leadership development and succession planning is underway.</p> <p>The Municipality has implemented the RAVE Reviews program to contribute to the engagement plan and has supported the work of the social committee and others to offer opportunities for employee connection and fun.</p>
<p>14.2: Implement actions that create a work environment focused on the health and safety of all employees.</p>	Corp Services				Ongoing	<p>The Municipality of Kincardine has identified safety as one of the core values. The JHSC meets regularly to discuss and address workplace hazards, review incident investigations and root causes and to address workplace safety concerns. Improvements to the Workplace Inspection Process have been implemented to ensure that unsafe conditions, hazards and concerns are addressed effectively and follow-up is communicated. Corporate health & Safety procedures continue to be updated and there are 9 remaining to create and approve. The focus on workplace safety will never be complete and will be an ongoing initiative.</p>
<p>14.3: Evaluate the implementation of the Organizational Review, including revised organizational structure.</p>	CAO	100%	Jan-23	Jan-25	Complete	<p>Closed session reports were presented to Council in January 2024 Council and January 2025.</p>
<p>14.4: Conduct and implement a governance review of Council and Committee of Council.</p>	Corp Services	100%			Complete	<p>Council received the Governance Review Final Report on June 8/23 with 27 recommendations. 16 of the recommendations have been completed including approval of the procedures by-law (R6 to R11), new report template (R15), Terms of Reference Template for Committees (R13 & R18), new Council staff relations policy (R14) and a Recruitment and Appointment of Advisory Committees of Council policy (R17). Council also identified the 3 to 5 focused priorities (R1).</p>

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14.5: Implementation of new union to adopt collective agreement	HR/CAO	100%	Jan-24	Nov-24	Complete	A collective agreement was negotiated and approved by both parties November 2024.
15. Serve, communicate, collaborate and engage with the community to build trust and confidence in municipal services, Council and staff.						
15.1: Refresh the website to be user friendly and efficient.	Strat Init	100%	Nov-23	Apr-24	Complete	<p>Conducted work and outreach including engagement with public, staff, and Council. Developed strategic framework goals for site. A comprehensive review of all components including site plan, forms, calendars, subscription-based communications, and associated files was completed.</p> <p>Development of governance plan. Training sessions for users.</p> <p>Launched two full websites on April 25th (Municipal and Tourism) and continue to work through bugs/issues, develop and update content.</p> <p>The new sites have received positive response from the public as well as staff. An ongoing feedback link is on the website in order to continuously seek input on the websites. Development of the maintenance plan along with ongoing maintenance and training will continue.</p>
15.2: Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.	Strat Init	20%			Behind	<p>A draft framework has been created. More work to develop coaching tools and resources will be developed in the summer of 2025. Anticipate this will become a greater focus for Strategic Initiatives in 2025 as website work gets to maintenance management stage.</p> <p>This integrated framework, along with strategies and action plans for service, communications and engagement, coordinates these efforts as all three are intrinsically linked.</p>
15.3: Develop transparent customer service standards across the organization.	all Strat Init				Ongoing	<p>Held an AMCTO Customer Service workshop in September for all Customer Service staff to improve standards and communication, and to ensure a consistent approach across the Municipality.</p> <p>Held training through HR Downloads for Dealing with Hostile Customers.</p> <p>Developing service action plan and standards for 2025.</p>

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15.4: Streamline the customer complaints process to ensure follow up and resolution.	All Strat Init	20%			Behind	Work to differentiate the process and tools to receive and resolve complaints and calls for service were completed through the refresh of the website, the implementation of the cityworks program, and the need for a policy and process review of all the entry points for current complaints process. Service standards and processes to streamline the complaints process will take place in 2025.
15.5: Implement quarterly reports to ensure Council and the public are aware of department activities.	Department Heads				Complete	Implementation of quarterly reports has been actioned. Quarterly reports have been developed and submitted to Council in order to keep Council and the public informed on progress and will be an ongoing activity. A repository of reports is available on the website and social media posts to let the public know when new reports are released have been a practice in 2024.
15.6: Uphold the Code of Conduct when serving on Council and Committees of Council.	Council				Ongoing	Council received training on Code of Conduct in 2022 from the Integrity Commissioner and adopted an updated "Code of Conduct for Members of Council, Local Boards and Committee Members Policy By-law" at the June 5, 2023 meeting. Council also has access to the Integrity Commissioner for questions or concerns regarding the Code of Conduct or questions regarding Pecuniary Interest. Committee members will receive further training on the new Code of Conduct.
15.7: Invest in technology and digital service to leverage existing staff resources and increase organizational capacity.	Corp Services	100%	01-Jan-24		Complete	The County IT Services Agreement has been approved by Council, and funds of \$100,000 have been included in the 2024 budget. The ticketing platform has been successfully launched, staff have been trained, and County staff have been working with Municipal staff to familiarize themselves with our IT systems and infrastructure. The first quarterly report will be provided to Council in May 2024.
15.8: Create a new Strategic Plan	CAO Strat Init		Sep-23	Oct-24	Behind	Council supported option for ad hoc committee to work with consultant and lead strategic planning exercise for council, however the committee was dissolved due to lack of member availability. Consultant was hired and lead Council through three workshops. Initial priorities have been identified.

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15.9: Develop a communications policy external	Strat Init	50%	Nov-24	Apr-25	On Track	Council directed staff to develop a communications policy by the second quarter in 2025. As work was initiated for the communications policy, the need to address service and engagement standards became apparent. Staff are working on an integrated framework to present to council, along with the policy in the spring of 2025.
16. Ensure the Municipality provides value for money and long-term sustainability.						
16.1: Regularly review and assess the Municipality's tax rates, user fees and development charges.	Corp Services				Ongoing	Tax rates are determined through the annual budget process. The 2025 Budget is pending approval. Four budget meetings have been held to date, with one more budget meeting scheduled for February 24, 2025. User Fees were reviewed in October 2024 and were approved. Development charges are reviewed every 5 years.
16.2: Implement the financial strategy.	Corp Services				Ongoing	The financial strategy has been developed through the AMP and is reaffirmed through the annual budget process.
16.3: Implementation of PS 3280 – Accounting Standard for Asset Retirement Obligations (AROs), including policy development.	Corp Services	100%			Complete	ARO Policy has been adopted by Council (By-law 2023-047). ARO estimates have been calculated and are being audited by KPMG. Estimates have been included in the financial statements.
16.4: Provide updates on asset management and funding status.	Corp Services				Ongoing	Asset Management funding is discussed annually through the budget process. A 3% annual tax rate increase has historically been adopted informally by Council for purposes of supporting long-term capital and funding the Lifecycle Reserve Fund. The draft 2025 budget includes a 3% increase to fund Asset Management. The 2025 budget includes funding for a consultant to assist with meeting the requirement for Green Infrastructure Assets, as well as to provide an update of replacement costs.

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16.5: Research the benefits and challenges of implementing an accommodation tax.	Corp Services Strat Init	 10%			Behind	<p>A MAT Introductory Report was presented to former Council in June 2022. Implementation decision is to be considered by the new Council.</p> <p>Staff report is planned for Feb 2025 to ask Council to consider moving ahead with the MAT.</p> <p>Implementation will require significant staffing and budgetary resources and would span multiple budget years.</p>
17. Improve organization efficiency and be more innovative.						
17.1: Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities, and knowledge exchange.	CAO				Complete	<p>Saugeen Shores has been the lead municipality for the MIC and contracted project management and administrative support through the Nuclear Innovation Institute (NII), the project manager left the role in February 2023.</p> <p>MIC requested that Bruce County take over the coordination of these shared efforts and Bruce County staff presented a new approach to County Council to be funded by the levy and supported with new staff at the County.</p> <p>This was not supported at a County Council level. As a result, MIC investigated other options and have currently engaged a staff member from Northern Bruce Peninsula to assist with the work of the MIC. MIC presented to Council in November about their progress to date, including Smart Beach and the Food Cycler. Further updates from MIC are expected in March 2025. Council determined to withdraw from the partnership through the 2025 budget process.</p>
17.2: Adopt progressive records management and access to information protocol and practices to make data open to the public through the Laserfiche Project.	Corp Services				Ongoing	<p>Records management module has been implemented, new Laserfiche repository has been designed and records are being transferred from the old repository to the new, staff are being trained on how to use the new repository, including how to save, find, and send records. An inventory has been completed of off-site storage locations. Current, Treasury roll files, Building Permit files and Environmental Services files are being scanned. The public now has access to Municipal By-law from Laserfiche on the website. For 2025 Staff will be working on moving the Laserfiche repository from on prem to Cloud access.</p>
17.3: Streamline internal and external online services.	Corp Services				Ongoing	<p>Through the website refresh online services were streamlined. More work to offer services online will be ongoing.</p> <p>A new payroll and timesheet system was implemented in 2024. Finance staff continue with the implementation of the system, include year-end reporting and modifications to the system.</p> <p>Online Bids & Tenders platform has been paused, as there is insufficient staff capacity to take this on. Centralization of the procurement function would be required. Implemented new online payment platform to receive donations.</p> <p>The new water meter system (Tiverton) is currently being implemented. Integration with the accounting system is in progress. Significant staff resources have been required for this project.</p>

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17.4: Develop and implement a four-year policy review schedule in order to minimize risk and ensure compliance with new laws and regulations, and ensure they align with the Municipality's mission, vision, and goals.	CAO	50%	Jan-23		Ongoing	Council has been presented with a number of policy updates and new policies. One year of a four year cycle has been completed. This action is specific to council approved policies as opposed to departmental/operational policies and procedures.
17.5: Improve cyber security measures.	Corp Services				Ongoing	<p>Additional cybersecurity measures have been purchased including licenses for Microsoft Azure. More training is planned for staff with regard to email safety and security. Staff will use KnowBe4 as a platform to monitor and support staff while testing for vulnerabilities in adaptive environment. Have been adding additional layers of authentication for various sites.</p> <p>County IT Services Agreement will assist in identifying gaps where enhancements may be required.</p> <p>An IT Strategic Plan is currently being developed by Blackline Consulting, which will assist to create a path forward for IT infrastructure upgrades and budget.</p>
17.6: Implement timesheet time-and-attendance software.	Corp Services	100%	Jan-24	Oct-24	Complete	The UKG payroll system has been implemented with a go-live date of October 2024. Staff has received training on how to use the new system, and have been recording their time in the system. Excel spreadsheets are no longer required. This project is complete.
17.7: Update all user agreements for municipal assets	Community Services				Ongoing	The Department of CS inherited all facility lease agreements when the reorganization was completed. Many of them require a significant amount of updated utilizing legal resources. In 2025 the will be multiple agreements that will need to be negotiated and renewed. Including Kincardine Centre for the Arts tenants, WE Thompson, Kincardine Yacht Club and Lighthouse, Trail agreements, Tiverton Knox Presbyterian Church parking lot, McKechnie Pharmacy, and MAC tenant agreements.
17.8: Update policies and SOPS for municipal assets and services and operations.	Community Services				Ongoing	Ongoing review and development of SOPs for daily and annual operations of parks and facilities

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17.9: Identify ongoing and continued revenue for cost recovery of facilities and services	Community Services				Ongoing	Improved membership opportunities for users of the Davidson Centre. Special Event costing for parks facilities and amenities for special event equipment.