



CORPORATE STRATEGIC PLAN

MUNICIPALITY OF KINCARDINE

2020-2025





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Executive Summary

The Municipality of Kincardine Corporate Strategic Plan 2020-2025 was developed to provide the Municipality with a roadmap for the next five years. The Plan is the result of extensive consultation with stakeholders across the municipality. The community was consulted through the use of an online survey, facilitated sessions with residents and businesses and through the various committees that work to provide the Municipality with feedback and insights. Council, Senior Management and Staff across the Municipality were consulted through a variety of facilitated workshops, one on one interviews, an internal survey and individual engagement with the consulting team and staff leading the project. All of the inputs that went into the Corporate Strategic Plan helped to ensure that the output is grounded in the community and reflects the collective vision of the Municipality.

The Corporate Strategic Plan incorporates the tremendous work that the Municipality has done to this point and provides Council and Staff with a plan for the road ahead. Building on the Municipality's strengths, leveraging its' assets and having conversations about what challenges lie ahead were all essential elements that helped to bring Council and Staff to a place where a unified mission and vision were identified.

Mission:

The Municipality of Kincardine provides quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

Vision:

Energy. Opportunity. Balanced Lifestyle.

Council's guidance was enlisted to identify and confirm the guiding principles for the Municipality. These principles serve as the values that the Municipality must follow in its decision making and instruct staff in both the strategic planning process and in their everyday actions. Six guiding principles were identified and affirmed by Council:

- Sustainability
- Customer Service
- Informed Decision-Making
- Communication & Transparency
- Reflect the Entire Municipality
- Inclusive

The strategic goals were developed by considering the guiding principles which Council established and translating them into actions that Staff can undertake to deliver on Council's priorities. While Council focused and established their priorities based on the community's input, the focus of the Corporate Strategic Plan is to position the Municipality as an organization to deliver on these priorities of economic development, human resources, infrastructure, housing and communications.

The Municipality of Kincardine Corporate Strategic Plan contains four goals that are the basis of action and implementation. These four goals provide the basis for Management and Staff to identify and align their current, ongoing and future actions and activities towards.

**Goal 1: Human Resources Alignment**

The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth

Goal 2: Enhanced Communications

The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs

Goal 3: Sustainable Practices

The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices and managing finances

Goal 4: Organizational Efficiency and Innovation

The Municipality is organizationally efficient using innovative practices in how it operates and delivers service.

Over the next five years, Council and Staff can look to these goals, the guiding principles and the mission and vision to measure success and identify where more focus or resources are required to fully realize the tremendous potential that the Municipality of Kincardine has.



1. Introduction

Located along the shores of Lake Huron at the base of the Bruce Peninsula, the Municipality of Kincardine is recognized for offering some of the best views and sunsets in all of Ontario. The municipality is made up of villages and former townships that were amalgamated into what is now the Municipality of Kincardine.

Kincardine is steeped in Scottish heritage. Reference to this heritage can be found in subtle ways, such as street and place names and in the not so subtle annual Scottish Festival, or Kincardine Scottish Pipe band parade on main street during Saturday evenings in the summer.

Beyond its exceptional quality of life, breathtaking sunsets, and Scottish heritage, the Municipality of Kincardine is internationally known as the host municipality for Bruce Power. The Bruce Nuclear Generating Station is the world's largest fully operational nuclear generating station employing over 4,000 workers.

The Municipality of Kincardine has chosen this time to undertake the development of a corporate strategic plan to guide the organization through the current term of Council and beyond. A corporate strategic plan is an invaluable, living document for any municipality. A strategic plan:

- Provides a vision, mission, and values to guide the Municipality in its decision and planning processes
- Identifies challenges and opportunities and prioritizes responsive actions
- Aligns with Council's goals and objectives, business initiatives, and the goals and aspirations of the community

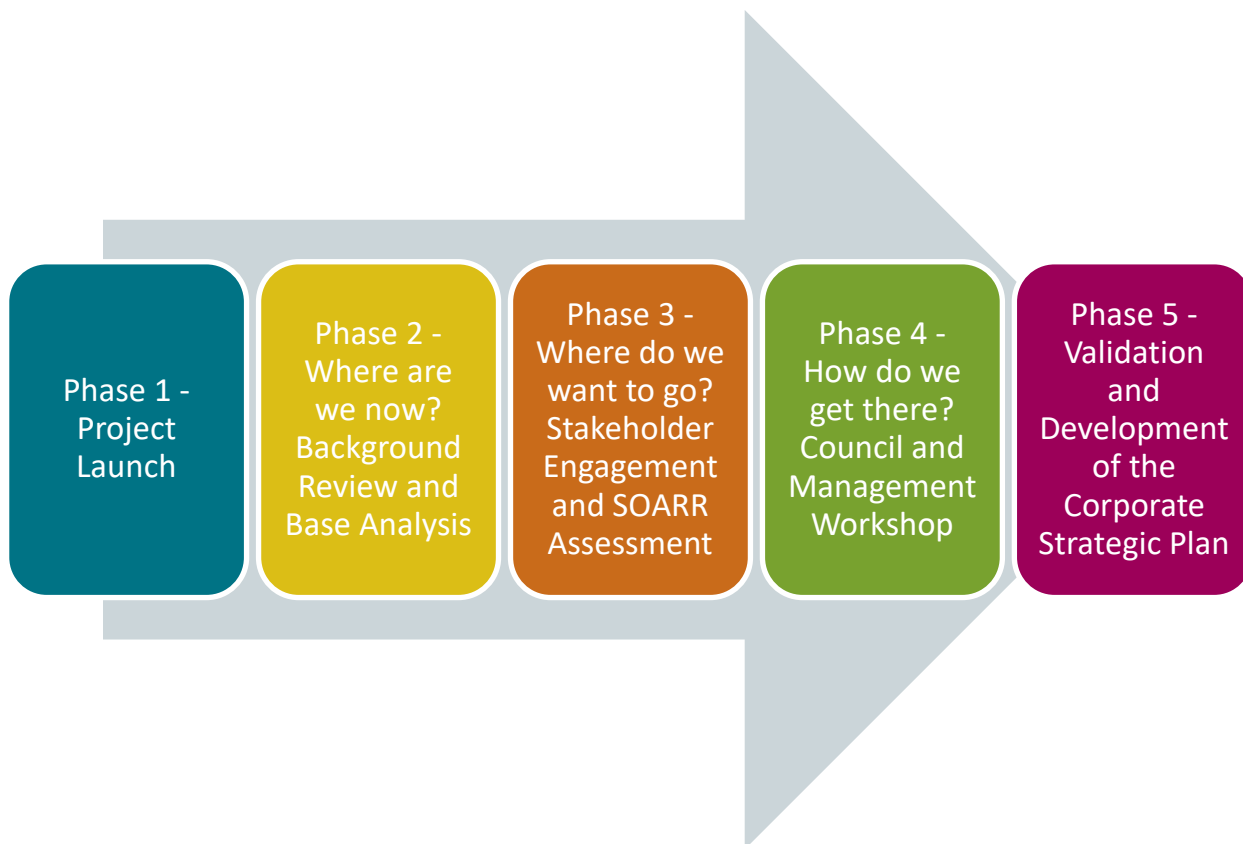
The strategic planning process utilized to create this strategic plan recognized the significant importance of the views and aspirations of Council, Management, Staff, and the community. This document represents and reflects the input and valuable contributions of all who chose to participate through the planning process. It was created through an inclusive and transparent process that has resulted in a strategy that is realistic, visionary and responsive.



2. Informing the Strategy

The process for undertaking the Corporate Strategic Plan engaged with Council, Staff, Senior Management, and the community at large. The stages of the strategy development process are outlined below:

Figure 1: Corporate Strategic Plan Development Process



Background Review and Base Analysis: A background review was conducted of existing documents to understand the current planning and policy context. This was followed by a detailed economic base analysis that studied the local demographics, workforce, and industry context.

Stakeholder Consultations: A series of individual interviews, workshops with community and staff, and strategic planning sessions with Council and Senior Management were carried out over the life of the strategy development. An online survey was also conducted to gather input from members of the public as well as an internal staff survey.

SOARR Assessment: A strengths, opportunities, aspirations, risks, and results (SOARR) assessment was conducted to categorize findings from the background research and engagement phases into an analytical framework to help inform strategic planning.

Implementation Plan: Taking the SOARR assessment results, this stage identified the strategic objectives and accompanying goals, actions, partnerships, timing, and performance measures to guide the implementation of the Corporate Strategic Plan.



Findings from this process can be found in the technical document, supplementary to the Strategy.

The figure below outlines the core components that make up the corporate strategic plan and how the plan and its components are applicable throughout the organization.

Figure 2: Components of the Strategic Plan



3. Background Review

3.1 Municipality of Kincardine Snapshot

The snapshot below highlights some of the key facts that help to shape our understanding of the demographic and economic make-up of the Municipality of Kincardine. A full economic and demographic profile can be found in the supplementary Technical Report.



About Kincardine

"We enjoy and embrace an enterprising legacy here. And that makes Kincardine the right launch pad for startups and business expansion"

-Municipality of Kincardine



Population (2016)

11,389

+1.9% from 2011



46.5

median age of people
in Kincardine



\$86,363

Median household
income (2015)

**16% higher than
Ontario**



17%

of household recorded
incomes over \$100,000

*www.ragbos.ca
Source: Statistics Canada, 2016 Census



\$404,914

Median value of
dwellings in 2019*



81.2%

single-detached house

Employment by Industry



Utilities (1,400)



Retail trade (605)



Health care & social
assistance (605)

Highest Concentration of Labour



Utilities



Agriculture,
forestry, fishing
& hunting



3.2 Current Policy Framework

3.2.1 Overview of Strategies and Plans

The Municipality of Kincardine has undertaken a series of studies and strategic planning exercises over the past 5-10 years. These plans and studies include those legislated by the province, including the Official Plan and Asset Management Plan, as well as other proactive planning exercises to identify or investigate specific opportunities within the municipality. These plans and strategies help identify existing policy frameworks or priorities that inform the Corporate Strategic Plan. While it is important to recognize and build on existing research and policy directions, the Corporate Strategic Plan also offers an opportunity for new directions, re-assessing previous priorities and understanding where the corporation needs to adjust to meet the changing needs of the economy and the community. A full review and common threads analysis of the relevant strategies, plans, studies and documents are provided in the supplementary Technical Report.

A review of the existing framework demonstrates thematic areas, many of which were further reflected through the consultation phase of the corporate strategy development process. The persistence of these themes and focus areas highlights that the Municipality of Kincardine has been consistent in their aspirations over the last number of years. The Corporate Strategic Plan provides an opportunity to reaffirm these focus areas and provide goals and objectives to achieve them. Kincardine has been focused on land development, infrastructure and services as a means of accommodating new residential, industrial and commercial development. Closely related is the focus that Kincardine has placed on economic development and tourism. Working in collaboration with Bruce County and with an increased local focus, economic development features prominently through various documents reviewed through the desire to expand the tax base, attract visitors and new residents, as well as a diverse range of businesses that contribute employment opportunities to the area.

3.2.2 Aligning the Corporate Strategic Plan

The Corporate Strategic Plan was developed concurrently to other significant undertakings by the Municipality to assess and position the organization and community for the coming years. In addition to the Corporate Strategic Plan, Kincardine has undertaken the Official Plan review, a proposed organizational review and creation of an Economic Development Strategy to better focus and align resources. The organizational review is an inward-looking study of the current organizational structure, roles and responsibilities and overall organizational capacity. The Economic Development Strategy looks at the economic trends and opportunities within Kincardine and makes recommendations to best leverage the Municipality's resources to capitalize on economic opportunities. As an overarching and living document, the Corporate Strategic Plan provides the high-level vision, mission, values and priorities that shape municipal decision making and provide staff with what they need to advance Council's priorities through their annual business planning processes and departmental budgets.



4. Consultation Summary

The summaries below outline some of the unique emerging issues and perspectives from each format and stakeholder group who participated in the overall engagement process. A more detailed overview can be found in the supplementary Technical Report.

Council and Senior Management Interviews

During September and October, a total of 11 individual interviews were conducted with members of Council and Senior Management. The individual interviews provided a confidential opportunity for key decision-makers and administration to reflect on the strengths and challenges of the municipal corporation as an organization serving the residents and businesses throughout the Municipality of Kincardine. While there were individual areas and department-specific issues or opportunities, there were some more universal themes that emerged with a bearing on the collective corporate governance.

One of the emerging themes from the interviews included the need to ensure that corporate resources were aligned with the needs of the growing community. As population growth driven by investments at Bruce Power start to become more prevalent in Kincardine, there is a desire to look at how the Municipality currently operates and identify if there are more resources required to address the needs of the community better and proactively prepare for opportunities.

To maximize the impact of investments in the nuclear sector and create the best possible development climate, there was an expressed desire to streamline development processes and cut red tape where possible. Traditional processes for meeting the needs of the development community may have been appropriate in lower growth periods but the MCR project and the potential for other nuclear and energy-related projects require the current alignment of corporate resources to be addressed and potentially re-aligned to best enable growth.

Council and Senior Management also highlighted the need for a unified vision across the municipality. For Council and staff to effectively work together, there needs to be a cohesive vision that everyone within the organization can rally behind. The need for a unified vision also extends beyond the corporation and the corporate strategic plan and must be something that all residents and businesses can see themselves reflected in.

Stakeholder Interviews

Individual interviews were conducted with stakeholders across the municipality and the larger region. These interviews included representatives of Bruce County, the BIA, Bruce Power, education and business. The stakeholder interviews provided an opportunity for those outside of the corporation to reflect on the Municipality of Kincardine and provide their perspective on some of the strengths, challenges and opportunities.

Stakeholders expressed their appreciation for Municipal Staff and the collaborative approach taken in working with partners across business, government, and community groups. There was an appreciation for the work being done by Staff and Council to move the needle and to make progress on initiatives including economic development. There were some reservations expressed concerning the historical



positions that the Council had taken or lack thereof. Several stakeholders referenced inertia or risk-averse attitude that had historically held the Municipality of Kincardine back and prevented some proactive initiatives that could have led to greater development and prosperity. Stakeholders expressed a desire to see Council take bold actions to complement the strategic plan and to become a leader in the region.

Conversation Circle – Frontline Staff

A facilitated discussion with frontline staff was held on October 10, 2019, at the municipal office. The session was attended by 27 staff members representing departments across the corporation. The cross-section of staff also included a variety of tenures within the corporation including newer and long-standing employees. The session specifically excluded senior management to provide a space for an open and honest discussion about the performance of the corporation and areas for further work or investigation.

One of the emerging themes from the staff session was sustainability. There was concern concerning the current environmental practices of the municipality. Staff highlighted a desire to be more environmentally conscious as an organization and become a leader in the ongoing discussions around climate change, environmental issues and sustainability. Looking at the current environmental service offering, recycling programs, enforcement mechanisms and even simple considerations such as waste and recycling collection were top priorities that staff felt could be implemented at the personal level.

Communications came through as a particularly challenging area within the corporation. Many participants responded to a lack of internal communication between departments, the absence of clear processes or communication standards, and awareness of what was going on within other departments as a major barrier to their current roles, as well as implementing organization-wide changes. The challenges with internal communication contribute to external communications as the staff who are not well-positioned or knowledgeable about other departments and service areas are unable to liaise or refer residents and businesses effectively.

While staff expressed a desire to move initiatives forward, there were some concerns around their capacity to do so. Staff generally felt that they were currently operating at or near capacity both in their roles and across their departments. While they were optimistic about the forward-looking direction of the corporate strategic plan, without additional resources or investments in technology, there was concern that implementation would be challenging.

Staff Survey - Bang the Table

Following the conversation circle with staff on October 10, 2019, a survey was circulated to staff at the Municipality of Kincardine. Municipal staff has a unique perspective on how things are going in the community. Many are front-line workers in the community, interacting with residents and doing on-the-groundwork. That grassroots perspective is essential to validate corporate strategic priorities.

Several key themes emerged from survey responses. Some of the more prevalent themes are outlined below with the full analysis within the appendix.

Downtown feedback: Staff reflected that they'd heard complaints that Kincardine's downtown was being overtaken by engineering offices, to the detriment of restaurant and retail businesses. Desires



were expressed for increased tourism activity in the downtown – more restaurants and niche retail and downtown revitalization overall.

Community growing pains: Survey responses reflected the tensions of the community’s economic growth combined with its limitations as a smaller community. The risk of growing inequality – that only high earners could afford to live in Kincardine moving forward was expressed regularly. The need to increase and improve service delivery to meet the needs of the growing community was also stressed in survey responses as was the need for attainable housing.

Top services delivered: Snow clearing, and recreation services were both mentioned numerous times in the survey as Kincardine’s best-delivered services. Waste management, recycling, compost and environmental sustainability were referenced as areas where the municipality could make some improvements.

Digitizing and modernizing service delivery: Most staff that completed the survey noted that service delivery could be best improved by digitizing and centralizing service delivery. This would assist with streamlining communications internally between departments and would assist with customer service externally. An example that was used was residents’ ability to pay bills online.

Community, Business and Committee Workshops

Three workshops were held on October 10 and 11, 2019, at the municipal office. A total of 33 business and community members attended the open sessions and seven representatives from Committees of Council attended an additional session.

An emerging theme that came forward was the desire for the Municipality to be a leader in ensuring an affordable cost of living for all residents and not just for higher-income earners. While the Municipality cannot make life more affordable on their own, they can have a role in advocacy, incentivizing affordable housing developments and promotion of a living wage. Education and healthcare were two other social services that although the municipality as a corporation cannot directly affect, they do have a role to play in advocacy.

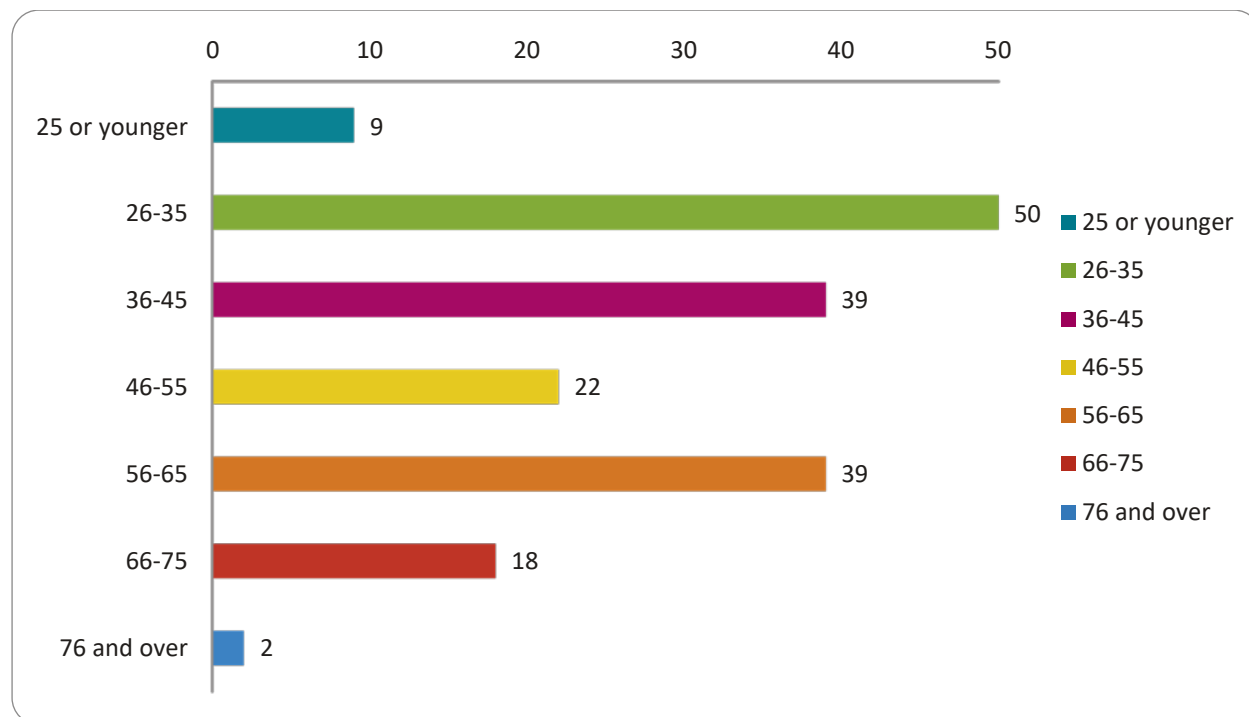
External communications were also identified as a current deficiency within the Municipality. Many of the attendees at the workshops were unaware of some of the developments currently underway, and the impact of the communication void is a perception that nothing is happening. Communication challenges and challenges with getting even small processes completed were leading to some perceptions among businesses and community groups that the Municipality may not be open for business or even volunteer-run events.

Community Survey

A community survey was conducted with the residents of the Municipality of Kincardine during October 2019. The survey asked residents questions about their perceptions of Kincardine, what they perceived as strengths, what they felt were priorities that Council should follow over the coming years. In total, 179 respondents replied to the online survey representing a significant level of engagement and interest from the community. While the majority of respondents lived within the urban area of Kincardine (118), 32 respondents reported living in the rural areas, 17 respondents were from Tiverton, Inverhuron and Bervie and 12 respondents from other hamlets.



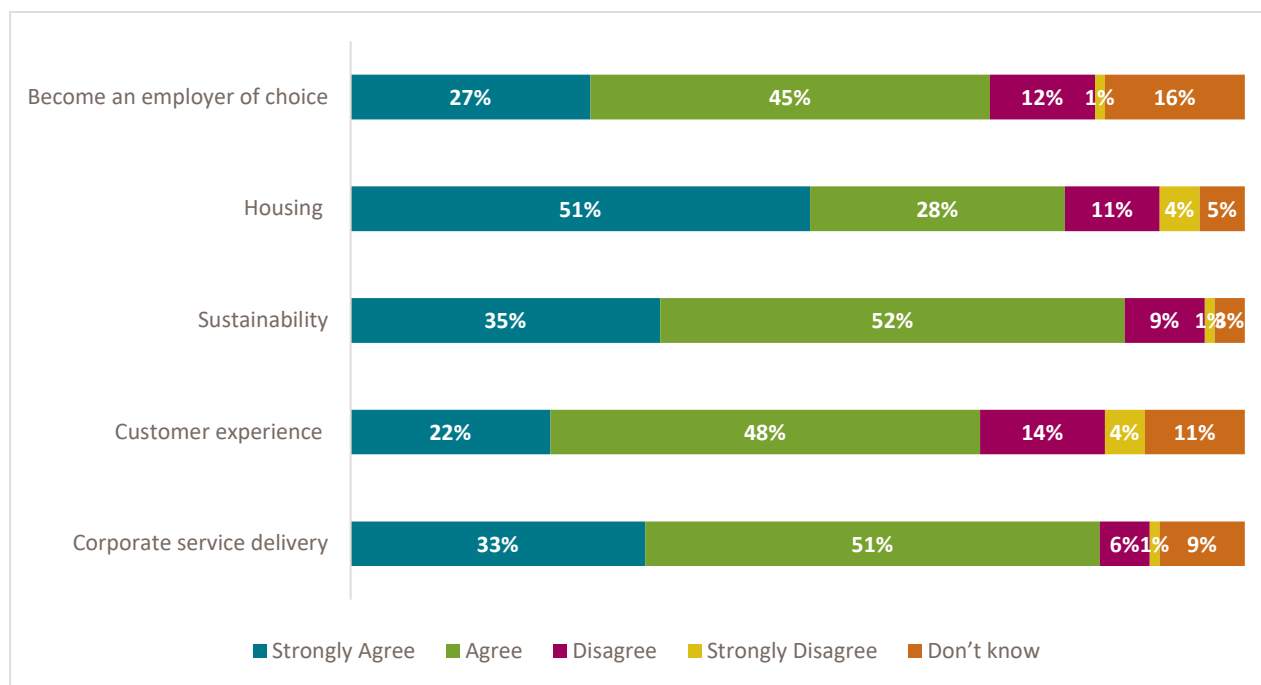
Responses were obtained from residents across age groups and indicated a strong level of engagement, especially among those from 26 to 35 years, 35 to 45 years and 56 to 65 years.



The figure below shows respondents' agreement with common themes for Council to prioritize with this strategy. The themes were presented to respondents as follows:

- Corporate service delivery – the provision of modern and efficient service to the growing community, including infrastructure development and upgrades (incl. water, sewer)
- Customer Experience with municipal offices and employees. This would involve a renewed effort to improve all facets of customer service.
- Sustainability – fiscal, environmental, economic and social.
- Become an employer of choice, supporting the attraction and retention of talent and fostering a positive work environment
- Housing – addressing the need for a diverse housing mix to accommodate employment growth & workforce attraction

Figure 3: Priority Themes from the Community Survey



The word cloud below is a compilation of the top three words that respondents used to describe Kincardine. The prevalence of the word 'Friendly,' combined with other words like 'Welcoming,' 'Home,' 'Caring,' 'Community' indicate that Kincardine is a place that residents feel a sense of belonging.

'Beauty,' 'Beach,' 'Sunset,' 'Clean,' and 'Lake' are all words that point to Kincardine's strength in its natural beauty on Lake Huron.

Figure 4: Top Three Descriptors of the Municipality of Kincardine by Residents





4.1 SOARR

A SOARR Assessment is a model for reflecting on a baseline for strategic planning by studying identified Strengths, Opportunities, Aspirations, Risks, and Results (SOARR). It is a forward-looking model that uses information and insights gained through the background review and stakeholder consultations to inform our desired future and how we know when we have achieved our goals. The key concepts underpinning the SOARR model are outlined in the figure below. Each section of the SOARR is outlined in the coming pages.





Strengths



STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- **Community Involvement** – The level of community involvement and impact of volunteers is an area of tremendous strength. Volunteers in Kincardine are active partners in making the community the best it can be. The active volunteer network provides many tourism, special event and community activities that may otherwise seek municipal resources.
- **Quality of Life/Quality of Place** – The Municipality was highlighted as having an exceptional quality of life and quality of place factors. Quality of life factors that were commonly referenced were the safety residents felt in the community, the high median incomes, access to healthcare with a local hospital, and education. Quality of place factors that were referenced included natural assets such as the lakefront and natural environment as well as the built environment with heritage buildings and recreation assets.
- **Inclusive Community** – The Municipality has demonstrated a commitment to being inclusive. Kincardine Pride was one of the first celebrations of its type among rural Ontario municipalities. The variety of cultures and cultural establishments in Kincardine is an asset that is appreciated by the community; however less known outside of the municipality
- **Arts, Culture, and Heritage** – Kincardine has a strong art, cultural and heritage sector. The Municipality has supported the vibrancy of local arts, culture and heritage through the creation of a dedicated Committee of Council that works to advance and protect the interests of the sector within the municipality. The current Arts, Culture and Heritage Plan identifies the priorities for advancing this sector. As the Municipality charts a new course, through the Corporate Strategic Plan, there was a strong desire to maintain the heritage of the community.
- **Downtown Focus** – Council has been proactive in protecting the history of downtown Kincardine through its commitment to the Heritage Conservation District. There are a large number of historical buildings that add to the culture of the downtown, and a unique mix of shops provide a variety of amenities for residents and visitors. With ongoing support from the Municipality, the BIA continues to have a strong presence and provide a voice for the downtown business community. Queen Street is unique among many rural downtowns with its proximity to the lake and walkability. Queen Street also provides a unique opportunity as it is not a county or provincially governed road, as is the case with many main streets in rural Ontario.
- **Strong Regional Networks** - Kincardine benefits from an active and cooperative relationship with Bruce County and neighbouring municipalities. Bruce County has an active economic development profile and offers several programs to lower-tier municipalities including marketing and promotion, business support and community development projects through their Business to Bruce, Explore the Bruce and Spruce the Bruce programs. The Four County Labour Market Planning Board is also an active partner in workforce development in the area.



- **Tourism** - Tourism is a major contributor to the local economy and brings a large number of visitors to Kincardine, particularly during the summer months. Bruce County estimated the impact of tourism to be \$299.1 million to the local economy and contribute 2,333 jobs. Kincardine has recognized the value of the sector and have a Tourism Coordinator position to help the Municipality capitalize on the opportunity.

Opportunities



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- **Clean Energy Brand** – As the host municipality for Bruce Power, wind farms and hydrogen exploration as alternative energy sources, Kincardine is synonymous with progressive and clean energy generation. As an organization, the Municipality has an opportunity to embody this brand through progressive practices.
- **Technology and Innovation** – Acquiring new technologies for both internal and external communications, project management, customer relationship management, and overall organizational efficiency can help both improve staff and resident experiences and create capacity for staff to undertake new and innovative initiatives or other strategic projects.
- **Diversity of the Community** – The Municipality of Kincardine has exceptional diversity for a municipality of its size. The Municipality has the opportunity to pull from an increasingly diverse talent pool as new residents continue to move in. Promotion of the diverse population, the strong LGBTQ community, and inclusivity to all can be leveraged as a strong attraction factor to potential residents and businesses looking for a positive and supportive environment and looking to attract a workforce that shares these corporate values. Reflecting the diversity of the community among municipal staff also provides an opportunity to attract talent to the corporation itself.
- **Lakefront Development** – Kincardine has extensive frontage along Lake Huron that is a natural attraction feature for visitors. Unlike some lakefront communities, Kincardine has not been overdeveloped and commercialized, as has been the case in some other municipalities. Council and Staff continue to take pride in the lake as a defining feature to be protected. There is untapped potential to increase the attractiveness and tourism potential of the lakefront while still maintaining the natural beauty and landscape that residents and visitors appreciate. The Municipality has an opportunity to shape the development of the lake in a way that balances economic development and sustainability by dedicating resources including staff and organizational capacity
- **Tourism Product Development** - While tourism is a major economic driver and a strength, there are local municipalities that are generating more visits and local spending than Kincardine. Product development and identifying ways to leverage tourism spending or extend local stays in neighbouring municipalities to include time in Kincardine could help increase the share of the overall



economic impact of the sector that Kincardine receives. Additional resources can help existing staff to leverage the tourism potential.

Aspirations



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- **Service Excellence** – Municipal staff and personal interactions were cited as a strength but there is a desire to continue to move the needle on customer service and service excellence as a defining feature of the organization.
- **Protecting the Environment** – While Kincardine is poised for economic growth, Staff and Council expressed a desire to ensure that growth was not achieved at the expense of the environment. Environmentally sustainable practices both internally (waste reduction, paperless practices) and externally (enhanced recycling, waste collection) were of high priority to both internal and external stakeholders.
- **Sustainability** – The delivery of municipal services, managing finances, or respect for the environment through sustainability came through as one of the core aspirations of the community. Growth for growth's sake or development of the nuclear sector at the expense of other sectors was not seen as an ideal future for the municipality. Stakeholders expressed a strong desire to ensure that development that occurs in Kincardine is sustainable and protects the natural features of the municipality. Development of the waterfront and infrastructure must not be undertaken at the expense of the future enjoyment of Kincardine's natural assets and environment.
- **Diverse Hiring Practices** – In keeping with Kincardine's inclusive and diverse community, the Municipality can continue to deepen this commitment by adopting diverse hiring practices that bring in new talent and perspectives to the organization.
- **Accessibility and Inclusion** – Kincardine is well positioned as a community that is welcoming and inclusive. From both an organizational standpoint and as a provider of public services, accessibility should be a key consideration for the Municipality in all decisions.
- **Community Building** - To attract residents, attention must be paid to the amenities and sense of community that attract young people and families to want to reside and build their lives in our communities. With the number of high wage positions available in the nuclear sector, there is the potential for a large portion of the workforce to become transient (Monday to Friday) and leave for during their time off to a place where their partners and families are settled. Kincardine can be their place to settle down.
- **Youth Retention** - Stakeholders expressed a strong desire to ensure there were compelling reasons to keep youth and young talent in the community. Developing skilled training pathways, trades education, and post-secondary options would educate and train workers locally with the hopes of



keeping them. Recreation and entertainment amenities are also strong retention factors that Kincardine can help develop to retain youth and young families as residents and potential workforce.

Risks


	RISKS How will we recognize and mitigate or eliminate potential risks?	<ul style="list-style-type: none">• What challenges do we need to be aware of?• What policy shifts could impact our aspirations?• What contingencies should we have in place to address threats or unexpected consequences?
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- **Institutional Knowledge** – Like all organizations, employees continually gain knowledge and expertise through their experience. As employees change roles, depart the organization or retire, there is the potential for a loss of institutional knowledge that is invaluable. Succession planning, mentorship and professional development are all effective strategies to help mitigate this loss.
- **Organizational Silos** – With each internal department applying an internal lens on their departmental needs and pressures, there is the potential for departments to act in silos, without direct consideration for the broader goals of the organization. Effective communication and the creation of cross functional teams can ensure unity of purpose.
- **Employee Burnout** – The current capacity of Staff across departments has led to some frustration in being able to carry out all assigned responsibilities in an effective and efficient manner. As new tasks or assignments are added, there is the potential for already stretched employees to feel pushed beyond their limits and experience burnout. The assessment of capacity at both an organizational and individual level can identify these critical pinch points.
- **Volunteer Fatigue** – The current reliance on volunteers to undertake key activities and strategic initiatives may prove unsustainable as they age, as the community grows or as regulations change. While also a strength, volunteer, and community involvement pose a risk as there is a danger that volunteers who do not feel appreciated or encounter perceived obstacles to planning and executing events may lose motivation.
- **Preferential Treatment** – The necessary attention paid to the nuclear sector has the potential to draw resources or focus away from other sectors and, in particular other socio-economic groups within the community who do not benefit from the high wage employment. As an organization, the Municipality must be cognizant and serve residents from all walks of life.
- **Ageing Population & Youth Outmigration** - The current trajectory illustrates that the population is aging, and that youth tend to leave the community to pursue opportunities elsewhere which has an impact on local employers and the Municipality. Strategies should be implemented to engage youth in the municipal process and expose them to opportunities within the organization.
- **Housing** - Housing affordability is a major concern for staff and Council with many residents and workers in lower-wage positions unable to live or stay in the municipality due to a lack of attainable housing on the market. The labour market shortage is difficult to address as there are few appropriate places to house potential workers who would come to fill labour market gaps. As an organization,



Kincardine can commit to a living wage as one opportunity to bring attention to the issue and demonstrate leadership.

Results

	RESULTS How will we know we are succeeding?	<ul style="list-style-type: none">• What are the key goals we would like to accomplish in order to achieve these results?• What meaningful measures will indicate that we are on track toward achieving our goals?• What resources are needed to implement our most vital projects and initiatives?
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- **Inclusive Corporate Policies** - The profile of the Municipality of Kincardine as a welcoming place for diverse backgrounds and cultures can be strengthened through strategic priorities within the Corporate Strategic Plan. Policies that promote internal and external engagement, and active participation will help profile the Municipality as progressive.
- **Cross Functional Teams** - The Municipality has already made progress on economic development and servicing, having completed a master plan for the 52 ha of land available for development. This permits highway commercial, large format retail and light industrial land uses at Highway 21 and Highway 9. Cross functional teams will provide all departments with a voice in infrastructure and projects of key municipal significance.
- **Defined Roles and Responsibilities** – As both Council and staff respond to the community needs, defined roles and responsibilities at both levels will ensure that the organization remains focused on what they can control, respect the council and administrative process and deliver on the respective mandates of each.
- **Enhanced Communications** – Increasing communications capacity within the organization will allow Kincardine to fully engage with residents and the broader community through an enhanced public profile, social media engagement and marketing efforts.
- **Internal Communications** – Strong communication channels and platforms within the Municipality will ensure that all staff are engaged and aware of the strategic plan, the Municipality's direction and key projects as they move through the various stages to completion. Internal communication protocol and procedures will ensure that information is traveling in both directions, from Council through administration, management and staff as well as the other way.
- **Organizational Growth** - A notable increase in the population, including more working-age families and young people living in Kincardine will require the Municipality to respond accordingly. The growth of the organization and service levels should reflect the growing nature of community and respond to increasing demands.



5. Strategic Directions

5.1 Corporate Mission, Vision and Guiding Principles

As part of the strategic planning process, Council and Senior Management had an opportunity to revisit the mission, vision, and guiding principles for the Municipality. The mission is the statement of the Municipality's purpose and answers the fundamental question 'why does the corporation exist.' The vision is intended to serve as a statement to the broader community by describing the desired future state for the municipality. The vision statement is intended to guide decisions and support the alignment of resources and activities with the over-arching goals. The guiding principles describe the intent behind the actions and decisions that the Municipality undertakes. The guiding principles are intended to inform decision-making and guide how the Municipality operates internally and with the public it serves.

On October 10, Council and Senior Management gathered to hear about the issues and opportunities identified through the background research and informed by the consultation process. A special Council meeting was convened for Council to engage in an interactive workshop to collaborate with administration and establish the mission, vision, guiding principles, and prospective actions that would shape the Corporate Strategic Plan. The results of the session form the core components of the Corporate Strategic Plan, and thorough analysis was further validated through the community engagement process and follow up Council review.

5.1.1 Mission

The Municipality of Kincardine provides quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

5.1.2 Vision

Energy. Opportunity. Balanced Lifestyle.

5.1.3 Guiding Principles

The guiding principles for the Municipality of Kincardine are identified below. These principles serve as the values that the Municipality follows in its decision making.

- 1. Sustainability**
- 2. Customer Service**
- 3. Informed Decision-Making**
- 4. Communication & Transparency**
- 5. Reflect the Entire Municipality**
- 6. Inclusive**



Sustainability

The decisions we make are made on behalf of both present and future generations. We think about and balance our current needs with financial and environmental considerations towards the future.

Customer Service

We deliver professional, consistent, and excellent customer service through our every interaction. We engage with the community, Council and Staff in a way that leaves everyone feeling that they have had a quality experience.

Informed Decision-Making

We engage in well-informed decision-making and seek to utilize all the necessary background facts and information that are relevant to make the best decisions for our residents.

Communication & Transparency

As an organization, we demonstrate good and open communication and transparency, both internally and externally.

Reflect the Entire Municipality

Decisions are made that produce the best results for the entire municipality. Our decision and efforts go beyond historical and geographical boundaries and focus on the collective interests of the municipality.

Inclusive

We are an accessible community inclusive of all people.

6. Strategic Goals

In the creation of a strategic plan, consideration must be given to the core foundational components from which the strategic actions emerge. The strategic goals were developed by considering the core corporate principles which Council established and translating and framing them to incorporate the administrative and organizational perspective through consultation with Senior Management. While Council focused and established their priorities based on the community's input, the focus of the Corporate Strategic Plan is to position the Municipality as an organization to deliver on these priorities of economic development, human resources alignment, infrastructure, housing and communications. The Municipality must adapt and adopt leading-edge practices, tools and techniques to enable staff to deliver on these priorities. Practical actions were established and listed in the corresponding tables with a focus on the next five years. The strategic plan for the Municipality reflects four key strategic goals or areas of focus. They are:

1. Human Resources Alignment
2. Enhanced communications
3. Sustainable Practices/Resources
4. Organizational Efficiency and Innovation



Goal 1: Human Resources Alignment

The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth

- Consider the implementation of the proposed Organizational Review findings, including revised organizational structure to ensure capacity to achieve the strategic plan's goals.
- Develop a strategy to attract/retain talent to the Municipality in a competitive workforce environment.
- Investigate best practices for staff development and succession planning to retain talent and institutional knowledge. Staff development could include professional development to stay on top of leading-edge municipal practices and technologies.
- Develop governance documents including well-defined job descriptions, responsibilities and a clear goal-setting process for Staff, Council and Departments.
- Ensure policies are in place governing Staff and Council relations to maintain focus on respective roles.
- Update policies and processes to ensure a positive workplace culture and employee performance management.
- Create a culture for employee engagement and leadership development.
- Focus on customer service excellence through training and development of standards.

Goal 2: Enhanced Communications

The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs

- Dedicated staff resource (s) will support internal and external communications.
- Develop an overall integrated communications management strategy that incorporates all channels in the media mix.
- Explore best practices for both internal and external communications tools and protocols.
- Developments related to housing, key infrastructure projects and economic development are shared with all staff and the community to increase their awareness.
- Leverage technology including intranet, community engagement software, digital platforms and social media to better share information within the organization and to rate payers.



Goal 3: Sustainable Practices

The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices and managing finances

- Implement a proactive infrastructure, through capital planning, to serve existing residents and enable future growth
- Continually identify infrastructure (hard and soft services) that needs to be maintained and/or upgraded.
- Conduct condition assessments on all core infrastructure assets to accurately determine future needs,
 - Develop replacement and rehabilitation plans as part of a robust Asset Management Plan across all departments
- Adopt environmental practices as an organization that reduce the overall carbon footprint of the Municipality
- Investigate energy efficiency upgrades across municipal fleet, buildings and infrastructure to reduce environmental impact and uncover cost savings over the long term.
- Ensure the long-term sustainability of the Municipality's finances through financial planning that considers current and future growth beyond the Bruce Power MCR project.
- Manage the Municipality's risk through sound financial planning and pursuing diversified economic growth
- Ensure municipal policies reflect affordable housing and future sustainable development.
 - Consider adopting/endorsing a living wage policy to reflect the cost of living/housing in the municipality



Goal 4: Organizational Efficiency and Innovation

The Municipality is organizationally efficient using innovative practices in how it operates and delivers service.

- The Municipality undertakes a service modernization exercise to identify and adopt practices that support evolving demands and current and future resident needs
- Internal and external processes across departments are reviewed and streamlined
- Develop transparent customer (residents, businesses, developer) service standards across the organization.
- Integrate change management across the organization to eliminate silos and ensure implementation of strategic initiatives, efficiencies and best practices.
- Invest in technology and digital services to leverage existing staff resource and increase organizational capacity
- Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities and knowledge exchange
- Adopt progressive records management and access to information protocols and practices to make data open to the public
- Invest in project management expertise, tools and training to manage and track strategic initiatives within and across departments.
- Leverage funding opportunities through upper levels of government for technology adoption and innovation

7. Implementation

Upon the Council's adoption of the Corporate Strategic Plan, a necessary next step is the review and adaptation of departmental business plans to ensure alignment to advance strategic goals and initiatives. It is at this point in the juncture that the focus shifts from strategy development to strategy implementation and performance monitoring.

Departmental planning informs further the timing for initiatives to be implemented, the appropriate department to lead this implementation, and reflects the necessary financial and human resources to carry out implementation. There is further opportunity to explore collaboration and partnerships with other levels of government, local organizations, and the private sector.

This further creates an opportunity for staff to truly reflect on how their position and daily performance informs and influences the strategy implementation, contributing to the stated vision, mission and guiding principles reflected in this strategy. In essence, it offers the opportunity to promote a sense of collective ownership and showcases pride for how each member of Council and staff contribute to the corporate mission. An implementation plan is included which further outlines the activities, outputs and timelines for implementing the Corporate Strategic Plan.



7.1 Metrics and Accountability

As municipalities demonstrate a commitment to fiscal responsibility and community engagement to inform decisions and establish priorities that expand beyond its legislated obligations, the utilization of performance metrics has continued to escalate.

A key element following strategy implementation, and indeed a key consideration when planning for implementation, is the identification of key performance metrics that will offer an evidence-based assessment of the outcomes and impact of the strategic actions. Performance metrics provide a consistent framework to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact? and
- Are we closer to achieving our strategic goals as a result of these efforts?

Performance metrics allow for an evaluation of tactics and strategies that support efficient and effective planning and resource allocation. Performance metrics are a diagnostic tool that serves to focus on energy, attention and effort. They also help to support the Municipality's commitment to accountability and transparency. The appendix contains recommended metrics for regular reporting to Council as the plan is undertaken.

As these metrics are being identified and refined through the business planning process, it is important to consider impact versus output. The output may be high (200 people attended a community town hall meeting); however, what is impactful is how much more informed these participants are having attended such a meeting. Consider the goal of enhanced housing availability. While an accounting of specific activities that were undertaken such as changes to zoning, can be informative, it is much more useful to be able to report on the impact or outcomes of results such as an increase in multi-unit housing availability.

It is also noteworthy that consideration is given to what is most relevant to measure, as time and resources will not permit every action to be tracked. Consideration of those that are within the Municipality's sphere of influence is important. The Municipality can not influence the number of jobs that a business may create. However, they can potentially influence the ability of that business to attract the right talent to the area (through available housing options, as an example). Performance metric monitoring must be balanced with the extent to which resources are required to monitor and report. Recommended performance measures are included within the implementation plan that identify how success will be measured. Like the strategy itself, these measures must be reviewed regularly to ensure they remain relevant and meaningful.



8. Implementation Plan

Goal 1: Human Resources Alignment

The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth

Strategy	Output	Timeline
<ul style="list-style-type: none"> Consider the implementation of the proposed Organizational Review findings, including revised organizational structure to ensure capacity to achieve the strategic plan's goals. 	<ul style="list-style-type: none"> Accepted Organizational Review with revised organizational chart and identified capacity 	<ul style="list-style-type: none"> Immediate (2020)
<ul style="list-style-type: none"> Develop a strategy to attract/retain talent to the Municipality in a competitive workforce environment. 	<ul style="list-style-type: none"> Talent attraction and retention strategy including policies for recruitment, retention and competitive compensation and benefits 	<ul style="list-style-type: none"> Medium (2022)
<ul style="list-style-type: none"> Investigate best practices for staff development and succession planning to retain talent and institutional knowledge. Staff development could include professional development to stay on top of leading-edge municipal practices and technologies. 	<ul style="list-style-type: none"> Staff development policy with dedicated resources for professional development Succession planning procedures in place for all management level positions 	<ul style="list-style-type: none"> Short (2021) Short (2021)
<ul style="list-style-type: none"> Develop governance documents including well-defined job descriptions, responsibilities and a clear goal-setting process for Staff, Council and Departments. 	<ul style="list-style-type: none"> Job descriptions available for all positions 	<ul style="list-style-type: none"> Short (2021)
<ul style="list-style-type: none"> Ensure policies are in place governing Staff and Council relations to maintain focus on respective roles. 	<ul style="list-style-type: none"> Approved Council – Staff relations policy 	<ul style="list-style-type: none"> Immediate (2020)



Goal 1: Human Resources Alignment

The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth

<ul style="list-style-type: none"> Update policies and processes to ensure a positive workplace culture and employee performance management. 	<ul style="list-style-type: none"> Positive workplace culture through an employee satisfaction survey 	<ul style="list-style-type: none"> Short (2021)
<ul style="list-style-type: none"> Create a culture for employee engagement and leadership development. 	<ul style="list-style-type: none"> Employee mentorship program and job shadowing/cross-training opportunities 	<ul style="list-style-type: none"> Short (2021)
<ul style="list-style-type: none"> Focus on customer service excellence through training and development of standards. 	<ul style="list-style-type: none"> Uniform customer service standard across all departments 	<ul style="list-style-type: none"> Short (2020-21)

Recommended Performance Measures:

- Employees satisfaction measured through an annual survey
- Number and quality of candidates for advertised positions within the organization
- Implementation of departmental business planning and annual staff performance review
- Annual professional development review process and identified pathways for internal progression established

Goal 2: Enhanced Communications

The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs

Strategy	Output	Timeline



Goal 2: Enhanced Communications The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs		
<ul style="list-style-type: none"> Dedicated staff resource (s) will support internal and external communications. 	<ul style="list-style-type: none"> Creation of a communications position 	<ul style="list-style-type: none"> Immediate (2020)
<ul style="list-style-type: none"> Develop an overall integrated communications management strategy that incorporates all channels in the media mix. 	<ul style="list-style-type: none"> Communications strategy 	<ul style="list-style-type: none"> Immediate (2021)
<ul style="list-style-type: none"> Explore best practices for both internal and external communications tools and protocols. 	<ul style="list-style-type: none"> Communications training available for staff and Council Customer Relationship Management (CRM) software across the organization 	<ul style="list-style-type: none"> Ongoing Short (2021-2022)
<ul style="list-style-type: none"> Developments related to housing, key infrastructure projects and economic development are shared with all staff and the community to increase their awareness. 	<ul style="list-style-type: none"> Communications products on municipal website, social media and traditional media 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Leverage technology including intranet, community engagement software, digital platforms and social media to better share information within the organization and to ratepayers. 	<ul style="list-style-type: none"> Intranet available for staff Social media policy and awareness training 	<ul style="list-style-type: none"> Short (2021) Immediate (2020)



Goal 2: Enhanced Communications
The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs

Recommended Performance Measures:

- Level of community engagement with municipal communications channels (website traffic, social media engagement/social media reach)
- Number of tools implemented to streamline internal communications
- Implementation of a shared CRM database to track active client files across departments
- Level of satisfaction with the Municipality's outreach and communication efforts via Kincardine Talks platform
- Level of satisfaction with internal staff communication via Kincardinetalks.ca platform

Goal 3: Sustainable Practices
The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices and managing finances

Strategy	Output	Timeline
<ul style="list-style-type: none"> ▪ Implement a proactive infrastructure, through capital planning, to serve existing residents and enable future growth 	<ul style="list-style-type: none"> ▪ Long term infrastructure strategy ▪ Land development strategy 	<ul style="list-style-type: none"> ▪ Short (2021)
<ul style="list-style-type: none"> ▪ Continually identify infrastructure (hard and soft services) that needs to be maintained and/or upgraded. 	<ul style="list-style-type: none"> ▪ Continual assessment of infrastructure 	<ul style="list-style-type: none"> ▪ Short (2021) Continual
<ul style="list-style-type: none"> ▪ Conduct condition assessments on all core infrastructure assets to accurately determine future needs, develop replacement and rehabilitation plans as part of a robust Asset Management Plan across all departments 	<ul style="list-style-type: none"> ▪ Asset Management Plan ▪ Conditional assessments 	<ul style="list-style-type: none"> ▪ Short to Medium (2021 – 2022)



Goal 3: Sustainable Practices The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices and managing finances		
<ul style="list-style-type: none"> Investigate energy efficiency upgrades across municipal fleet, buildings and infrastructure to reduce environmental impact and uncover cost savings over the long term. 	<ul style="list-style-type: none"> Municipal energy audit/assessment LEED and Energy Star conditions for new buildings 	<ul style="list-style-type: none"> Medium (2022)
<ul style="list-style-type: none"> Adopt environmental policies and procedures to reduce waste, encourage a reduced carbon footprint 	<ul style="list-style-type: none"> Waste reduction targets Municipal EV charging stations 	<ul style="list-style-type: none"> Short (2021-22) Short to Medium (2021-2022)
<ul style="list-style-type: none"> Ensure the long-term sustainability of the Municipality's finances through financial planning that considers current and future growth beyond the Bruce Power MCR project. 	<ul style="list-style-type: none"> Implementation of the Economic Development Strategy Reserve allocation and analysis 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Manage the Municipality's risk through sound financial planning and pursuing diversified economic growth 	<ul style="list-style-type: none"> Balanced assessment growth 	<ul style="list-style-type: none"> Short to Medium (2020 – 2021)
<ul style="list-style-type: none"> Ensure municipal policies reflect affordable housing needs and future sustainable development. <ul style="list-style-type: none"> Consider adopting/endorsing a living wage policy to reflect the cost of living/housing in the municipality 	<ul style="list-style-type: none"> Affordable housing policies and incentives for developers Establishment of a living wage baseline/policy for municipal positions 	<ul style="list-style-type: none"> Medium (2022) Medium to Long (2022 - 2023)



Goal 3: Sustainable Practices

The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices and managing finances

Recommended Performance Measures:

- Activities within the Economic Development Strategy are accomplished in alignment with recommended timeline and reported annually
- Percentage of core infrastructure assets with condition assessments
- Establishment of energy consumption baselines
- Reserve, operating and capital balance
- Number of days lost to employee illness, workplace accidents
- Number of WSIB and insurance claims
- Balanced commercial, industrial and residential assessment growth
- Number of capital projects completed in year, work in progress (WIP) or deferred

Goal 4: Organizational Efficiency and Innovation

The Municipality is organizationally efficient using innovative practices in how it operates and delivers service.

Strategy	Output	Timeline
▪ The Municipality undertakes a service modernization exercise to identify and adopt practices that support evolving demands and current and future resident needs	▪ Service Modernization Review	▪ Short (2021)
▪ Internal and external processes across departments are reviewed and streamlined	▪ Department-specific components of Service Modernization Review	▪ Short (2021)



Goal 4: Organizational Efficiency and Innovation The Municipality is organizationally efficient using innovative practices in how it operates and delivers service.		
<ul style="list-style-type: none"> Integrate change management across the organization to eliminate silos and ensure implementation of strategic initiatives, efficiencies and best practices. 	<ul style="list-style-type: none"> Strategic Initiatives Department/Division created Cross functional teams 	<ul style="list-style-type: none"> Immediate (2020) Ongoing
<ul style="list-style-type: none"> Invest in technology and digital services to leverage existing staff resources and increase organizational capacity 	<ul style="list-style-type: none"> Increased IT capacity 	<ul style="list-style-type: none"> Medium (2021-2023)
<ul style="list-style-type: none"> Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities and knowledge exchange 	<ul style="list-style-type: none"> Report to Council on emerging opportunities 	<ul style="list-style-type: none"> Short and Ongoing (2021 - 2025)
<ul style="list-style-type: none"> Continue progressive records management, access to information protocols and practices to make data open to the public 	<ul style="list-style-type: none"> Staff trained on records management software Open Data webpage on municipal website 	<ul style="list-style-type: none"> Medium (2022) Medium (2022) Long (2024 – 2025)
<ul style="list-style-type: none"> Invest in project management expertise, tools and training to manage and track strategic initiatives within and across departments. 	<ul style="list-style-type: none"> Project management platform operational Project management training available 	<ul style="list-style-type: none"> Short to Medium (2021 – 2022) Short to Medium (2021 – 2022)
<ul style="list-style-type: none"> Leverage funding opportunities through upper levels of government for technology adoption and innovation 	<ul style="list-style-type: none"> Funding applications for innovation and technology 	<ul style="list-style-type: none"> Ongoing
<u>Recommended Performance Measures:</u> <ul style="list-style-type: none"> Establishment of customer service baseline and annual progress Strategic initiatives capacity available through staff time (# of staff directly engaged, % of existing staff job description) Relevant data available online and up to date through municipal website Percentage of records and information stored electronically Level of project management expertise among staff (PMP, CAPM certified employees) Value of funding leveraged through strategic initiatives 		