



Municipality of Kincardine

Corporate Strategic Plan and Economic Development Strategy

Presented by: Paul Blais, Executive Vice President

Date: February 19, 2020



Today's Agenda

- Project Overview
- Stakeholder and Community Engagement
- Corporate Strategic Plan
 - Overview and Implementation
- Economic Development Strategy
 - Overview and Implementation
- Next Steps



Project Overview

Corporate Strategic Plan & Economic Development Strategy



Why is Corporate Strategic Planning Important?

- Provides a vision, mission, and principles to guide the Municipality in its decision and planning processes
- Identifies challenges and opportunities and prioritizes responsive actions
- Align Council's priorities and objectives, business initiatives, the goals and aspirations of the community and provides Staff with the guiding principles and tools to deliver on this mandate



Why Create an Economic Development Strategy?

- Economic Development is a priority of Council
- Capitalize on specific opportunities for Kincardine
- Long term sustainability of the community is rooted in responsible and diversified growth
- Economic development will require the Municipality to adopt new and emerging practices and dedicate resources to enable and respond to needs and pressures of growth



Project Timelines





Stakeholder and Community Engagement



Engagement Activities

Community engagement was conducted simultaneously for both the Corporate Strategic Plan and the Economic Development Strategy to maximize stakeholders time.

- Community Engagement Sessions (Economic Development)
 - Two business and community sessions
- Committees of Council (Corporate)
 - One committee session
- Key Informant Interviews (Corporate & Economic Development)
 - Council, Staff, Community Partners, Industry
- Conversation Circle with Frontline Staff (Corporate & Economic Development)



Engagement Activities (cont.)

- Staff Survey (Corporate)
- Online Community Survey (Corporate & Economic Development)
- Deep Dive Interviews (Economic Development)
- Future Directions Session (Economic Development)
- Validation Session (Corporate)
 - Council
 - Management

Corporate Strategic Plan





Components of a Corporate Plan

Council and Community Priorities:

**Economic Development,
Human Resources,
Infrastructure, Housing and
Communications**





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.*



Guiding Principles

1. 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.

2. 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.

3. 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.



Guiding Principles (cont.)

4. Communication & Transparency

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

5. 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.

6. Inclusive

- We are an accessible community inclusive of all people.



Strategic Goals

Corporate Strategic Plan



Strategic Goals

The strategic goals describe the required components for administration and staff to deliver on Council and the community’s priorities.





Implementation Plan and Timeline

Goal 1: Human Resources Alignment

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

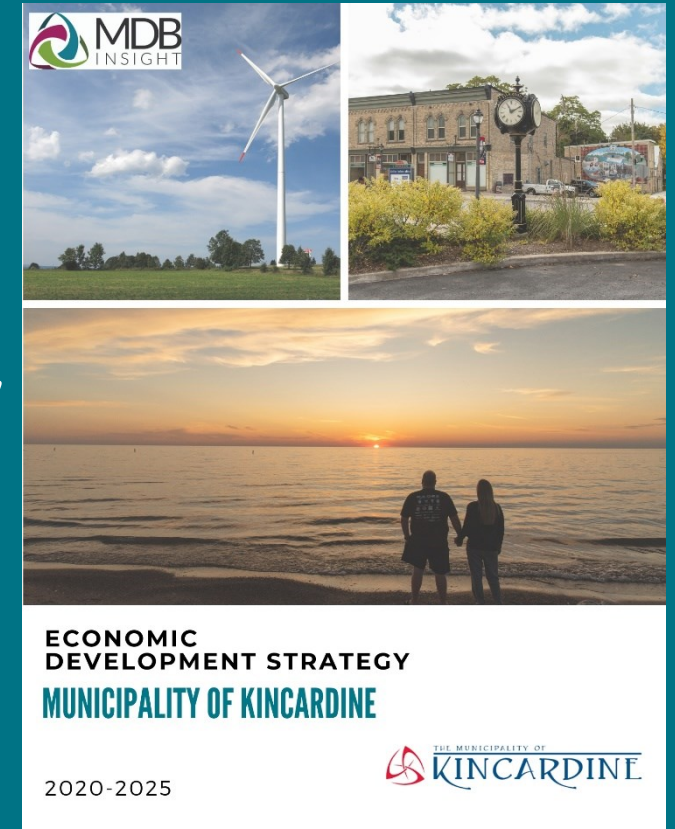
Strategy	Output	Timeline
<ul style="list-style-type: none">Consider the implementation of the proposed Organizational Review findings, including revised organizational structure to ensure capacity to achieve the strategic plan's goals.	<ul style="list-style-type: none">Accepted Organizational Review 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)

Recommended Performance Measures:

- Employees satisfaction measured through an annual survey
- Number and quality of candidates for advertised positions within the organization



Economic Development Strategy



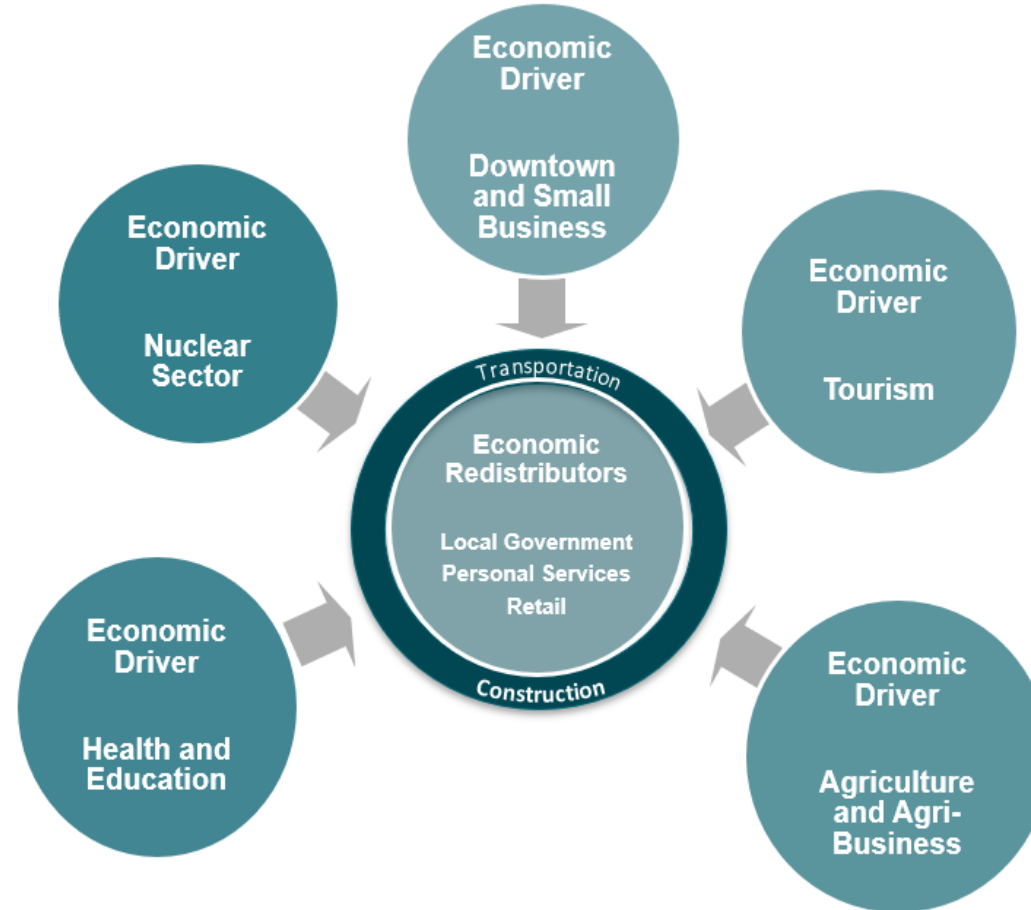


Identifying the Objectives

Economic Development Strategy



Economic Drivers and Redistributors for Kincardine





Competitive Advantages and Disadvantages

ADVANTAGES

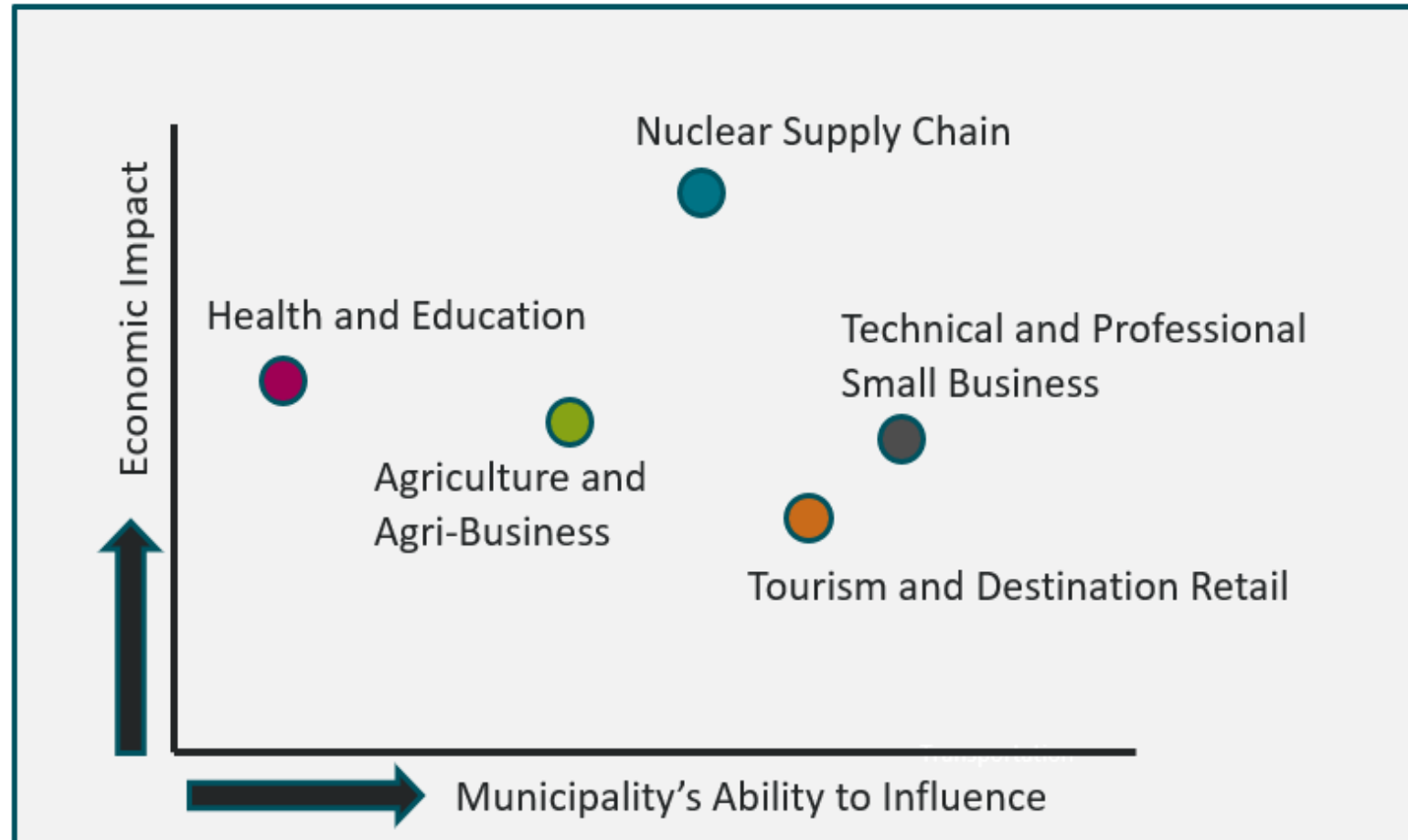
- Nuclear sector (utilities) has extremely strong presence and brings in 'new' money
- Strong core tourism season with accommodations, extensive lakefront/beaches, and communities with character
- Community support for bold action
- Strong agriculture sector with emerging cannabis developments
- Lower housing costs relative to major urban centres
- Strong volunteer network and community engagement in events
- High degree of cultural diversity of the community compared to other small rural communities
- Thriving arts, culture, and heritage sectors within the community

DISADVANTAGES

- Lack of available serviced land for development to meet the current needs
- Limited post-secondary or skilled training available within the community outside of the nuclear sector
- Lack of public transportation
- Lack of business diversity
- High proportion of in-commuting workforce that resides outside the municipality
- Lack of abattoir capacity in the local area
- Lack of diversity in the types of housing that is available



Impact and Influence





Convergence of Needs





Strategic Objectives

1. Solidify the Community's Presence in the Sector and Become the Leading Nuclear Sciences Community in Canada.
2. Improve Investment Readiness
3. Increase Tourism Marketing and Product Development
4. Support Business Expansion and Retention with Focus on Small Business
5. Develop Housing and Supports for Residents, Population Growth and Community Development
6. Support Agriculture, Agri-Business and Value-Added with a Focus on Local Food Production



Economic Development Strategy

Strategic Objectives	Aspirations				
	Diversified local economy	Development is experienced in all communities	Vibrant downtown and opportunities to shop local	Diverse and inclusive community that is accessible to all	Sustainable development
Objective 1: Leverage Investments in Nuclear Sector	✓	✓			✓
Objective 2: Improve Investment Readiness		✓	✓		✓
Objective 3: Increase Tourism Marketing and Product Development	✓		✓	✓	✓
Objective 4: Support business expansion and retention with focus on small business	✓	✓	✓		✓
Objective 5: Develop Housing and Supports for Residents and Population Growth		✓		✓	✓
Objective 6: Support Agriculture, Agri-Business and Value-Added with a focus on small scale production	✓	✓	✓		✓



Objective 1: Solidify the Community's Presence in the Sector and Become the Leading Nuclear Sciences Community in Canada.

Goal	Actions	Timing
1.1 Retain nuclear supply chain businesses beyond the lifespan of the MCR	<ul style="list-style-type: none">Regularly conduct a Business Retention and Expansion Program among the nuclear sector and supply chain businesses to understand the nature of their business and potential partnerships with a target of 20 meetings per yearConnect nuclear suppliers with non-nuclear businesses where there are complementary services or objectives	<ul style="list-style-type: none">Short and ContinuousShort and Continuous

Municipal Role: Community Development Officer

Key Partners: Nuclear Innovation Institute, Municipal Innovation Council, Bruce Power, Bruce County

Performance Measures: Total number of nuclear companies attracted or expanded



Objective 2: Improve Investment Readiness

Goal	Actions	Timing
2.4 Ensure a business-first service delivery standard	<ul style="list-style-type: none">■ Create an organization-wide CRM database to track investment inquiries and developer interactions across departments to ensure there is shared information	<ul style="list-style-type: none">■ Medium
	<ul style="list-style-type: none">■ Develop a lead handling protocol to ensure all investment leads are channeled to the same person regardless of which department they originate from and a development resource guide that can be shared	<ul style="list-style-type: none">■ Medium
	<ul style="list-style-type: none">■ All future promotional materials and tools must be available online and readily available either as the user is browsing alone or on the phone with the development officer.	<ul style="list-style-type: none">■ Medium
	<ul style="list-style-type: none">■ Develop a priority path or express review process for applications that meet a minimum investment threshold	<ul style="list-style-type: none">■ Medium

Municipal Role: Building and Planning Department, Community Development Officer. Communications staff.

Key Partners: Developers, Local Business, Landowners,

Performance Measures: Total number targeted companies attracted



Thank You!

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