

Information Report

Title: Parks and Recreation Strategic Plan Update

Report Number: Parks & Facilities-2025-24

Director: Community Services

Manager: Manager.

Meeting Date:

Wednesday, April 23, 2025

Executive Summary:

This Information Report provides an update on the implementation status of components of the 2024 Parks and Recreation Strategic Plan, including consultation processes and foundational origins. The strategic plan serves as a blueprint guiding the development, maintenance, and programming of municipal recreation facilities and programs, ensuring they meet the evolving needs of our community.

Context and Background Information:

The 2024 Parks and Recreation Strategic Plan was initiated in response to community demands for enhanced recreational infrastructure and programming. Over the past year, the Community Services Department has carefully reviewed existing facilities, assessed demographic trends, and evaluated service usage to identify areas in need of improvement. This strategic plan is designed to align with the Municipality of Kincardine's commitment to providing high-quality recreational services that promote the health and wellbeing of residents.

Consultation Overview:

In developing the 2024 Strategic Plan, extensive stakeholder engagement was conducted.

This involved:

Public Workshops: A series of workshops were held in various community centers to gather input from residents and local organizations.

Surveys: Online and paper surveys were distributed, receiving feedback from over 500 participants.

Focus Groups: Targeted focus groups were organized, including representatives from youth organizations, senior groups, and sports clubs, to ensure diverse perspectives were included. These consultations were pivotal to identifying community priorities such as improving accessibility, enhancing programmed activities, and ensuring sustainable operational practices.

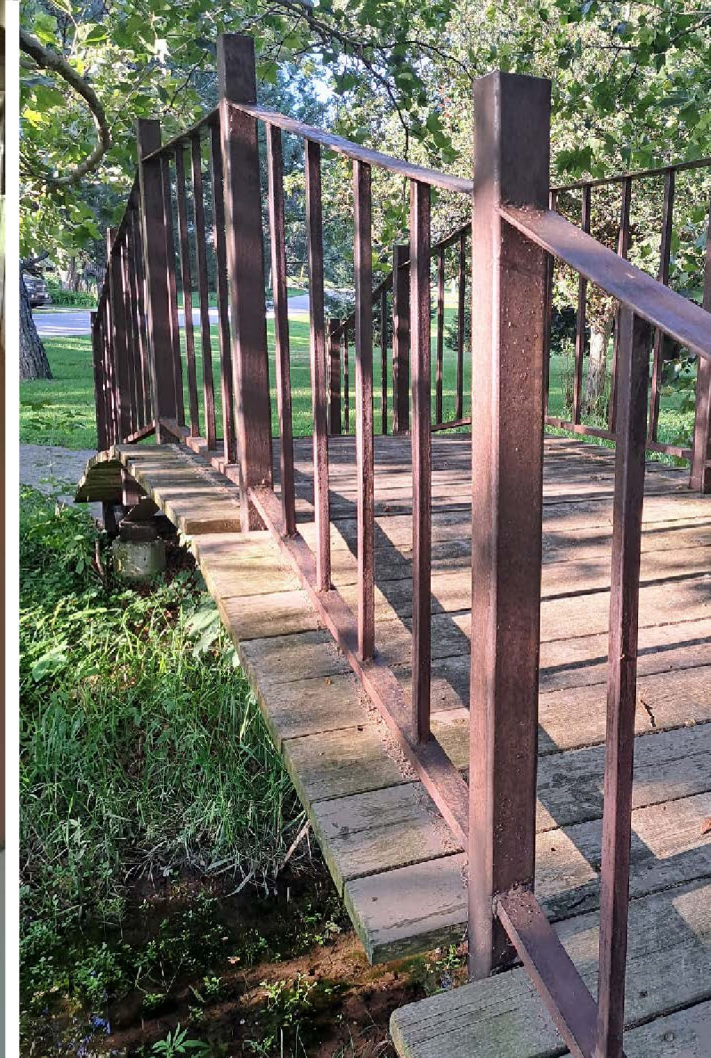
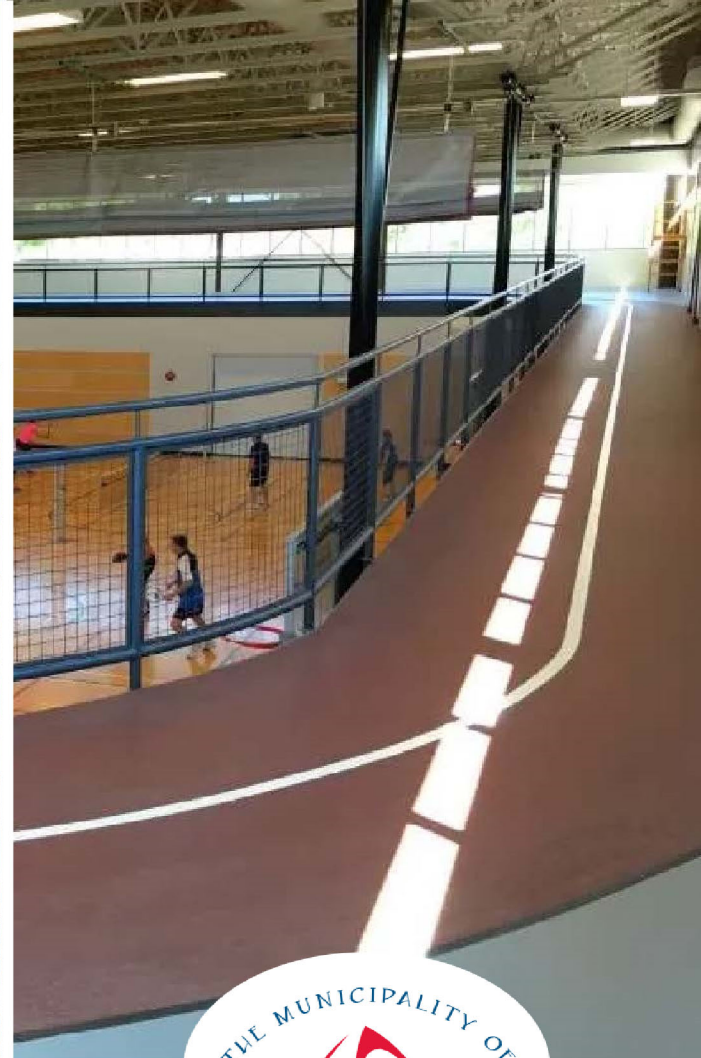
Origin:

The strategic plan was developed in collaboration with key municipal departments and external consultants specializing in recreation planning. It reflects Kincardine's commitment to reflective governance and proactive service delivery in alignment with council directives.

Attachments: Kincardine Implementation Strategy Q1 2025

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Submitted by: Jayne K. Jagelewski, Director of Community Services



THE MUNICIPALITY OF
KINCARDINE

PARKS AND RECREATION STRATEGIC PLAN

RECOMMENDATION IMPLEMENTATION STRATEGY

MARCH 12, 2024

Version 2 2025



STRATEGIC THEMES

The background data collection and consultation exercises contained within the Situation Analysis Report revealed four distinct themes. These themes serve to help organize the recommendations and provide additional context for implementation.



INVESTMENT AND SUSTAINABILITY

The way in which a community plans investment in existing and future infrastructure while ensuring sustainability, are vital for vibrant, resilient communities. Recommendations under this theme focus on sustainable operations including ensuring assets are maintained and contribute to community pride, ensuring capacity to manage services over time, evidence-based planning/policy and investment in aspects of parks and recreation.



SUPPORTIVE COMMUNITY

The Municipality of Kincardine seeks to create a community where everyone is welcomed, and all people have the chance to participate in a healthy, active lifestyle. Recommendations under this theme provide actions that will enhance opportunities for all residents and visitors to experience the very best of recreation and parks in the Municipality in a welcoming and supportive way. A focus on responding to changing needs and interests will also be included under this theme.



ENHANCING THE CUSTOMER EXPERIENCE

This theme brings the customer experience to the fore and recommendations are geared towards providing a high-quality customer experience for residents and visitors alike at every interaction and point of contact for the customer. Actions in this theme area can also provide direction to try new, emerging, or creative ways to promote parks and recreation.



CHANGE MANAGEMENT

This theme addresses the implications of change that can be experienced within any organization, whether public or private. Change can be because of new or differing influences, a change in funding support, changes brought about through technology, policy direction to respond to current legislation, and turnover of staff/volunteers and their institutional knowledge. It acknowledges that change can be difficult and requires a variety of strategies to support a seamless embrace within and outside the organization.

RECOMMENDATION IMPLEMENTATION STRATEGY - DAVIDSON CENTRE

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	NOTES
		SHORT	MEDIUM	LONG			
1	DAVIDSON CENTRE Undertake a Business Plan for the Davidson Centre. Ensure that budget tracking, cost centres and data collection aligns with elements of the plan to monitor results. The Business Plan should also consider the analysis of 12 month ice within the Municipality.		x		In Progress	10%	Q1 2025 Ongoing work on Business Plan for the Davidson Centre. Work is being completed in-house.
2	Complete a detailed facility conditions assessment of all parts of the Davidson Centre, inclusive of a 10-year capital replacement cost estimate, in conjunction with the future assessment for a Multi-Use Recreation Complex (MURC).		x		In Progress	85%	Q1 2025 Conditions assessment complete on the Davidson Centre. To be to develop conceptual improvements to the Davidson Centre. The TSC to be presented in Q2 2025
3	Working with the Accessibility Committee, commission an accessibility consultant to develop an updated plan to improve accessibility at municipal facilities and parks. Use recent accessibility audit (2023) of the Davidson Centre and include in future capital budget forecast.				In Progress	5%	Q2 2024 - Staff have had conversations to identify components for completion in 2024/25 that will be identified in the Capital Budget. These items were a result of a recent report completed by an Accessibility Expert for the Davidson Centre and surrounding lands.

RECOMMENDATION IMPLEMENTATION STRATEGY - ICE PADS AND INDOOR POOLS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	NOTES
		SHORT	MEDIUM	LONG			
4	ICE PADS Maintain existing ice pads in a state of good repair and plan for major capital replacements to ensure sustained operations of these assets over the life of this plan.	x	x	x	Ongoing		Q1 2025 Major repairs commence at the TSC to prolong the life of the pads, provide a safe environment for employees and users.
5	Work with all ice user organizations to monitor participation and review ice allocation and policies annually to address inequities in allocation between all users (historic groups, girls, boys, youth, and adult) playing times for all abilities.	x	x	x	In Progress	5%	Q1 2025 Staff conduct audits of users twice a year during the ice season, and adjust. As user numbers change, existing Allocation enhanced.
6	Seek options to maximize use of ice during all time periods, including access to new families, options for people with exceptionalities (i.e., sensory skate) and youth-based skating options.	x			In Progress	5%	Q2 2024 – Will be reviewed in the Business/Strategic Plan. The TSC to be completed.
7	INDOOR POOL Conduct a facility assessment on all components of the pool at the Davidson Centre to identify their need for repair and replacement. Ensure future capital forecast budgets are updated accordingly.	x			Completed		Q1 2025 Report has been completed. DEI Engineering will be used for enhancements to existing facilities. These items will be incorporated into the next request to Council.

RECOMMENDATION IMPLEMENTATION STRATEGY

	<p>8 Seek Council support for the capital budget provision for the Pool Study. This should include an analysis to address expansion capabilities at the south-east wall, relocation of the fitness centre along the south-west wall, or relocation adjacent to the gymnasium, and/or other options that maximize continued use of the aquatic facilities within this Centre that meet new and contemporary expectations for an indoor pool such as a therapeutic pool and play features.</p>	<p>x</p>			<p>Not Started</p>		<p>Q1 2025 Concept completed in 2025 expansion based on Terms of Reference Designs.</p>
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RECOMMENDATION IMPLEMENTATION STRATEGY - GYMNASIUM AND HALLS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
9	HALLS Continue with the review and updating of agreements with various community organizations regarding hall/facility operation.	x			In Progress	50%	Q1 2024 update Agreement meet review hand them that e muni users

RECOMMENDATION IMPLEMENTATION STRATEGY - CONNAUGHT PARK (AGRICULTURAL BUILDING)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
10	AGRICULTURAL BUILDING Ensure that the Connaught Park (Agricultural) Building is included in the Asset Management Plan for Recreation assets and included in future capital budget forecasts.	x			Completed		Q1 2024 was Con 2024 iden upgr
11	Provide Municipal leadership to advance the amalgamation of the Kincardine Agricultural Society with the Tiverton Agricultural Society including financial incentives to benefit both parties.	x			Not Started		Q1 2024 agre Staff direc of th

12	<p>Restructure the agreement with the use of the Agricultural Building ensuring Municipal leadership as first party to either organization under legal agreement, to</p> <ul style="list-style-type: none"> (I) Establish the primary rental of the building to the Kincardine Klassics Gymnastics Club inclusive of revised rental rates that represent fair value for dedicated lease space by a not-for-profit organization. (II) Ensures the Agricultural Society is provided with appropriate outdoor covered event and storage space (temporary) for their Fall Fair requirements until an amalgamation solution is achieved. 	x			Not Started		
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RECOMMENDATION IMPLEMENTATION STRATEGY - PARKLAND SUPPLY AND STANDARDS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
13	PARKLAND SUPPLY That the Municipality amend the Official Plan Parkland Categories to exclude the combination of elementary school and secondary school site sizes, in favour of a new policy statement that “encourage the co-location of parks with school sites and/ or stormwater capture areas, and/or open space areas.”		x		Not Started	
14	NEIGHBOURHOOD PARKS That the Municipality amend its Official Plan Neighborhood Park standard to be a minimum of 1 Hectare, and to adopt a provision standard of 1.4 Hectares / 1,000 population to reflect the current neighbourhood park supply.		x		Not Started	
15	That the Municipality amend its Official Plan service radius for Neighbourhood Parks to 500 – 800 metres.				Not Started	
16	COMMUNITY PARKS That the Municipality amend its Official Plan policy for Community Parks to reflect a provision target of 2.3 Hectares/1,000, and a minimum size of 4 Hectares and eliminate the service radius.		x		Not Started	
17	REGIONAL AND SPECIAL USE PARKS That the Municipality amend its Official Plan policy to identify Regional Parks as a distinct park type, with a provision target of 1.6 Hectares/1,000, and a minimum size of 15 Hectares.		x		Not Started	

	18 SPECIAL USE PARKS That the Municipality amend its Official Plan policy to identify Special Use Parks as a distinct park type, with a provision target of 1.2 Hectares/1,000, and a size of 1 to 8 Hectares with a community wide service area.		x		Not Started		
	19 PARKS BYLAW Develop a Parks Bylaw to clearly outline the distinct role, function, and permitted uses and condition for use in keeping with contemporary risk management practices.	x			In Progress	90	Q1 2022 present 2025

RECOMMENDATION IMPLEMENTATION STRATEGY - SPORTS FIELDS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
20	BALL FIELDS Replace the gravel fields in Tiverton with a quality soil mixture to increase use and player safety.		x		In Progress	10%
21	Continue current efforts to improve maintenance standards for ballfields to promote useability and player safety (infields to outfield transition area, fencing, lighting, infield quality, player benches) and ensure seasonal staff are trained on how to achieve new standards.	x			In Progress	65%
22	Monitor the annual participation rates for minor ball users to ensure that a sufficient supply is maintained to meet the needs of various ages.	x			Ongoing	
23	Assess the need to increase the existing ball diamond capacity by expanding the outfield at Tiverton (front) as part of the infield revitalization and lighting replacement plan.	x			Not Started	
24	Engage the baseball user groups to determine the most appropriate diamonds for level and type of play and ensure that materials (grass, infield, player benches etc.) are suitable for all leagues and associations.	x			Ongoing	

RECOMMENDATION THEMES: ■ INVESTMENT AND SUSTAINABILITY ■ SUPPORTIVE COMMUNITY ■ ENHANCING THE CUSTOMER EXPERIENCE ■ CHANGE MANAGEMENT
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RECOMMENDATION IMPLEMENTATION STRATEGY

25	RECTANGULAR FIELDS The Municipality has the ability of increasing its existing soccer field capacity by 4.5 senior field equivalents through a combination of field lining and lighting.			x	Not Started	
26	The Municipality should monitor the annual participation rates for minor soccer users to ensure that a sufficient supply of soccer/rectangular fields is available.	x			Ongoing	

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RECOMMENDATION IMPLEMENTATION STRATEGY - CONNAUGHT PARK

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
27	CONNAUGHT PARK Commission a detailed facility conditions assessment on all existing facilities and amenities within Connaught Park inclusive of a 10-year capital replacement cost estimate.		x		Completed	100%
28	Commission a property appraisal for all or part of the Connaught Park site based on highest and best use.		x		Not Started	
29	Commission a conceptual site plan for the replacement of desired amenities from Connaught Park at a new 'green field' location with associated cost estimates.		x		Not Started	

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RECOMMENDATION IMPLEMENTATION STRATEGY - PLAYGROUNDS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
30	PLAYGROUNDS That the Municipality finance at least one playground revitalization in their annual capital budget on a continuous basis.	x	x		Ongoing		Q1 2023 Scott and Mac repla
31	Establish a municipal standard for junior and senior play structures that promotes play value, safety, and accessibility.		x		Ongoing		
32	Engage local community members in the design process for playground replacement.		x		Ongoing		Q1 2023 conc play repla inpu app
33	Ensure that a wood fibre surface is the minimum standard to promote accessibility.		x		Ongoing		Q1 2023 have fibre curre pack pose
34	Ensure there is accessible pathway access to the play-structure area, as well as an accessible transition from the pathway to the play surface.		x		Ongoing		

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RECOMMENDATION IMPLEMENTATION STRATEGY

	35	Using the CSA Standards for accessibility, consider rubberized surfaces and accessible play structures in larger Community Parks such as Tiverton Sports Park, Bruce Avenue/Legion Park, and Macpherson Park.		x		Ongoing		
	36	Adopt a minimum maintenance standard for play structures throughout the Municipality and ensure appropriate staff training for maintenance and inspection.		x		Ongoing	100%	Q2 2024 depa leve insp equi mon

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RECOMMENDATION IMPLEMENTATION STRATEGY - SPORT COURTS/WHEEL PARKS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
37	SKATE PARK/SPORT COURT Continue to develop the planned All Wheels Park with the Kincardine Lions Club at The Davidson Centre.	x			Ongoing	
38	Engage local youth to determine the preferred location to site each sport court providing greater access throughout the Municipality.		x		Not Started	
39	Investigate new, emerging amenities that could enhance existing and new spaces.		x		Not Started	
40	Update Council as new projects such as the skate park are being considered for planning and development to balance the user needs with ability to provide ongoing maintenance and asset management.	x			In Progress	

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RECOMMENDATION IMPLEMENTATION STRATEGY - TENNIS AND PICKLEBALL COURTS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
41	PICKLEBALL Repurpose the current skate park, once the All Wheel Park is open, at the Davidson Centre with dedicated Pickleball Courts. Work with users to determine the number and design of the courts.		x		In Progress	5%
42	Establish a formal relationship (including working with the volunteers to move their status from an ad-hoc group to a not-for-profit organization) with local pickleball leaders.	x			Not Started	
43	Ensure adherence to registration requirements and monitoring of play using indoor and outdoor Municipal facilities.	x			Ongoing	

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RECOMMENDATION IMPLEMENTATION STRATEGY

44	TENNIS Ensure adherence to registration requirements and monitoring use of play using outdoor Municipal facilities.				Not Started
45	Meet annually with tennis and pickleball users/organizations to assess shared use of facilities, and to identify issues and opportunities.	x	x		Not Started

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RECOMMENDATION IMPLEMENTATION STRATEGY - OTHER OUTDOOR FACILITIES (BEACH VOLLEYBALL COURTS, HORSESHOE PITS, LAWN BOWLING)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
46	OTHER Maintain a state of good repair for the beach volleyball courts and supporting amenities.	x	x	x	Ongoing	
47	Continue to monitor membership of the Lawn Bowling Club to determine its viability for a diminishing membership base.	x			In Progress	30%
48	As part of the Macpherson Park revitalization plan, consider converting lawn bowling to a multi-purpose/sport court and discontinuing horseshoe pits in favour of new/ emerging pick-up game and sport interests (i.e., cornhole boards).		x		Not Started	

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RECOMMENDATION IMPLEMENTATION STRATEGY - SPLASH PADS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
49	SPLASH PADS That the Municipality monitor community demand for a third splash pad in the Municipality to be located in new residential growth areas.			x	Not Started	

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RECOMMENDATION IMPLEMENTATION STRATEGY - TRAILS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
50	TRAILS Develop a trails strategy. Identify all topics to be considered including type of trails, use of trails, classification and maintenance expectations for different trails, supportive amenities required for the entire Municipality, not just within to the urban boundary.	x			Not Started	
51	Establish an achievable trails maintenance standard.	x			Not Started	
52	Develop a maintenance and replacement program for outdoor furnishings, signage, and equipment. Update the annual budget to ensure that public facing features are kept in state-of-good repair (benches, signage, garbage receptacles etc.).			x	Ongoing	
53	Conduct a needs assessment for additional outdoor amenities in parks and along trails, such as fitness equipment and a winter skating trail.			x	Not Started	
54	Review opportunities to naturalize appropriate areas within existing and new trails, parks, and open spaces where environmental sustainability, operational savings and community benefit can be realized.	x			In Progress	75%

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RECOMMENDATION IMPLEMENTATION STRATEGY

55	Continue working with the Accessibility Committee to set priorities to ensure that, where feasible and in compliance with legislation, trails are suitable for all modalities, have adequate signage, are inspected regularly for issues that may impact mobility and access.	x	x	x	Not Started
56	Implement an adopt-a-trail/park program with business, neighbourhood associations and industry.		x		In Progress 10%

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RECOMMENDATION IMPLEMENTATION STRATEGY - TRAILS (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
57	Complete a washroom audit and commit to bringing on two full winterized washrooms to be located on popular walking, running, and cycling routes.	x			In Progress	50%	Q1 2022 assess Future location at Stat Sports Q1 2022 part of Strateg
58	Work with the Kincardine Trails Group to determine an all-season trail loop and a preferred Pavilion to be winterized for all season access.		x		Not Started		Q1 2022 capaci all sea
59	Consider dedicating the Tiverton Walk of Memories Trail as an all-season trail with off-season access to washrooms.		x		Not Started		Q1 2022 capaci all sea
60	Invest in trail user’s experience by improving signage, adding seating and shade trees, all season maintenance, parking, and accessibility.		x		Not Started		
61	Enhance communication with the Kincardine Trails Group and the public regarding the reestablishment of the Trails Group.	x			In Progress		Q2 2022 with m Group compo conver of work be pen

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RECOMMENDATION IMPLEMENTATION STRATEGY

62	Focus on opportunities to provide access to year-round recreation using outdoor trails and amenities that recognizes and entrenches the changes that occurred in the public's interest in year-round options during the COVID-19 pandemic.		x		Not Started		Q2 2021 to be defined in the Strategic Plan
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RECOMMENDATION IMPLEMENTATION STRATEGY - WATERFRONT

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
63	WATERFRONT Align recommendations from the recently completed Waterfront Plan with public feedback received during the Strategic Plan engagement sessions reinforcing the need for improved and consistent signage, furniture and fixtures, accessibility enhancements, improved parking etc.		x		In Progress	50%
64	Enhance the maintenance program for the public spaces including waste management, washroom facilities, benches, signage, boardwalk, etc.		x		Ongoing	
65	Establish a waterfront beach “Ambassador” program by providing a visible presence of trained staff and/or volunteers.	x			In Progress	
66	Ensure that updates to the public reinforce waterfront safety, including the need to implement and enforce all recommendations that have been made both in the Waterfront Master Plan and within	x			In Progress	

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RECOMMENDATION IMPLEMENTATION STRATEGY - PROGRAMMING

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
68	PROGRAMMING Develop options to expand school break camps for children either through direct delivery or through partnerships with community groups and use of alternative spaces where feasible.	x			In Progress		Q2 2024 school term determine space usage for camps special
69	Look at ways to provide staff incentives for staff to commit to 8 weeks of employment such as contract employment bonuses.	x	x		Not Started		
70	Strengthen and expand the current financial assistance framework (subsidy) for individuals and families to increase equity and provide more people with opportunities to improve their health and wellbeing.		x		Completed	100%	Q2 2024 with B Service Financial program 2024 for participi Q1 2024 discuss about agree term t Council
71	Conduct a review of fees and charges for municipal programs with a defined cost- recovery model to identify opportunities to gain more revenue from some programs.		x		Not Started		

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RECOMMENDATION IMPLEMENTATION STRATEGY

72	Develop staff training programs/internships/co-op programs to provide opportunities (young adults and active older adults) to become certified as lifeguards and swim instructors.	x			In Progress	50%	Q4 20 and R provid grant certific Q1 20 recruit daytim replac
73	Evaluate compensation for all part time staff and lifeguards annually.	x	x	x	Ongoing		
74	As facility and park accessibility is improved, develop a plan to enhance opportunities for people with exceptionalities through current or new programming/activities.		x	x	In Progress		Q2 20 swim comm review prosp progra
75	Work with youth to identify safe places in supportive and available facilities.	x			Not Started		
76	Work with youth to ensure signage and customer service training supports a welcoming environment at the Davidson Centre as well as other inclusive and safe spaces, especially those facilities that are open and available many hours per day, year round.		x		Completed	100%	Q4 20 imple Centre prom contact respect safe b report zero-t

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RECOMMENDATION IMPLEMENTATION STRATEGY - PROGRAMMING (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
77	Increase quality assurance over time by training all staff in HIGH FIVE (for children and older adult program staff) and enhanced behaviour management training for those working with children.		x		Ongoing	
78	Look for opportunities to increase outdoor programming for all ages i.e., walking programs, running, fitness, geocaching, photography.	x			Choose an item.	
79	Work with older adults to enhance the variety of programs to support healthy aging.	x			In Progress	
80	Pilot select new fitness classes in daytime and evening slots, utilizing the expertise of current staff.	x			In Progress	
81	Pilot drop in options or try-it pick up programs for youth in the Community Centres to provide new opportunities for participation and to assess which programs could be added to the regular schedule.	x			Not Started	

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RECOMMENDATION IMPLEMENTATION STRATEGY

82	Explore expanded programming in the pool by engaging with previous and new partners to deliver alternative programming like paddleboarding, scuba, or deep water running.		x		Not Started
83	Survey user groups annually to collect participation data and projections to establish key performance indicators that help reinforce space allocation and fee structures.	x			Ongoing
84	Work with user groups over time to fully implement and adhere to the allocation policies, free access to space, facility booking policies and fee schedule.		x		In Progress
85	Review the existing policy for free use of the Davidson Centre for Municipal staff and volunteer firefighters.		x		Not Started

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RECOMMENDATION IMPLEMENTATION STRATEGY - EVENTS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
86	EVENTS Update the 2015 Event Policy that will outline the criteria and process by which permit requests are considered and approved and will ensure that the process is sustainable within current departmental structure and level of support . Streamline facility booking with event booking process.	x			Completed	100
87	Evaluate all events currently delivered by the Municipality to confirm alignment with the Municipality’s values and resources, including increasing revenues through charging for equipment and services.		x		Completed	
88	Develop a process to track expenses, human resource allocation and equipment depreciation to be able to accurately reflect the cost and benefits of events.	x			Not Started	
89	Work with event organizers to determine specific improvements needed to the outdoor pavilions used to host various music and entertainment themed events (view, seating, acoustics, support amenities etc.) to make sure they get captured for future budget and capital consideration.		x		Completed	
90	As part of the development of a new Event Policy, consider promoting more events that embrace diversity, enhance accessibility, and promote a welcoming and inclusive environment.		x		Ongoing	

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RECOMMENDATION IMPLEMENTATION STRATEGY

	<p>91 Monitor volunteerism to identify trends and plan for sustainability as volunteers age, and interests and time constraints evolve.</p>		<p>x</p>		<p>Not Started</p>
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RECOMMENDATION IMPLEMENTATION STRATEGY - PARTNERSHIPS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%	
		SHORT	MEDIUM	LONG			
92	PARTNERSHIPS Develop criteria for partnerships that address key roles, staff capacity and responsibilities, and metrics, including projects that may be of a 'joint capital' nature (funded in partnership with other organizations and the Municipality). Review annually and ensure business plan development as part of the partnership.		x		In Progress	5%	
	93	Ensure the Community Services Department is represented at all planning tables for the potential Mega School in Bluewater District School Board.	x		Ongoing		
	94	Investigate shared facility and service delivery opportunities with adjacent municipalities. Review and update Huron-Kinloss Agreement.		x		In Progress	50%
	95	Work with partners to expand fundraising to develop a perpetual maintenance fund that goes directly to the Municipal reserve funds.		x		Not Started	
96	Work with all user groups (community and sport organizations) to track annual participation and use data and to assess fairness in allocation for type of facility, time of use and ability to grow programs as needed.	x	x	x	Ongoing		
97	Renew the Reciprocal Agreement with the Bluewater District School Board to ensure the agreement is financially equitable and maximizes community use of school facilities.	x			In Progress		
98	Meet seasonally with staff to discuss amending existing procedures to reflect existing conditions such as weather, changing priorities etc.	x			Ongoing		

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RECOMMENDATION IMPLEMENTATION STRATEGY

99	Consider early installation of ice in one ice pad through gaining written confirmation from user groups in advance (including payment) to host additional training opportunities, try-outs, introduction programs etc.	x			In Progress
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RECOMMENDATION IMPLEMENTATION STRATEGY - POLICY AND ADMINISTRATION

100	POLICY AND ADMINISTRATION Work with the Treasurer to structure the Cost Centres in parks and recreation areas to the level of detail that supports performance measurement monitoring, including tracking key benchmark data over time.	x				Not S
101	Develop strategies for new revenue streams, including but not limited to, disposition of surplus assets (i.e. airport lands, parks work yards), introduction of a MAT tax, introduction of beach parking fees for non-residents.		x			In Pro
102	Proactively monitor population growth projections based upon the planned expansion of the Bruce C Power Project and its impact on Kincardine to assess the impact on the demand for recreation programs and indoor and outdoor facilities and the potential for new and/or emerging interests.	x	x			In Pro
103	Monitor the impact of potential growth on all corporate plans within the Municipality and assess the best course of action for the Municipality of Kincardine in terms of future planning.	x	x	x		In Pro
104	Complete a comprehensive Facility Conditions Assessment for all existing indoor and outdoor facility assets, as part of the Corporate Asset Management Plan, that includes remaining effective lifecycle, repair and revitalization schedule and costs, and/or replacements costs and include in the long-term capital forecast (adjust for annual		x			In Pro

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RECOMMENDATION IMPLEMENTATION STRATEGY - POLICY AND ADMINISTRATION
(CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
105	Strengthen the focus on beach and pier safety, aligning with the Waterfront Master Plan.	x			In Progress	
106	Provide enhanced training for all staff regarding corporate direction for diversity, equity and inclusion initiatives and customer service, including welcoming signage in all Municipal facilities.	X			Ongoing	
107	Continue proactive approach to developing updated written policies and procedures, including the provision of staff training to enhance customer service and customer experience as changes are implemented.	X	x	x	In Progress	
108	Develop staff training and software to ensure that front line staff can easily input their hours of work to the correct cost centre, especially for staff that are responsible for a variety of parks and facilities (both recreation and non-recreation facilities).		X		Completed	
109	Develop metrics and best practices to monitor staff complement.	X			Not Started	
110	Include staff in discussions regarding training, workload, customer service expectations, suggestions for business process review etc.	x			In Progress	

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RECOMMENDATION IMPLEMENTATION STRATEGY

111	Ensure tracking data systems monitors the impact of user fees on program and facility utilization.	x	x	x	In Progress
112	Work with relevant departments (create a staff team) to undertake the previously recommended Parks By-Law as it is being developed to ensure all internal stakeholders have capacity to implement, monitor and enforce.		x		In Progress

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RECOMMENDATION IMPLEMENTATION STRATEGY - CAPACITY BUILDING

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
113	CAPACITY BUILDING Create a Project Manager portfolio to be funded through contributions from the capital projects within the Parks and Recreation annual budget process.	x			Not Started	
114	Engage community members in decision making for new programs and services and ensure that a diverse mix of views are welcomed and considered, thus building capacity within the Municipality through volunteer investment and contributing to new views and ideas that foster change (2SLGBTQIA+, diverse cultures, all age cohorts).	x	x	x	Not Started	
115	Realign roles and office location to consolidate the management of the Davidson Centre under one Manager role.	x			In Progress	
116	Hire dedicated staff to manage events, revenue generation and provide support to volunteer organizations.	x			Not Started	
117	To increase transparency, explore establishing a committee of community volunteers to assist staff with assessing applications and preparing recommendations for funding support and/or fee waivers for final approval by Council.		x		Not Started	
118	Develop an approach to succession planning that is responsive and forward looking.	x			Ongoing	
119	Develop written levels of service for the operations and maintenance of all parks and recreation assets and ensure staff are trained accordingly plus a communication plan for the community and user groups.	x			In Progress	

RECOMMENDATION IMPLEMENTATION STRATEGY

120	Using key performance indicators and milestones, develop and implement quarterly project status reports to Council.		x	x	Ongoing	
121	As community led projects are being considered, ensure that a corresponding operating budget impact is included in the report to provide an indication of how these projects continue to require an investment by the Municipality.	x			In Progress	

RECOMMENDATION IMPLEMENTATION STRATEGY - COMMUNICATIONS

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
122	COMMUNICATIONS Create a signage and wayfinding standard that applies throughout the Municipality and is consistent with the Waterfront signage and/or other regional signage programs.	X			Ongoing	
123	Invest in on-line options to improve service and focus staff away from continued phone interruptions.		X		In Progress	
124	Ensure staff resources include priorities for social media content creation and promotion.	X			Not Started	
125	Supplement with more traditional communication techniques to ensure those without access to on-line services are updated.	X	X		Not Started	
126	Monitor changes in the community that may necessitate the need to promote programs and services differently (different languages, options for various physical challenges).		X		In Progress	
127	Maintain a presence of senior staff at the Davidson Centre to provide visibility to user groups, assist with launching new policy direction, engage with stakeholders.	X			Ongoing	
128	Empower staff to increase social media activity to deliver current information, provide timely program and service announcements, and reach a wider audience that use social media as their preferred communication method.	X			Not Started	

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RECOMMENDATION IMPLEMENTATION STRATEGY

129	Maintain current information for the Municipality and community service providers' (and partners) programs with up-to-date references, contact information, coming events, etc.	x			Ongoing
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RECOMMENDATION IMPLEMENTATION STRATEGY - COMMUNICATIONS (CONTINUED)

#	RECOMMENDATION	SUGGESTED TIMING			STATUS	%
		SHORT	MEDIUM	LONG		
130	Provide public communication using all available media opportunities to provide updates to the public regarding projects, priorities and new programs and services; consider a simple visual approach.		X	X	Ongoing	
131	Ensure social media and website options are maximized to provide proactive education and awareness regarding timing and rationale for changes that may shift from historic approaches (insurance risk, need for waivers, etc.) so the public receives advance information that supports decision making.	X			Ongoing	
132	Ensure communication continues to note that the Municipality of Kincardine is one community.	X	X	X	Ongoing	
133	Use Municipal branding that reinforces the concept of one community.	X	X	X	Ongoing	

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