

Quarterly Update Report

Title: CAO Department 2026 – Q3 Update

Report Number: CAO Quarterly Report-2026-04

Meeting Date: Wednesday, October 14, 2026

This report provides Council with an overview of the Chief Administrative Officer (CAO) Department's activities and operations from July through September 2026 (Quarter 3). The Department includes the temporary Nuclear Strategy Coordinator position, the Executive Assistant to the CAO—who supports Council and the CAO—and the management team. The report also includes activities undertaken by the Mayor and Council.

Council Relations/Coordination:

The Mayor, members of Council, and CAO Department staff attended several community events, workshops, and business recognition ceremonies during the third quarter, including:

- Canada Day Parade & Celebrations
- Rotary Washroom Ribbon Cutting
- Century 21 Millennium Opening
- Music In the Park Concerts
- Kincardine Scottish Festival & Highland Games
- Summer Sing-a-Longs
- Lighthouse Blues Festival
- Cruise Nights
- Bruce Power Community Appreciation Fireworks
- Saugeen Hospice Groundbreaking Ceremony
- Kincardine Lighthouse Blues Festival
- Emancipation Day Flag Raising – Black Liberation Flag
- Shoreline Wellness Centre New Location Opening
- Yogo Fest Anniversary – Photo Op/Presentation
- 5th Annual Hindu Culture Open House
- All Wheels Park Opening
- ES Fox Grand Opening
- Gathering of the Bands
- Art Gallery 25 Anniversary
- Bluewater Trailer Park Jamboree
- Kincardine Fall Fair
- Walk for Wenjack

- Uncle Perry Restaurant Grand Opening
- Parkinson Walk
- International Plowing Match & Rural Expo (Sept)
- Pixie Drone Demo & Great Lakes Plastic Clean Up Event
- HOM Wellness Collective – Official Ribbon Cutting
- Bruce County – Harvest Dinner
- National Day for Truth & Reconciliation Flag Raising Ceremony

Council and Staff Meetings:

In addition to regularly scheduled Council meetings on the second and fourth Wednesdays of each month, the Mayor, members of Council, and CAO Department staff attended various committee and intergovernmental meetings during the third quarter, including:

- Bruce County Council Meetings
- Nuclear Advisory Committee Meetings
- Community Conversation on Creating Affordable Housing
- Committee of Adjustment
- Municipal Matters – Lagoon
- Board of Health Meetings
- Inverhuron Secondary Plan-Info. Session
- Saugeen Valley Conservation Authority (SVCA) Committee Meetings
- Business Improvement Area (BIA) Committee Meetings
- BASWR Owner's Meetings
- Primary Healthcare Committee Meetings
- Accessibility Advisory Committee (AAC) Meetings
- Recreation Facilities Committee Meeting
- Heritage Committee Meetings
- Housing Ad-Hoc Committee
- GLSL Cities Initiative - ON Regional Advisory Committee Meeting
- Emergency Management Annual Exercise
- Saugeen Mobility and Regional Transit (SMART) Meetings
- South Bruce Grey Health Centre (SBGHC) Meetings
- Kincardine Healthcare Foundation Meetings
- Ontario Power Generation (OPG) Meetings
- Bruce Power Meetings
- Great Lakes St. Lawrence Cities Initiatives Meetings
- Canadian Nuclear Safety Commission (CNSC) Meetings
- Housing and Development Meetings
- Meetings with Constituents

The CAO continues to meet regularly with intergovernmental organizations and staff. Standing meetings include weekly Senior Leadership Team (SLT) meetings; weekly one-on-one meetings with the Mayor and the Nuclear Program Coordinator; biweekly one-on-one meetings with each SLT member; monthly meetings with Bruce County CAOs and Bruce Power; and quarterly Management Team meetings.

Nuclear Program Coordinator

Bruce Power fully funds the Nuclear Program Coordinator position to support the Municipality's participation in the federal impact assessment for the Bruce C Nuclear Project.

Nuclear Advisory Ad-Hoc Committee (NAAC)

The NAAC meets monthly to provide advice to Council and staff on various nuclear projects and initiatives underway in the municipality. In Q3 2026, the committee received updates from Bruce Power on the Bruce C project.

Bruce C New Nuclear – Project updates, municipal interests and next steps

The Bruce C Project is in the Impact Statement phase (Phase 2) of the Impact Assessment process. Bruce Power anticipates submitting the Impact Statement in November 2026. Information, documents, and submissions related to the project are available through the Impact Assessment Agency of Canada registry. The Nuclear Program Coordinator continues to meet weekly with the Bruce C team and WSP consultants to coordinate upcoming work, engagement, and studies, and to identify areas of municipal interest and potential impact.

Bruce County Growth Forecast Study

Bruce Power has provided funding to Bruce County, in collaboration with Kincardine and Saugeen Shores, to retain Watson & Associates to prepare a growth forecast study. The study will update the 2022 residential, industrial, and commercial growth forecasts for each municipality and assess two scenarios: a status quo scenario and a Bruce C growth scenario. It will also include a housing needs analysis and land needs assessment. Work began in April 2026 and is expected to be completed in 2027, following the release of 2026 Census data. Municipal staff meet biweekly with Bruce County Planning staff and Watson & Associates to share relevant data and advance the project. The results will support future infrastructure planning and community readiness work by the County and local municipalities.

Bruce C Infrastructure and Community Readiness Agreement and Workplan

In June 2026, the Municipality and Bruce Power executed a new Community Readiness Agreement for the Bruce C Project, providing \$2.2 million over four years. Staff are advancing the 2026–2027 work plan and now have internal (and external) planning support for municipal growth-readiness assessments and a part-time project manager to coordinate and integrate Bruce C and municipal studies. In fall 2026, the Municipality will begin an Employment Area Review Study, a Master Fire Plan, and a Community Risk Assessment, while Bruce County will initiate a regional Transportation and Traffic Impact Study.

Recruitment

The Municipality of Kincardine welcomed Alan Smith as its new Chief Administrative Officer (CAO), beginning July 20, 2026. With more than 20 years of municipal leadership experience across Ontario and British Columbia, Mr. Smith brings expertise in strategic planning, municipal operations, community engagement, and organizational leadership. The Municipality also recognized Interim CAO Kimberley Wingrove for her leadership and support during the transition period.

Conferences and Workshops:

Association of Municipalities of Ontario (AMO) Conference:

The Association of Municipalities of Ontario (AMO) Conference was held in Ottawa from August 16 to 19, 2026, at the Rogers Centre and the Westin Ottawa. Mayor Craig, members of Council, the CAO, and the Nuclear Strategy Program Coordinator attended on behalf of the Municipality of Kincardine. In addition to plenary sessions and keynote presentations, the municipal delegation met with provincial officials to advocate for local and County priorities. Delegates met with the following ministries:

1. **Ministry of Energy and Mines: Parliamentary Assistant, Rudy Cuzzetto**

Issue 1:

The Municipality of Kincardine is receiving significant and sustained interest from developers and energy-intensive industries in the privately owned industrial lands adjacent to Bruce Power, the largest operating nuclear generating station in the world. Many of these prospective investors are seeking not only serviced, shovel-ready land, but confirmation of significant future power supply and a clear pathway to grid capacity approvals

Request:

The Municipality of Kincardine respectfully requested the Province's support in:

- recognizing Kincardine as a strategic site for energy-intensive industries
- collaborating with the Municipality to attract national and international investors
- confirming the availability of sufficient electricity supply, including support for energy-intensive uses drawing significant capacity from Ontario's grid

Issue 2:

Modernizing Ontario's Legacy Taxation Framework for Nuclear Host Communities. Kincardine is home to the Bruce Nuclear Generating Station (NGS), the largest nuclear facility in the world and the anchor of Ontario's ambition to become a clean-energy superpower. As the Province advances an unprecedented wave of nuclear refurbishment and new-build activity, most notably the proposed Bruce C expansion of up to 4,800 MW, the host community that makes this possible is being asked to accommodate extraordinary growth while a legacy taxation framework simultaneously freezes and diverts the very revenue it needs to do so. This note asks the Province to commit to modernizing that framework so host communities can build the nuclear infrastructure Ontario's Integrated Energy Plan depends on.

Request:

The Municipality of Kincardine respectfully requested that the Province commit, following AMO 2026, to a joint review to modernize the legacy PILs and assessment framework for electricity generation facilities, with the express objective of enabling host communities to fund the infrastructure and growth that nuclear expansion demands. We did not seek to pre-determine a single remedy, but to elevate the issue to an active agenda and work with the Ministry of Energy & Mines, Ministry of Finance, the Municipal Property Assessment Corporation (MPAC), and OEFC on practical pathways, including:

- Reviewing Section 92 and the stranded-debt mechanism to redirect an appropriate share of diverted payments to host municipalities as the debt is retired

- Updating the frozen, non-market valuation formulas (O. Reg. 574/06) so that generating-station assessments keep reasonable pace with the broader tax base
- Establishing a transparent growth-and-reassessment offset to prevent sudden, destabilizing tax shifts onto residents when reassessment resumes
- Aligning provincial infrastructure funding with the workforce and population growth that Bruce C will drive, consistent with the Ontario Chamber of Commerce's findings

2. **Ministry of Finance: Parliamentary Assistant, Dave Smith**

Issue:

Same as above. Modernizing Ontario's Legacy Taxation Framework for Nuclear Host Communities.

3. **Ministry of Transportation: Parliamentary Assistant Singh Grewal**

Issue:

Highway 21 serves as Kincardine's primary transportation corridor and is experiencing increasing pedestrian and vehicle activity. Continued growth associated with Bruce Power, and future community and regional development is placing increasing demands on provincial transportation infrastructure which will significantly increase pedestrian crossings and traffic volumes.

Request:

The Municipality of Kincardine sought the Province's continued partnership in addressing transportation and public safety priorities along the Highway 21 corridor.

4. **Ministry of Infrastructure: Parliamentary Assistant Amarjot Sandhu**

Issue:

Tiverton's existing drinking water system relies on the Briar Hill and Dent well sites, with infrastructure dating back to the 1970s. While the system continues to operate safely, it is approaching the end of its service life and has limited capacity to accommodate future growth.

Request:

The Municipality of Kincardine sought provincial support for the Tiverton Water Supply Project, a critical infrastructure initiative that will secure a safe, reliable, and sustainable drinking water supply for the community of Tiverton while supporting future residential, commercial, and industrial growth.

Municipal representatives also met with the Ontario Liberal Caucus to discuss Nuclear Preparedness.

Data Centre Playbook

CAO Alan Smith presented a report to Council regarding an increasing number of prospective data centres considering Ontario for future development. The Province of Ontario requested

input on how to responsibly support growth in this emerging sector. At its August 26, 2026, meeting, Municipality of Kincardine Council discussed potential changes to Ontario's proposed Data Centre Playbook to help ensure municipalities and communities are better positioned to manage the potential impacts while maximizing the opportunities associated with large-scale data centre development.

The intent of the discussion was not to establish a Municipal position in support of, or in opposition to, data centre development within the Municipality of Kincardine. Rather, its intention was to provide recommendations to the Province that may strengthen the final framework for evaluating and managing this form of development.

Council directed Administration to submit their recommendations to the Province of Ontario advocating that stronger municipal involvement, cost recovery, environmental protections, community benefits, transparency, and emergency planning are needed for responsible investment while ensuring host communities share in the long-term benefits of growth.

Service Requests:

The CAO Department continues to support all departments in managing service requests submitted through the Municipality's website.

In the third quarter of 2026, the Municipality of Kincardine received the following requests:

Service Request Category	# of SRs	# of SRs Requesting Follow-Up	# of SRs Followed Up On	# of SRs Unrelated to Service Area*	Notes
Accessibility	1	1	1	0	N/A
All-Way Stop	0	0	0	0	N/A
Animal Control	3	3	3	0	N/A
Billing	2	2	2	0	N/A
Drainage	2	2	2	0	N/A
Facilities, Parks and Trails	21	18	18	0	4 Work Orders In Progress
Garbage and Recycling	1	1	1	0	N/A
*Other	3	2	1	0	N/A
Parking	0	0	0	0	N/A
Property Standards	0	0	0	0	N/A
Roads and Sidewalks	30	30	30	0	8 Work Orders In Progress
Signs, Streetlights and Trees	7	7	7	0	3 Work Orders In Progress
Traffic Calming	0	0	0	0	N/A
Water and Sewer	38	32	32	0	Majority related to Lagoon Odours

Service Request Category	# of SRs	# of SRs Requesting Follow-Up	# of SRs Followed Up On	# of SRs Unrelated to Service Area*	Notes
Website	0	0	0	0	N/A

*These requests and those submitted under “Other” are received and then routed to the correct service area for follow-up.

Policy and Policy Development:

The CAO Department continues to oversee the organization, coordination, and review of corporate policies. A formal review schedule was implemented in early 2025. Its goal is to ensure that, by the end of the current Council term, all active policies that have not yet been reviewed or converted to the new format are reviewed and either updated or repealed.

In the third quarter, the CAO Department was responsible for reviewing, updating and assigning new policy numbers to the following policies that were adopted by Council:

- Charitable Donations Policy
- Decorative and Commemorative Crosswalks

Volunteer Management:

The CAO’s Executive Assistant continues to triage volunteer applications submitted through the Municipality of Kincardine’s formal application process for municipal projects and events.

Currently, the Municipality of Kincardine has 7 active volunteer groups including:

- Kincardine Trails (Trails Maintenance and Upkeep)
- Horticulture (Community Gardens Maintenance and Upkeep)
- Kin Dog Park (Maintenance and Upkeep)
- Special Events (MoK Community Events)
- Green Team (Special Event Sustainability/Environmental Efforts)
- Welcome Centre (Reception and Information Sharing)
- Trailblazers (Report Trails Concerns; No Longer Accepting Applications)

The CAO Department triaged the following volunteer applications in the third quarter:

- Kincardine Trails: 6
- Horticulture: 2
- Kin Dog Park: 1
- Special Events: 1
- Green Team: 2
- Welcome Centre: 2

Currently, The Municipality of Kincardine has the following number of active volunteers rostered:

- Kincardine Trails: 80
- Horticulture: 11

- Kin Dog Park: 10
- Special Events: 107
- Green Team: 6
- Welcome Centre: 20
- Trailblazers: 13

Flags:

The CAO Department is responsible for the Flag Protocol Policy – COUNCIL.05. In the third quarter, the Black Liberation Flag was raised to mark the beginning of Emancipation Month. Flags were also lowered to half-mast on September 30, in accordance with the Municipality's policy, in recognition of the National Day for Truth and Reconciliation.

Progress on Key Priorities for 2026:

Council has established the following elements of a strategic action plan:

Goal 1: Financial Stability

Establish a strong financial foundation enabling the Municipality to meet the needs of our community now and in the future.

1.1: Taking a long-term evidence-based approach to drive budgeting, operations, and projects.

1.2: Optimizing the value to residents of municipal infrastructure and assets.

1.3: Pursuing alternative revenue sources to reduce reliance on residential taxpayers.

Goal 2: Welcoming & Vibrant Community

Foster a sense of community and provide an exceptional quality of life.

2.1: Providing opportunities for healthy living.

2.2: Working with our community partners to enhance our quality of life.

2.3: Protecting our natural environment.

Goal 3: Strong Local Economy & Healthy Growth

Pursue smart growth reflecting our rural small-town character and support opportunities to live and work in the Municipality of Kincardine.

3.1: Pursuing a thoughtful and well-designed growth strategy.

3.2: Contributing to more housing options for people at all ages and income levels.

3.3: Supporting local businesses and jobs.

Goal 4: Organizational Effectiveness

Provide residents with good value for services and maintain an accountable and professional working environment.

4.1: Demonstrating transparent decision-making and financial accountability.

4.2: Continuously improving our day-to-day operations to be more effective, efficient, and customer focused.

4.3: Recognizing and rewarding excellence among our employees.

The Integrated Strategy 2.0, the 2026 Budget, other approved plans of Council, Council directions, and provincial policy changes, also inform the work and activities.

The activities in this report and in other Departmental Quarterly updates are linked to the goals and directions of Council.

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