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Overview

This report provides an overview of the significant work accomplished by the Municipality of Kincardine from the last quarter in 2025 to the end of 2026. The report provides a snapshot of the progress, recognizing both completed initiatives and work that is currently underway. Together, these highlights demonstrate how the Municipality is advancing its priorities, responding to emerging needs and laying the foundation for continued growth and success.

Our Vision (What we aspire to)

Energy. Opportunity. Balanced Lifestyle.

Our Mission (Why we exist)

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.

Values (How we work)

Values guide our everyday interactions as we work on actions. Values determine behavior. Together they form culture.

The following values serve as our collective commitment to how we work with citizens, visitors, community partners and each other.

We are a Municipality that **CARES** through:

Collaboration: Involve and engage:

We involve and engage the community to

encourage high levels of participation and form partnerships to make a positive impact.

Accountability: Inspire trust:

We are responsible for decisions made and actions taken and will conduct ourselves with openness and transparency that inspires trust.

Respect: Recognize and value:

We create an environment where we celebrate our diversity, we practice high standards of ethical behaviour and provide a safe space for sharing points of view.

Excellence: Serve and satisfy:

We deliver excellent services in our every interaction to increase customer satisfaction and build confidence in the Municipality of Kincardine.

Safety: Prevent and protect:

We create an environment where safety is never compromised, and we work together to prevent accidents and keep each other safe.

Our Focus Areas and Strategic Objectives

(What we hope to achieve)

This report is organized around five key areas of focus, supported by strategic objectives that define what the Municipality of Kincardine is working to accomplish. Together, they provide a clear framework for aligning priorities, actions and resources across the organization and focusing our efforts on the outcomes that matter most to the community.



1. Leverage Nuclear Sector Opportunities

- Strengthen the municipal role in the Bruce C Impact Assessment
- Build municipal capacity and assess community readiness for nuclear-related growth
- Maximize the benefits of hosting the world's largest nuclear site
- Strengthen partnerships and municipal leadership in the nuclear sector

2. Fostering a Resilient Economy

- Support businesses and downtown vitality
- Strengthen investment readiness and attract new investment
- Strengthen business relationships and engagement
- Grow Tourism Sustainably

3. Planning for a Sustainable Future

- Build and maintain sustainable infrastructure for growth
- Plan for a sustainable transportation network
- Advance Waste Reduction and Environmental Sustainability
- Strengthen the Long-Term Sustainability of the Municipal Airport
- Plan for Responsible and Sustainable Growth

- Expand and Diversify Housing Options

4. Enhancing Quality of Life

- Provide Accessible and Diverse Recreation Opportunities
- Invest in Recreation Facilities and Vibrant Public Spaces
- Expand Active Transportation and Community Connectivity
- Strengthen Access to Primary Healthcare
- Build an Inclusive and welcoming community
- Strengthen Community Safety and Emergency Preparedness

5. Providing Responsive and Effective Government

- Strengthen Long-Term Financial and Asset Sustainability
- Deliver Effective, Accountable and Transparent Governance
- Modernize Municipal Systems and Technology
- Strengthen Organizational Capacity and Service Excellence

Our progress for 2026

Quarterly reports are provided by each municipal department throughout the year, highlighting progress on departmental priorities and initiatives.

The progress is grouped under five focus areas and strategic objectives.



1. Leverage Nuclear Sector Opportunities



2. Fostering a Resilient Economy



3. Planning for a Sustainable Future



4. Enhancing Quality of Life



5. Providing Responsive and Effective Government

This provides an organization-wide view of how the Municipality is working together to address community needs, prepare for future growth and deliver meaningful results.





1.

Leverage Nuclear Sector Opportunities

Strengthen the Municipality's role as an experience nuclear host community by fostering strong partnerships, supporting responsible growth, creating local economic opportunities, and ensuring community infrastructure, services, businesses, and residents benefit from long-term investment.

Strengthen the municipal role in the Bruce C Project

Impact Assessment:

The Bruce C project has transitioned from the initial Planning Phase into the current Phase 2: Impact Statement Phase. Following a review of the Impact Assessment Agency of Canada (IAAC) draft documents, municipal staff have also been actively engaged in the review of key Bruce C studies, including economic, workforce, transportation and socio-economic assessments, ensuring local considerations are reflected in the project's evaluation.

Build municipal capacity and assess community readiness for nuclear-related growth

Nuclear Advisory Ad-Hoc Committee (NAAC):

The NAAC, established in 2025, provides Council with advice on municipal implications of Bruce C and other nuclear-sector activity, including socio-economic impacts, environmental considerations, infrastructure and long-term community readiness.

Community Readiness Agreement :

In June 2026, The Municipality of Kincardine secured a \$2.2 million Community Readiness Agreement with Bruce Power, providing four years of capacity funding to support the Municipality's role in assessing and preparing for project-related growth.

Maximize the benefits of hosting the world's largest nuclear site

In partnership with CANHC, municipal staff and elected officials continue advocating to the Province for updated and equitable tax treatment of nuclear generating properties.

Supporting and Attracting Nuclear Supply Companies:

Council and staff continue meeting with existing and new companies that are looking to grow and expand in our community to support the nuclear industry.

Strengthen partnerships and municipal leadership in the nuclear sector

Canadian Association of Nuclear Host Communities (CANHC):

The Municipality continued to strengthen its leadership role as an experienced nuclear host community through partnerships with Bruce Power, and CANHC, providing opportunities to collaborate with other host municipalities, share lessons learned with new communities exploring nuclear, and advocating collectively on issues affecting nuclear host communities.

The Municipality also shared host-community experience internationally by welcoming a Kenyan government and industry delegation in June 2026. And through participation in the International Atomic Energy Agency's first International Conference on Stakeholder Engagement for Nuclear Programmes in Vienna in 2025. Mayor Craig was invited to share the Municipality of Kincardine's experience as a host community and contribute to international discussions on engagement and host-community relationships.

Canadian Nuclear Safety Commission (CNSC):

The Municipality continued to strengthen relationships with the CNSC meeting regularly with staff and having annual meetings with the CNSC President. The Municipality provided comments in support of CANHC to the proposed federal government regulatory reform.

Western Waste Management Facility:

The municipality is preparing a municipal submission to the Ontario Power Generation (OPG) Western Waste Management Facility (WWMF) 10-year license renewal process through the CNSC. The Municipality is seeking a new agreement with OPG for the WWMF and a commitment to addressing long-term plans for the nuclear waste.

Why it matters

The Municipality of Kincardine is working to ensure that the impacts and opportunities associated with the nuclear sector are well understood, that municipal capacity keeps pace with growth, and that the costs of providing infrastructure and services are appropriately recognized and supported.





2.

Fostering a Resilient Economy

The Municipality of Kincardine's economy continues to grow and diversify. The Municipality is supporting local businesses while positioning the community to attract new investment and benefit from the region's broader economic growth. The local commercial landscape has seen significant activity, reflecting a robust and diverse entrepreneurial environment in hospitality & food Services, professional & industrial and retail & lifestyle.

Support businesses and downtown vitality

Downtown Parking Improvements:

In 2025, the Municipality implemented a new three-hour parking zone on Queen Street in Lakeside Downtown Kincardine in response to a request from the Business Improvement Area (BIA). The three-hour limit applies from Durham Market Street South to Durham Street between 9 a.m. and 5 p.m., seven days a week.

The change is intended to increase parking turnover, improve access to downtown businesses and make short-term parking more readily available for customers and visitors. Free all-day parking continues to be available in municipal parking lots and on streets outside the three-hour zone, while designated accessible parking spaces remain exempt from the time limit.

New signage, communications and digital parking enforcement were also implemented to support the change. Together, these improvements are helping the Municipality better balance the parking needs of businesses, employees, residents and visitors in the downtown.

Spruce the Bruce:

The Municipality also strengthened its partnership with Bruce County through the Spruce the Bruce program, providing grants for local businesses and property owners to invest in their properties and enhance the downtown.

Strengthen investment readiness and attract new investment

Community Improvement Plan:

The Municipality continued to strengthen its economic development efforts by supporting local businesses, encouraging investment and creating the conditions for sustainable economic growth. In 2026, the Municipality launched a \$100,000 Community Improvement

Plan program to support business growth, downtown revitalization, redevelopment and new investment, including targeted incentives for predevelopment studies, building improvements and start-up businesses.

Business Retention and Expansion review:

Economic Development staff continued to provide direct support to local businesses and prospective investors, promote available development opportunities and engage with the business community to better understand local needs and opportunities. This work, together with the Business Retention and Expansion review, is helping the Municipality better understand its business community and create a more supportive environment for investment, entrepreneurship, job creation and long-term economic growth.

The Municipality has continued to position the Municipality of Kincardine as an investment-ready community, including maintaining information on available commercial and industrial properties, business parks, community demographics and local economic opportunities. The Municipality's investment materials highlight opportunities across nuclear, industrial/manufacturing, commercial and retail, agriculture and food, and professional services.

Strengthen business relationships and engagement

Business recognition:

The Municipality has continued to recognize new businesses, ownership changes, expansions and significant business milestones. This is a small initiative, but it supports relationship-building with the business community and gives Economic Development an opportunity to maintain direct connections with local businesses.

Partnerships:

The Municipality continued to strengthen its relationships with the Lakeside Downtown Kincardine BIA and the Kincardine & District Chamber of Commerce, working collaboratively to support local businesses, workforce development, downtown vibrancy and community economic growth.

This included ongoing collaboration with the BIA on downtown initiatives, events and business needs, as well as investments through the Community Improvement Plan and Spruce the Bruce programs to support downtown revitalization and property improvements.

The Municipality also continued its partnership with the Chamber of Commerce on initiatives that connect and support the broader business community. In 2026, the Municipality and Chamber, together with Bruce County, delivered the annual Job Fair & Career Expo to connect employers with job seekers and address local workforce needs. The Municipality also participated in the Chamber's Home & Lifestyle Show through its Municipal Matters initiative.

The Municipality also worked with Bruce County and neighbouring municipalities to prepare for the International Plowing Match, leveraging the event as an opportunity to showcase the Municipality of Kincardine and the broader region, support local businesses and tourism, and promote future economic opportunities.

Grow Tourism Sustainably

Tourism Strategy:

Over the past year, the Municipality has advanced the development of a new Tourism Strategy to provide a clear framework for sustainable tourism growth and destination development. Tourism is an important economic pillar for Kincardine, supporting more than 800 jobs, \$16.5 million in wages and \$85 million in sales.

The Municipality launched a comprehensive public engagement process in 2026, seeking input from residents, visitors, businesses and special event organizers to understand what is working, identify opportunities and establish future tourism priorities. The engagement is specifically focused on expanding shoulder-season tourism, supporting sustainable tourism practices, strengthening tourism investment and partnerships, and enhancing visitor experiences across the Municipality.



The Municipality also continued to support the local visitor experience through the Welcome Centre, tourism marketing and community events. The 2026 Visitor's Guide was developed in partnership with the Kincardine Independent, with additional municipal content to increase its usefulness and longevity.

Municipal Accommodation Tax (MAT) and Short-Term Rental Accommodation (STRA):

The Municipality undertook a comprehensive review of the potential implementation of a Municipal Accommodation Tax (MAT) and Short-Term Rental Accommodation (STRA) licensing program to better understand the potential benefits, impacts and administrative requirements. Staff developed a financial model estimating potential MAT revenues, reviewed practices in other Ontario municipalities, and engaged with accommodation providers, residents, realtors, tourism and community stakeholders. Public engagement was also completed in order to provide Council with an evidence base to understand the local accommodation market, community perspectives, potential financial opportunities and regulatory considerations, while ensuring that any future decisions around MAT or STRA are informed by local data, stakeholder input and municipal best practices. Council decided not to proceed with implementing the MAT or STRA licensing at this time.



Why it matters

A resilient economy is more than attracting new investment. It means supporting the businesses already here, creating opportunities for new businesses and building a diverse economic base that can withstand change. Together, this work is helping create a more business-friendly, investment-ready community and positioning the Municipality of Kincardine to capitalize on significant economic growth opportunities ahead.



3.

Planning for a Sustainable Future

Growth requires infrastructure that is ready to support it. The Municipality of Kincardine is investing in the water, wastewater and transportation systems needed to accommodate future residential and industrial development while maintaining reliable services for today's residents.

Build and maintain sustainable infrastructure for growth

Major capital projects:

Major investments in the Municipality of Kincardine Water Treatment Plant, Andrew Malcolm watermain and Queen Street sewer are strengthening core infrastructure. The Municipality is also advancing water meter replacement and evaluating long-term water supply solutions for Tiverton.

The Tiverton Water Supply Expansion Project will connect Tiverton to the Kincardine drinking water system, improving reliability, reducing long-term operating costs and creating capacity for future growth.

Sludge Removal Project:

The multi-year Lagoon Sludge Removal Project is restoring treatment capacity and improving the long-term performance and reliability of Kincardine's wastewater system. The Municipality is also working with technical experts to address lagoon odours and improve system performance.

Plan for a sustainable transportation network

Municipally owned bridge review:

A comprehensive review of the Municipality of Kincardine's 83 municipally owned bridges identified opportunities to permanently retire six bridges and two large culverts over the next decade where doing so can avoid significant repair and replacement costs while maintaining an effective transportation network.

Advance Waste Reduction and Environmental Sustainability

Blue Box recycling program:

The Municipality implemented Ontario's new producer-led Blue Box recycling program in January 2026, transitioning residential recycling to an expanded curbside service. The new program accepts a broader range of materials, including cardboard, foam packaging, beverage cups and additional plastic containers, while maintaining the existing collection schedule. To support the transition, the Municipality communicated the changes to residents and businesses, closed public recycling depots and expanded curbside recycling services. Recognizing that industrial, commercial and institutional properties are not eligible for the provincial program, the Municipality also established a new recycling drop-off service at the Armow Waste Management Centre, with dedicated hours and a cost-recovery fee structure. This work has helped maintain convenient recycling options, reduce materials going to landfill and support a smoother transition to Ontario's new producer-responsibility model.



Strengthen the Long-Term Sustainability of the Municipal Airport

Kincardine Municipal Airport:

The Municipality of Kincardine has been working toward strengthening the long-term sustainability of the Kincardine Municipal Airport.

Following an Expression of Interest, Council has selected the Kincardine Airport Interest Group (KAIG) to work with the Municipality as a volunteer community partner. KAIG brings together airport users, pilots, hangar owners, business representatives, aviation professionals and taxpayers who share a commitment to the airport and its future.

Through the partnership, KAIG will work with Municipal staff to:

- Coordinate volunteers and community expertise
- Support agreed-upon airport activities and initiatives
- Identify opportunities to improve operations and promotion
- Explore opportunities to strengthen the airport's long-term sustainability

The partnership is completely volunteer-based, with no compensation requested from the Municipality. The Municipality will continue to oversee airport operations and its municipal responsibilities, while the partnership provides additional community capacity, expertise and involvement.

A one-year review will assess the partnership's impact, including staff time and cost savings, new revenue opportunities, volunteer contributions and overall benefits to airport operations.

Plan for Responsible and Sustainable Growth

Planning and Development:

In 2026, the Municipality continued to advance significant development opportunities and prepare for continued growth. A number of major residential projects progressed through the planning and development process, representing hundreds of proposed new units and a more diverse mix of housing types, including apartments, townhouses, seniors' housing, modular homes and single-detached homes. Council also approved zoning for a 145-unit mixed-use development at 469 Gary Street, including a 75-unit seniors' apartment building.

At the same time, the Municipality strengthened its development-readiness approach through new Community Improvement Plan programs, including funding for predevelopment studies and design work and a forthcoming surplus land program intended to reduce barriers and encourage investment and housing development.

Expand and Diversify Housing Options

The Municipality of Kincardine's population is projected to grow from just over 12,000 residents to more than 15,000 by 2046, creating a need for approximately 900 additional residential units, with potential additional demand associated with the Bruce C Project.

Housing Ad Hoc Committee:

To support a coordinated and proactive approach to housing, Council established a Housing Ad Hoc Committee to guide the development of a Housing Action Plan 2.0 and identify actions the Municipality can take to increase housing supply, diversity and affordability.

The work of the Ad Hoc Committee included the following tasks:

- Conducting a scan of both reports and data housing research and data,
- Reviewing current and proposed residential development,
- Inviting input - from individuals and groups to offer insights and guidance
- Hosting a community conversation on housing

Based on the information reviewed the Committee identified a clear mismatch between the Municipality of Kincardine's existing housing supply and community needs. The committee found that Housing is dominated by single-detached homes, while demand for smaller, rental, multi-unit and below-market housing is growing. Affordability pressures are particularly significant for single-person households, seniors and single-parent families.

Housing Action Plan 2.0: The Road Map to Project 160:

In response, the Committee prioritized below-market housing and established Project 160 - a target of creating 160 new below-market rental and ownership units with monthly housing costs between \$1,088 and \$1,740. And this 160 residential units would be created throughout the municipality – not in one location.

Project 160 Is about creating housing that helps to:

- Retain local workforce
- Support seniors and retain youth
- Help families stay local
- Sustain local businesses

Together, Project 160 and Housing Action Plan 2.0 provide a clear direction for advancing housing priorities into 2027, while allowing the incoming Council to align future actions with its strategic priorities and evolving community needs.

A photograph of a park with a stone fountain, trees, and a bench. The fountain is in the foreground, and there are several trees and a bench in the background. The image is used as a background for the 'Why it matters' section.

Why it matters

Infrastructure is the foundation of growth. These investments help ensure the Municipality of Kincardine can welcome new homes, businesses and industry without compromising the reliability of the services residents depend on.



4.

Enhancing Quality of Life

A strong community is one where people want to live, work, raise a family and stay. The Municipality of Kincardine is investing in recreation, healthcare, public spaces, tourism and inclusion to build a community that is welcoming, healthy and vibrant year-round.

Provide Accessible and Diverse Recreation Opportunities

Child Activity Assistance Program:

The Municipality continued to support affordable access to recreation through partnerships such as the Child Activity Assistance Program.

Planning for the future of recreation services and facilities:

The Municipality continued to provide a broad range of recreational programs and services for residents of all ages, including aquatics, camps, fitness, ice sports, pickleball, youth programs and activities for adults and seniors.

At the same time, feasibility studies and concept designs for the Davidson Centre and Tiverton Sports Centre were completed, providing a foundation for future decisions about the long-term sustainability and modernization of major recreation facilities. Together, these investments are helping create more accessible, diverse and vibrant public spaces while planning for the recreation needs of a growing community.



Health club equipment at the Davidson Centre:

Investments were also made in recreation equipment and facilities, including the replacement of health club equipment at the Davidson Centre. Together, this work is helping ensure that the Municipality of Kincardine can continue to provide accessible, diverse and high-quality recreational opportunities while planning for the needs of a growing community.

Invest in Recreation Facilities and Vibrant Public Spaces

Investment in Parks:

The Municipality continued to invest in recreation, parks and public spaces to enhance quality of life and create more accessible and inclusive opportunities for residents. In 2026, significant projects advanced across the community, including the development of a new All Wheels Park, the redevelopment of MacPherson Park as an inclusive destination playground, planning for a new bandshell at Victoria Park, reconstruction of the Station Beach boardwalk and improvements to trails and recreation facilities. Investments were also made in facility upgrades at the Davidson Centre and Tiverton Sports Centre.

Smart Beach Light:

The Municipality of Kincardine also introduced Canada's first real-world Smart Beach technology, giving beachgoers simple, real-time information about water conditions through a green, yellow and red warning system.



Expand Active Transportation and Community Connectivity

Investments into walking and cycling infrastructure:

The Municipality continued to improve opportunities for active transportation by investing in trails and expanding infrastructure that supports walking and cycling. Work included improvements to existing trails, the introduction of bike lanes and the use of shared-lane markings (sharrows) to help identify routes where cyclists and motorists share the roadway.

Together, these investments are helping create a more connected and accessible active transportation network, improve connections between neighbourhoods and community destinations, and provide residents and visitors with more opportunities to walk and cycle safely. These improvements also support broader tourism, recreation and environmental sustainability goals by encouraging active transportation and making it easier for residents and visitors to experience the community without relying solely on a vehicle.

Strengthen Access to Primary Healthcare

Primary Healthcare Ad Hoc Committee:

The Municipality continued to strengthen access to local healthcare through physician recruitment, retention and partnerships. In 2026, Council established a Primary Healthcare Ad Hoc Committee to review the Physician Recruitment and Retention Program, resulting in recommendations to continue and strengthen recruitment, locum support and planning for future clinic space.

Physician recruitment:

Two new full-time physicians began working in the Municipality of Kincardine in 2026. One replaced a retiring physician, while the second is on track to open a new family practice in October. The Municipality supported their transition through Ministry approvals, housing assistance, office and exam room preparation, welcome activities and connections for physicians and their families within the community. Planning is also underway to address future clinic space needs as the Municipality recruits additional physicians to meet current and future population growth.

Residency program:

The family medicine residency program launched in June 2026, with residents already rostering new patients. In addition to increasing access to primary care, the program provides an important opportunity to introduce future physicians to practising and living in Kincardine.

Locum House Support by the Society of United Professionals:

Progress was also made on accommodation for visiting physicians. A new Locum House Memorandum of Understanding and lease were signed with the Society of United Professionals, which is working to secure two properties for locum housing later this fall. The Municipality is grateful for the Society's continued and generous support of local physician recruitment and retention.

Health care access partnerships:

Regional partnerships continue to strengthen recruitment efforts, including collaboration with neighbouring communities and advocacy through the Grey Bruce Ontario Health Team

(GBOHT) and Southern Ontario Physician Recruitment Alliance (SOPRA). Work has also begun to renew the Bruce Power, Saugeen Shores healthcare partnership following the completion of its 2024 - 2026 pilot funding period.

Together, these efforts are building the physician recruitment pipeline, supporting physician retention and strengthening long-term access to primary care in the Municipality of Kincardine.

Hospital Redevelopment Support:

The Municipality of Kincardine invested \$2.4 million in the Building Health Care for Generations campaign, helping advance the redevelopment of the Kincardine hospital and strengthen local health-care services for generations to come.

Build an Inclusive and welcoming community

IDEA initiatives:

The Municipality continued to advance inclusion, diversity, equity and access (IDEA) across the organization and community. In 2026, the Municipality undertook Equity & Inclusion Community Conversations, including a community roundtable and survey with residents and organizations connected to IDEA.

The Municipality also continued to embed its IDEA Lens into municipal work. The Lens provides staff with practical questions to consider when designing services, engaging the community, working with residents and planning meetings and events, with a particular focus on identifying who may be excluded and creating opportunities for people who are less likely to be heard.

Community initiatives continued to promote belonging, learning and connection. The Municipality supported Kincardine Pride activities, including the annual Pride Parade and festivities, the annual Kincardine Multicultural Celebration, the Hindu Culture Open House and the Afro Caribbean Youth Awards.

Journey to Reconciliation:

The Municipality continued its Journey to Reconciliation through education, community activities and opportunities to learn about Indigenous history and the Municipality's relationship with Indigenous Peoples. This work recognizes the Municipality's commitment to developing meaningful relationships with Indigenous communities and advancing truth, understanding and reconciliation. On September 27, 2026 the community participated in the Walk for Wenjack in partnership with Bruce County.



Saugeen Mobility and Regional Transit Expansion:

In 2026, the Municipality partnered with Saugeen Mobility and Regional Transit (SMART) to launch a one-year pilot expanding accessible transportation services within the Municipality of Kincardine. The pilot provides additional evening and Sunday service for eligible residents who are unable to drive due to physical or cognitive disabilities.

The expanded service supports access to medical appointments, employment, education, shopping, community events and social activities, helping to reduce transportation barriers and support greater independence and participation in community life.

The pilot will operate until March 2027, providing an opportunity to monitor service usage and better understand community needs before considering the future of the expanded service.

Municipal pedestrian crosswalks:

The Municipality has completed accessibility upgrades to municipal pedestrian crosswalks, helping to create safer and more accessible routes for people of all ages and abilities. Improvements bring pedestrian crossings into alignment with current accessibility standards and support safer navigation for people with mobility and visual disabilities.

This work is part of the Municipality's ongoing efforts to identify and remove barriers within public spaces and create a more accessible and inclusive community.

Accessibility Advisory Committee and Plan:

The Accessibility Advisory Committee continued to play an important role in identifying barriers and providing advice to Council and staff on municipal facilities, services, plans and projects. The Committee contributes to the Municipality's Multi-Year Accessibility Plan and Annual Public Status Update and is responsible for identifying and prioritizing accessibility issues related to existing municipal facilities.

Accessibility considerations were incorporated into municipal projects through consultation with the Committee. Recent examples include the universal accessible washroom at the Tiverton Sports Centre, Station Beach Boardwalk improvements, the All Wheels Park and the MacPherson Park Inclusive Playground.

This work is helping move the Municipality from addressing accessibility barriers individually toward systematically considering accessibility as part of project planning, design and service delivery.

Strengthen Community Safety and Emergency Preparedness

Core level of fire services:

Over the past year, the Municipality continued to strengthen Fire & Emergency Services through investments in people, equipment and emergency response capacity. Council established the Municipality's core level of fire service, providing a clear framework for service delivery aligned with provincial requirements, community needs and operational capacity.

Investments in emergency response equipment:

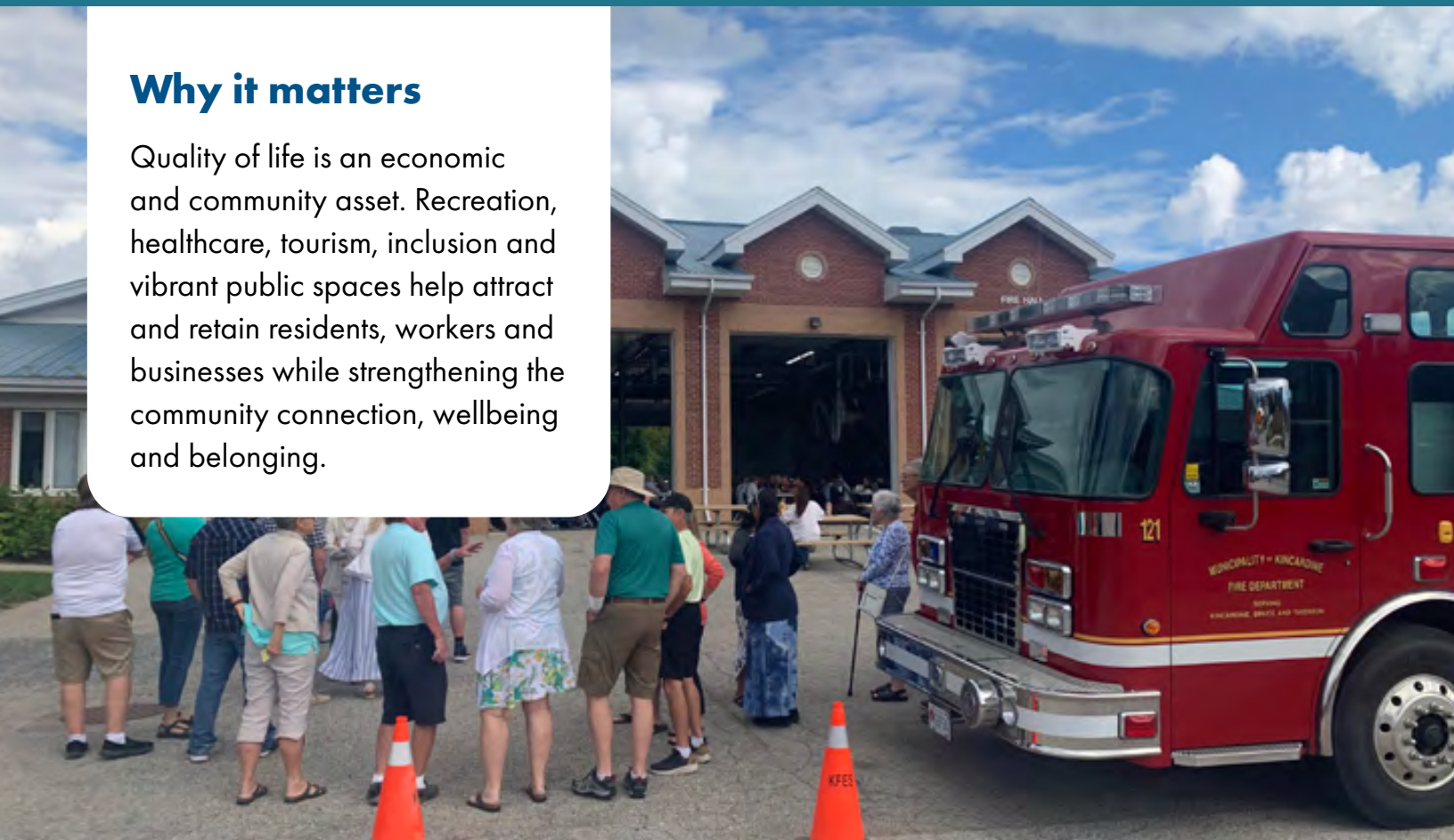
Significant investments were also made in emergency response equipment, including advancing the purchase of a new aerial fire apparatus for Kincardine Station 12, along with investments in SCBA, rescue, lifesaving and communications equipment.

Fire prevention, public education and emergency preparedness initiatives:

The Municipality also continued to support fire prevention, public education and emergency preparedness initiatives and strengthened volunteer firefighter recruitment and training at both the Kincardine and Tiverton stations. Together, these investments are helping ensure the Municipality has the equipment, people and capabilities needed to provide effective fire protection and emergency response as the community continues to grow.

Why it matters

Quality of life is an economic and community asset. Recreation, healthcare, tourism, inclusion and vibrant public spaces help attract and retain residents, workers and businesses while strengthening the community connection, wellbeing and belonging.





5.

Providing Responsive and Effective Government

The Municipality maintained organizational stability while navigating leadership and governance changes during 2025/2026.

Strengthen Long-Term Financial and Asset Sustainability

Asset Management Plan:

The Municipality continued to strengthen its approach to long-term asset management and infrastructure planning. In 2025, the Municipality updated its Asset Management Plan through the addition of a Natural Assets chapter and revised replacement costs for its asset inventory, providing a stronger evidence base for future investment decisions.

In 2026, the Municipality began updating its levels of service and engaged residents and service users to better understand community priorities for municipal infrastructure and services. The Municipality also made a significant commitment to long-term infrastructure sustainability through a dedicated 3% tax rate increase for asset management in the 2026 budget.

Together, this work is strengthening the Municipality's ability to make evidence-based decisions about infrastructure renewal, manage risk and plan for the long-term sustainability of municipal assets.

2026 Budget:

The 2026 Budget was adopted following public engagement, including online surveys and four town hall meetings across Kincardine and Tiverton. Corporate Services also supported the development and implementation of the annual operating and capital budgets under the new provincial framework of Strong Mayor Powers.

The Municipality also continued modernizing its policy framework, including updates to records retention and surplus goods and equipment processes.

Deliver Effective, Accountable and Transparent Governance

Municipal and School Board Elections:

Legislative Services made significant progress in preparing for the 2026 Municipal and School Board Elections, coordinating election technology, voter information, candidate

requirements, procedures and public communications to support a secure, accessible and well-run election. With nominations now complete, the Municipality has certified candidates and is moving into the final stages of election preparation ahead of internet and telephone voting in October. Legislative Services also successfully managed Council vacancies during the year, updating policies to reflect legislative changes and supporting appointment processes to maintain continuity of Council leadership and representation.



Modernize Municipal Systems and Technology

Information technology:

The Municipality advanced its information technology modernization through the procurement of a new managed IT services provider and continued investment in core IT infrastructure. The Municipality also increased transparency and accountability through regular departmental progress reporting, providing Council and the community with greater insight into organizational performance and progress. Together, these initiatives are strengthening the corporate foundation needed to effectively manage growth, deliver services and plan for the Municipality's long-term needs.

Laserfiche Records Management System:

The Municipality successfully transitioned its Laserfiche Records Management System from on-premise storage to the cloud, including the creation of a new repository, implementation of a records management module and migration of existing records. The cloud-based system improves staff access and collaboration while creating opportunities to streamline organizational processes through digital forms, workflows and secure AI tools.

Staff training is ongoing, and an inventory of off-site physical records has been completed. Digitization also continues, with Environmental Services files complete and Treasury and Building Permit records currently being scanned.

Public access to municipal records has also improved, with Municipal By-laws now available through the Laserfiche public portal on the Municipality's website.

Cityworks:

Efficiency has been significantly enhanced by the upgrade to Cityworks which allows for more precise departmental efficiency and improved tracking of service requests, transforming how staff manage municipal assets and respond to resident needs.

Artificial Intelligence Framework:

The Municipality began developing a framework to guide the responsible use of artificial intelligence (AI). An environmental scan was completed to better understand AI use, opportunities and potential risks across the organization. Based on this work, a draft AI policy was developed.

Further work on the policy was paused pending the transition to the Municipality's new IT service provider to ensure the framework aligns with corporate technology, cybersecurity, privacy and information management requirements. Work will resume in 2027.

Strengthen Organizational Capacity and Service Excellence

Municipal Workforce:

The Municipality continued to strengthen its human resources practices to support a skilled, engaged and resilient municipal workforce. Recruitment and workforce planning remained an important focus as the Municipality worked to attract and retain qualified employees in an increasingly competitive labour market. Recruitment efforts supported vacancies and organizational transitions across municipal departments, while onboarding, training and professional development helped employees build the skills and knowledge needed to deliver municipal services effectively.

Human Resources also continued to support a healthy and safe workplace through employee wellness supports, health and safety programs, policy development and ongoing advice to employees and leaders.

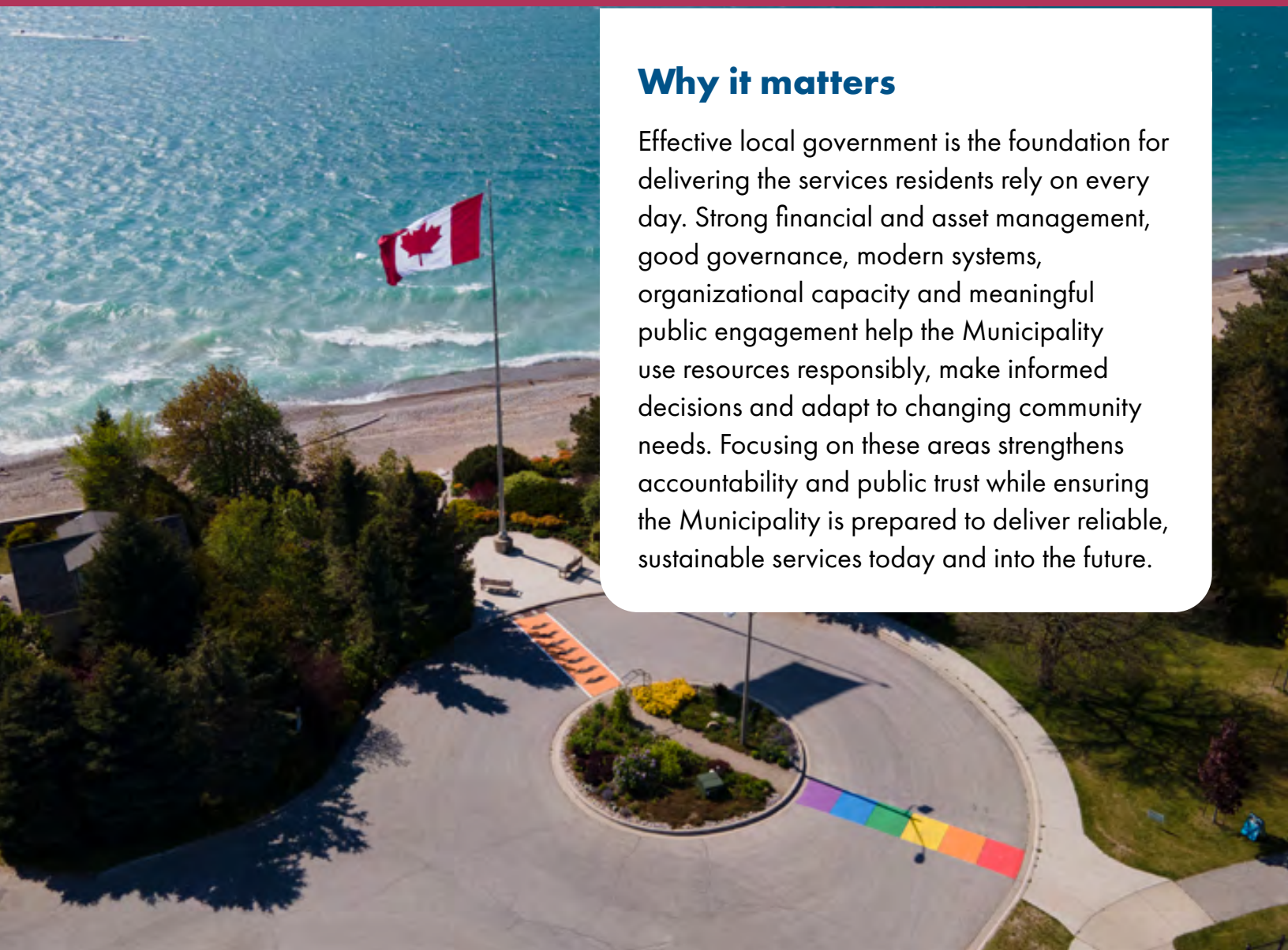
The Municipality successfully transitioned through a change in CAO leadership, with Alan Smith appointed as permanent CAO effective July 20, 2026, following an interim leadership period. Council also maintained a full governing body through the appointment of a Deputy Mayor and Councillor-at-Large.

Serve, Inform and Engage Framework:

The Municipality continued to strengthen how it communicates and engages with residents, businesses and community partners. Council approved the Serve, Inform and Engage Framework and Public Communications Policy, establishing clear standards for timely, accessible, transparent and consistent communications and meaningful public engagement.

Staff have since been implementing these standards across the organization, supporting departments with communications and engagement planning for major projects and initiatives. The Municipality also introduced Municipal Matters sessions, providing new opportunities for residents and businesses to connect directly with Council and staff, ask questions and share their priorities.

Together, this work is helping create a more consistent, proactive and two-way approach to municipal communications and engagement, strengthening transparency, trust and community participation in local decision-making.

An aerial photograph of a coastal park area. In the foreground, a paved road curves around a landscaped median with green plants and yellow flowers. A rainbow-colored painted line runs along the edge of the road. To the left, a tall flagpole stands with the Canadian flag flying. The background shows a sandy beach and the blue ocean with white-capped waves.

Why it matters

Effective local government is the foundation for delivering the services residents rely on every day. Strong financial and asset management, good governance, modern systems, organizational capacity and meaningful public engagement help the Municipality use resources responsibly, make informed decisions and adapt to changing community needs. Focusing on these areas strengthens accountability and public trust while ensuring the Municipality is prepared to deliver reliable, sustainable services today and into the future.

Looking Ahead

Across all five focus areas, the Municipality is building the foundation for the Municipality of Kincardine's next chapter: preparing for unprecedented growth, strengthening infrastructure, supporting a diverse economy, investing in quality of life and ensuring the organization has the capacity to deliver.

The work completed in 2026 is not a collection of stand-alone projects. Together, these initiatives are positioning the Municipality of Kincardine to manage growth responsibly, capture new opportunities and remain a strong, resilient and welcoming community for years to come.







Alternate formats of this document are available upon request. For more information contact: 519-396-3468.

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