



Date: November 17, 2021
To: Mayor and Council
Author: John Norton
RE: Update on Council's Priorities
Report No.: CAO-2021-07

RECOMMENDED ACTION

1. That the end-of-year report on work that has been done to date toward achieving Council's 15 Priorities **BE RECEIVED for information.**

BACKGROUND

In February 2021, Mayor Nelson Santos and CAO John Norton hosted an interactive public input session. Residents were asked to provide their input using an online platform which allowed varying perspectives to be discovered, with all voices equal and anonymous. Residents who were unable to attend the live session were provided an additional opportunity to provide their feedback online.

In March 2021, Council received a report from Administration on priorities for 2021-2022. These priorities were identified through the resident input sessions and feedback, as well as identification of the Town's strengths, weaknesses, opportunities and threats ("SWOT" analysis).

Council reviewed and confirmed the SWOT analysis, adding additional items to this analysis.

The CAO presented an alphabetical priority list of actions to Council that leverage Kingsville's strengths and opportunities.

Council confirmed the list and passed a motion that COVID-19 and the health and safety of the community are the top priority above all other work and plans.

Council prioritized the items and identified fifteen (15) priorities for the remainder of this Council's term (2021 – 2022).

UPDATE

As we approach the end of 2021, Administration deems it appropriate to bring forward a report to Council outlining the steps taken this year to address the 15 priorities.

Routine or regular activities and actions taken by Administration and Council are not listed in this report. This report only includes items that were identified as priorities by Council.

These items are a summary only and are not exhaustive of all the work.

The CAO wishes to thank the Mayor, Council and all staff members for their contributions to the steps taken during the 2021 calendar year.

Priority 1 - Customer Service: Training, Technology, Staff, Review Standards/Level of service:

- Administration has proposed that the Town undertake a Customer Service review in 2022. It is proposed to Council that Dr. Janice Forsyth of Foresight Consulting is retained to lead an in-depth review of customer service levels at the Town of Kingsville during the first months of 2022. Members of Council, the Senior Management Team, and a cross-departmental Service Review committee will be identified to work closely with Dr. Forsyth. The public will be consulted
- A virtual Town Hall was held on April 28, 2021 where the expectation for all employees to provide excellence in customer service was discussed
- Individual departments have undertaken the following customer service improvement steps:
 - Preparing for launch of Cloudpermit in January 2022 to enable online building and planning applications and facilitate communications with applicants on progress and permit requirements
 - Hybrid meetings for Council and Committees, improves user experience
 - Open Burn permits moved to a convenient, online platform
 - Paperless billing for water and tax bills
 - Introduction of new Kingsville Click & Play (Perfect Mind) web-based scheduling, and member management software for people to register 24/7
 - Fire & Rescue to introduce Customer Service Powerpoint Training in 2022, with the focus being “Be Nice”
 - Mobile Refreshment licensing moved online
 - Continuous improvement on providing accessible documents
 - A feedback option on accessibility in services, programs or facilities was added to the Town’s website

Priority 2 - Housing: Affordability (lot sizes, develop incentives, second dwellings, density, etc):

- Council approved a resolution request from Windsor Housing for Kingsville to participate in affordable housing grants in 2022
- CAO has met with Windsor Housing to discuss the possibility of affordable housing grants becoming available for Kingsville
- Mayor and CAO have held meetings with several developers to discuss affordable housing projects
- Additional housing encouraged to be built in order to increase the supply of housing in the community:
 - New subdivisions have been approved:
 - Queen's Valley – Phase 1A, 1B & 2
 - Woodside – Cottam Phase 1
 - ROATC (Amico – west of Jasperson) – final phase
 - Golfside – last phase
 - Sunvalley – last phase
 - Millbrook – last phase
 - Timbercreek – Phase 1B and 2 (pending)
 - New multiple residential development is underway (140 Main St E)
- Affordable housing included in the Official Plan and Zoning By-Law Amendments as reviewed by Council. Amendments include policies supporting the creation of secondary dwelling units, and residential intensification to encourage appropriate redevelopment, infill and intensification to create additional dwellings in keeping with the County of Essex Official Plan and provincial planning guidance
- Council approved the creation of secondary dwelling units to provide affordable and attainable housing options in the community

Priority 3 - Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools):

- On October 26, 2020 a Lighting and Odour Nuisance By-Law was brought forward to Council for approval. This by-law prohibits and regulates public nuisances related to odours and lighting from the cultivation of plants within the Town of Kingsville
- Greenhouses have installed wall and ceiling curtains to reduce the nuisances related to light. One fine has been issued.
- Actions in response to complaints have led to closure of two Part 2 facilities and officers have worked closely with Kingsville OPP to shut down six additional cannabis operations that were growing illegally
- On October 18, 2021, Administration brought forward a Lighting and Guideline Policy to set effective standards designed to limit the impacts of excessive and unnecessary external lighting. Council requested an enforceable Bylaw to be prepared and this is in development

Priority 4 - Programming Increase: Youth and Seniors:

- Recreation survey completed by 401 community members. Survey results confirm town recreation programs are important and contribute positively to the quality of life in Kingsville
- Increased social media programs; #FunFridays, Family Day contest, Parks and Recreation month daily activities, Community In Blooms posts resulting in:
 - Kingsville Parks & Recreation: Page Reach: 65,547, Page Visits: 4,575, New Page Likes: 402
- Offered Camp in a Bag in July/August
- Created new program called “Play in the Park” focused on physical literacy
- Open Streets event was held for 13 weeks every Saturday evening beginning June 19th through until September 11th. Event was enhanced to include live entertainment and children’s activities.
- On September 13, 2021, Council approved Administration entering into a five-year lease agreement with the Arts Society of Kingsville (ASK) to use the Carnegie Arts and Visitor Centre. Since then, ASK, has transformed the Carnegie into a gallery showcasing artwork by artists and artisans as well as offering workshops and events
- Hosted first Kingsville: Fire Fest, Welcome Week, Bike Kingsville, Bike Rodeo, Bike Parade, Theodore Tug Boat visit and Truth and Reconciliation Day
- Offered multiple outdoor concerts
- Hosted Mayor’s Golf Tournament
- Pivoted Migration Festival to be COVID friendly and added a scarecrow contest
- Increased attendance at Pumpkin Parade with almost 700 pumpkins being donated
- Led the Fantasy of Lights Santa Claus Parade
- Pivoted Fantasy of Lights events to be COVID friendly added a night market and decorating the Carnegie Christmas Tree.

Priority 5 - A development plan for Downtown Kingsville/Main Street:

- The Main Street Development Committee shared their findings as well as recommendations related to traffic, heritage, urban design and zoning landscape and signage to Council on June 21, 2021 with the goal to establish a plan for the Main St. corridor that will guide development
- Administration proposed a Framework for a Main Street Strategy that includes short, and longer-term planning, design and policy initiatives that respond to ideas presented by the Main Street Policy Development Review Committee and places them in a planning and design context. The six-step Framework, includes development of vision and principles, a Main Street Plan, Urban Design Policies, Streetscape Design Guidelines, review and support of appropriate incentives and implementation. Council supported the initial development of the Framework by approving \$100,000 in the 2022 budget
- Administration is recommending amendments to the Kingsville Official Plan related to the Main Street Corridor to require a higher standard of design and

planning and ensure densities and building heights are consistent with the scale of surrounding uses, and provide for the development of urban design policies, site specific zoning provisions, development of Community Improvement Plan(s) and secondary plans to guide design and implementation

- Administration has negotiated a Memorandum of Understanding between The Town of Kingsville, 1552843 Ontario Inc. operating as Noah Homes, 1903357 Ontario Inc., and AMICO Properties Inc. to acquire lands required for the construction of West Side Collector Road as a result of direction given on March 22, 2021

Priority 6 - Financial savings: Schools closings, Migration Hall:

- Council approved the allocation of the 2020 general budget surplus of \$735,125 to a 'Property Acquisition Reserve'
- CAO and Treasurer met with School board on October 8, 2021 to discuss the Board's surplus property disposal process
- Building permits issued for the new school construction
- CAO met with chair of Migration Hall on October 25, 2021

Priority 7 - Economic Development: strengthen tourism/hospitality:

- Open Streets event was held every Saturday evening beginning June 19th through September 11th. Event was enhanced to include live entertainment and children's activities.
- Arts Society of Kingsville turns Carnegie Arts and Visitor Centre into a gallery showcasing artwork by artists and artisans as well as events and workshops
- Tourism Coordinator works with local business owners and offers solutions and assistance and links them to grants and supports
- A report to Council requesting an Economic Development Officer position based on a recommendation from the Tourism, Economic Development Committee
- Launched Canada Food Trail Campaign and Eat Local, Dine in Parks Campaign
- Planned and organized the 1st annual Beauty Crawl
- Developed a process to recognize new businesses with Grand Opening and Ribbon Cutting Ceremony
- Partnered with Invest Windsor Essex for Business Coffee Hour
- Partnered with Bike Windsor Essex to offer first annual Bike Kingsville Day and monthly Explore Your County Community Rides
- Sought business input and feedback to plan Girlfriends Weekend

Priority 8 - COVID - Economic recovery:

- The Town has advocated for equitable, appropriate and logical treatment of all businesses affected by Provincial and Health Unit pandemic orders

- The Mayor and CAO co-Hosted a Business Coffee Hour to advise Kingsville Businesses of available funding and supports
- Created a “Business Support Resource Guide” on Town’s website
- Called small businesses to inform them of COVID grants available

Priority 9 - Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement:

- Social media policies were implemented for staff
- Draft Social Media Guidelines for Members of Council were presented to Council on October 25, 2021
- Communications and Public Relations Coordinator is working on a website refresh
- Increased news subscribers on the Town’s website news portal by 200 in 2021
- Facebook Insights from January 1, 2021 – December 1, 2021:
 - Town of Kingsville: Page Reach: 114,397, Page Visits: 15,977, New Page Likes: 797
 - Kingsville Parks & Recreation: Page Reach: 65,547, Page Visits: 4,575, New Page Likes: 402
 - MyKingsville: Page Reach: 50,538, Page Visits: 2443, New Page Likes: 331.
- Twitter Analytics (Past 3 months)
 - Town of Kingsville: Tweet Impressions: September: 22,2K, October: 13K. November 15.1K.
 - Average new followers each month: 33.
- Instagram Insights from January 1, 2021 – December 1, 2021
 - Kingsville Parks and Recreation: Reach: 3907, Profile Visits: 443
 - MyKingsville: Reach: 2867, Profile Visits: 1351, New Followers: 353.

Priority 10 - Housing: Migrant Worker Housing - Inspections (Building/Fire), regulate, reduce or increase:

- Worker housing development (bunkhouses) have continued
- Council passed an Interim Control Bylaw in August 2021 to restrict off-site temporary farm worker housing for a year to allow Administration to undertake a review of related land use policies. In November, Council approved the award of the study to WSP Canada and SHS Consulting who will provide a review of the current and anticipated issues, prepare an options analysis related to on-farm and off-farm housing, hold public and stakeholder consultations and draft Official Plan/Zoning Bylaw Amendments for consideration by Council and approval by the County of Essex
- Building Services and Kingsville Fire undertake inspections of temporary farm worker housing to ensure housing is safe for workers. Building staff issued 21 permits for bunkhouses (up from 6 in 2019)

- Fire Department has worked to keep housing safe for workers. July 2021 contract work for part time Fire Prevention Officer 24 hours a week has assisted in allowing our full time Fire Prevention Officer to concentrate on temporary farm worker housing, thus allowing for better communication between Fire/Building/Planning

Priority 11 - Committees/Boards: Review and Report:

- Council Committee review has been completed. Parks, Recreation, Arts & Culture Committee, Tourism and Economic Development Committee, Striking Committee, Planning Advisory Committee, Personnel Committee and Mettawas Waterfront Park Fundraising Committee have been eliminated. All issues/concerns that would be dealt with at the above committees will now be dealt with at Committee of the Whole.
- Inaugural Committee of the Whole meeting took place on September 20, 2021.
- Committee of Adjustment, Fence Viewers, Court of Revision, Bylaw Appeals Committee and Property Standards Committee have been eliminated. All issues/concerns that would be dealt with at the above committees will now be dealt with at Committee of Adjustment and Appeals.
- The CAO and/or Senior Management Team members met with each committee to discuss the changes and answer any questions.
- Administration will complete a review of special event committees, being Migration Festival, Highland Games, Fantasy of Lights and Communities in Bloom. Recommendations to be brought forward to Council in early 2022 to be considered for implementation in November 2022 at the start of the new Council term.

Priority 12 - Policy Update: Procedural Bylaw:

- Administration undertook a major review of the Procedural Bylaw
- Special Council meeting held on April 19, 2021 to review Procedural Bylaw.
- Procedural Bylaw discussion at the Inaugural Committee of the Whole on September 20, 2021.
- Procedural Bylaw was approved by Council on September 27, 2021
- Hybrid Council meetings were commenced with in-person attendance for Council members and senior administration, while allowing the public to attend and participate virtually so as to keep safe during the pandemic health crisis

Priority 13 - Economic Development: diversify the economy, create locate jobs, industrial Cottam:

- Monthly economic development meetings between the CAO, Mayor, Manager of Recreation and Programming as well as the Tourism Coordinator
- CAO and Mayor meet with local business owners to discuss challenges and offer

- assistance to overcome challenges/obstacles
- New commercial development at Division and Road 2 E continues (Tim Hortons, Dairy Queen and others)
- Greenhouse development continues to be strong with a mix of new and expansions
- Met with South Essex Community Council to learn of their supports for employers to host job fairs

Priority 14 - Infrastructure (non-Municipal): Union Water expansion & governance:

- Union Water Special Meeting of Council held on March 23, 2021.
- Director of Infrastructure and Engineering Services is a member of the Union Water Supply System Technical Committee for Expansion
- CAO participates in a CAO's group for discussion and leadership on the future of Union Water Supply System. This CAO group meets every two months since its creation in May

Priority 15 - Infrastructure (Municipal): Asset Management Plan update, the infrastructure funding deficit:

- Jasperson Drive reconstruction and realignment
- Road 2 East reconstruction – Phase 1 from Union to Graham
- Final completion of Main Street West reconstruction
- Culvert replacements on Division North and Road 11
- Resurface Graham Sideroad from County Rd 18 to County Rd 8
- Expansion of Cottam Lagoons to facilitate increased capacity
- Development of a new Transportation Master Plan
- Over 1500 work orders processed and completed to date.
- 2000 tonnes of gravel spread on shoulders and roads
- Wrapping up the Esseltine Drainage Project
- 2021 Tree Planting Program- 80 trees ordered this year.
- Commissioned 13 new water mains.
- All annual maintenance programs nearing completion.
- Watermain commissioning for various developments.
- Lions Park Phase 2 development
- New park and playground equipment in Cottam and Ruthven
- Improvements to baseball diamonds in Kingsville and Cottam

Overarching Priority: COVID-19 & the health and safety of the community:

- Town has promoted pandemic health and safety throughout the community, encouraging residents to be vaccinated, get tested, wear masks in public, and follow public health recommendations

- Town has advocated for appropriate measures to be implemented by the Province and Health Unit for the safety of all Kingsville residents
- Mayor and CAO (or designate) have attended regular meetings with the Health Unit for updates and input into the pandemic crisis
- Town support (financially, personnel, communications) for mass vaccination centres in Essex County
- Employee and Council Vaccination Policy implemented and employees required to be fully vaccinated by October 30, 2021, or to obtain an exemption, or be regularly tested
- Human Resources has implemented twice weekly rapid testing with employees who are currently unvaccinated per the Town's policy
- Enforcement of provincial pandemic rules for protection of the public
- Implementation of vaccination requirements for entering the arena and other town buildings in keeping with Provincial and local Health Unit rules and recommendations
- By-law officers met with business owners to provide information/education regarding changes in provincial/local regulation
- Legal Services maintains regulatory compliance charts on the Reopening Ontario (A Flexible Response to COVID-19) Act, 2020 and the Emergency Management and Civil Protections Act and circulates to enforcement staff. She also regularly provides advice on COVID related matters

FINANCIAL CONSIDERATIONS

Many of Council's priorities will have financial implications which may include additional staff resources, professional fees, or investments in technology.

ENVIRONMENTAL CONSIDERATIONS

Environmental considerations will be considered in the implementation of projects.

CONSULTATIONS

The Senior Management Team was consulted in the development of this report.



John Norton
Chief Administrative Officer

LINK TO STRATEGIC PLAN

Strive to make the Town of Kingsville a more accessible community

Promote the betterment, self-image and attitude of the community

To promote a safe community

Improve recreational and cultural facilities and opportunities within the Town of Kingsville

Support growth of the business community

Effectively manage corporate resources and maximize performance in day-to-day operations

Effectively manage corporate resources and maximize performance in a fiscally responsible manner

To become a leader in sustainable infrastructure renewal and development
Manage residential growth through sustainable planning

Link to Council 2021-2022 Priorities

- ☒ COVID-19 and the health and safety of the community
- ☒ Customer Service: Training, Technology, Staff, Review Standards/Level of service
- ☒ Housing: Affordability (lot sizes, developer incentives, second dwellings, density, etc.)
- ☒ Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools)
- ☒ Programming Increase: Youth and Seniors
- ☒ A development plan for Downtown Kingsville / Main Street
- ☒ Financial savings: Schools closings, Migration Hall
- ☒ Economic Development: strengthen tourism/hospitality
- ☒ COVID - economic recovery
- ☒ Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement
- ☒ Housing: Migrant Worker Housing – Inspections (Building/Fire), regulate, reduce, or increase
- ☒ Committees / Boards: Review and Report
- ☒ Policy Update: Procedural Bylaw
- ☒ Economic Development: diversify the economy, create local jobs, industrial, Cottam
- ☒ Infrastructure (non-Municipal): Union Water expansion & governance

- ☒ Infrastructure (Municipal): Asset Management Plan update, the infrastructure funding deficit
- ☐ No direct link to Council priorities