



Strategic Plan

A 2040 VISION FOR KINGSVILLE



Imagine it's 2040. What will be different about life in Kingsville? What will people enjoy most about living in our community?

How can we retain the best of life in Kingsville today, and make improvements that benefit residents - today and in the future?

That is what this plan is about.

Kingsville Council, working with Administration and listening to residents, has established four priorities for Kingsville 2040: long-term goals to guide our decision making and actions in the short, medium and long-term.



Town Council

2022-2026



Dennis Rogers
Mayor



Kimberly DeYong
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Mandate

The Corporation of the Town of Kingsville is a municipal government, empowered to make decisions and provide services to the benefit of the Kingsville community.

Municipal governments are given their authority by the provincial government.

The Corporation of the Town of Kingsville is responsible for administering services such as local roads, water and sewers, parks and recreation, fire and rescue services, property standards and bylaw enforcement, planning and zoning, enforcement of the provincial building and fire codes, and more.

A municipal Strategic Plan is a living, guiding document to help guide decision making and actions to further long term objectives for the community.





OUR VISION

Kingsville: A friendly and safe community – Proud of our past; excited about our future.

OUR MISSION

To make Kingsville a healthy, sustainable and prosperous community.

OUR VALUES

Community

The Town of Kingsville values a friendly and welcoming community that works together to maintain a high quality of life for all its residents and future generations.

Leadership

The Town of Kingsville values a proactive approach that moves the community forward while recognizing and responding to changing conditions.

Professionalism & Accountability

The Town of Kingsville values professional, responsible services based on sound planning, budgeting and reporting. Council, Administration and the community treat one another with respect and work together for our community.

Principles for Working Together

We value **professionalism and accountability**, with a commitment for Council, Administration and the community to treat each other with respect. This commitment includes the following expectations of how we work together for our community:

- **Respect and integrity** - we strive to always treat one another in a manner that builds positive working relationships. We have zero tolerance for harassment and discrimination.
- **Open, transparent communications** - we share information with one another as openly as possible, while respecting privacy and legal obligations, as a way of building awareness and understanding.

Principles for Working Together (cont'd)

- **Ethical decision making** - we strive to achieve the maximum positive outcome for the Kingsville community in everything we do, making decisions in an evidence-based and transparent manner.
- **Building confidence and trust in every interaction** - we adhere to our Customer Service Standards including professionalism, setting clear expectations and ensuring the accessibility of our services for all Kingsville residents.





PRIORITIES FOR

Kingsville 2040

2040 Priorities

By 2040, an anticipated 32,000 people will call Kingsville home. All residents – including those with generational roots in Kingsville and those who are brand new to the community – deserve to experience our vision of Kingsville as a friendly and safe community.

To deliver on this promise, we have four long-term priorities that will guide our decisions and actions:

- **Priority 1: A Fiscally Sustainable Community**
- **Priority 2: A Thriving Local Economy**
- **Priority 3: Happy, Healthy Residents**
- **Priority 4: Resilient Infrastructure**

For each priority, we have established metrics which we will track on an annual basis to ensure we are making progress towards these long-term priorities.

Priority #1: A Fiscally Sustainable Community



We prioritize the fiscal health of the Town of Kingsville because being in a strong financial position enables us to deliver the best possible quality of life for residents.

This priority includes building long-term financial sustainability through a 10-year capital plan, moving towards 4-year operating budgets, investing in our reserves, and making major decisions in a way that considers the long-term financial position of the municipality and community.

How will we measure our progress on this priority (year over year, until 2040)?

- *Asset Management Plan funding levels (%)*
- *Debt servicing cost as a % of total tax revenue*
- *Tax rate comparisons to neighbouring lower tier municipalities*

Priority #2: A Thriving Local Economy



Growing our local economy is a priority because it benefits all Kingsville residents and businesses by creating jobs and financial health. Creating an environment that supports business success by creating the conditions for businesses to innovate, invest and thrive. We want quality attainable housing for all our residents.

How will we measure our progress on this priority (year over year, until 2040)?

- *Total # full time jobs in Kingsville, % of change*
- *Total # of building permits, by type and construction value*
- *Total # of planning applications*
- *Total value of non-residential tax assessment - \$ / % change over-time*
- *Total # of attainable housing (eg. rentals and starter homes)*

Priority #3: Happy, Healthy Residents

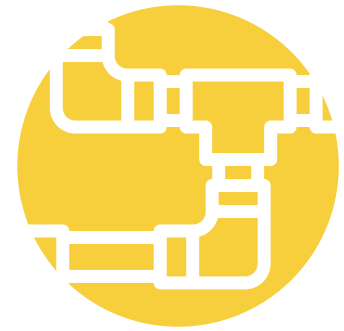


Kingsville is known for providing a high quality of life that invests in the interests of all community members. This includes prioritizing public safety, recreation opportunities, spaces and experiences, enhancing the well-being of the whole community and attracting visitors.

How will we measure our progress on this priority (year over year, until 2040)?

- *Crime rate*
- *# Fire inspections*
- *Parks & Rec - Capital dollars invested*
- *Total % of residents who self-report 'good' or 'very good' levels of satisfaction with services provided in Kingsville*
- *Total % of residents who self-report high levels of happiness with life in Kingsville*
- *Total # and % change of residents engaged in civic conversations through Have Your Say Kingsville*

Priority #4: Resilient Infrastructure



As a growing community with aging infrastructure, the resilience of our infrastructure needs to be a top priority. We acknowledge the impacts of climate change including extreme weather events, and will prioritize building infrastructure with the capacity to support residents' needs both today and in the future. This includes our water, sewer and storm systems, our roads and active transportation networks, our natural environment, and all municipal assets. Those who benefit from growth will pay for growth.

How will we measure our progress on this priority (year over year, until 2040)?

- *Total \$ of infrastructure gap*
- *Total % of assets in state of good repair*
- *Total # years to close the infrastructure gap, based on plans for investment*
- *Number of incidents / disruptions per year, by asset/service class*



ACTION PLAN FOR

2022-2026

Priority #1: A Fiscally Sustainable Community



2022-2026 ACTIONS

| Strategy 1A: Ensure long-term fiscal sustainability through a 10-year capital Plan, 4 year operating budgets, and investments in reserves. | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Ensure property tax rates are sufficient to fund desired service levels, asset replacement obligations, and strategic priorities | Achieve by 2030 |
| Develop a 4-year operating budget | 2026 |
| Funding of the Asset Management Plan with a 3% property tax increase, year over year, for up to 10 years, with a goal of getting to 85% funded in the Core Asset Management Plan | Achieve 85% funded by 2030 |

Priority #1 (cont'd)

| Strategy 1A (cont'd) | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Expand the Asset Management Plan to include all facilities, sidewalks, major parks and recreational amenities, fleet, equipment, IT and all other significant assets | 2024-2026 |
| Fund the Expanded Asset Management Plan | Achieve 85% funded by 2040 |
| Develop a staffing plan to 2040. <ul style="list-style-type: none"> • Determine the appropriate levels of staffing for current levels of service • Detailed plan for new positions for 4 years (as part of 4-year operational plan) • Percentage increase for staffing levels to 2040 based on population growth and service level projections | 2025 - 2026 |
| Fund new capital infrastructure strategy as required to support development over the next 10-years | Ongoing |

Priority #1 (cont'd)

| Strategy 1B: Develop a clear financial plan for the School Properties, new Municipal Buildings, and Recreation Facilities. | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Adopt a budget and timeline for implementation for each facility identified in the approved 2023 facility review | 2024 |
| Determine the optimal future use for the soon-to-be vacant school properties with a financial strategy that includes both initial capital costs and any on-going operational expenses | 2024 - 2025 |
| Complete a fully-costed parks and recreation master plan | 2026 - 2027 |

Priority #2: A Thriving Local Economy



2022-2026 ACTIONS

| Strategy 2A: Create an environment for existing businesses to thrive | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Develop, fund and implement a tourism & marketing plan | 2024 |
| Fund economic development strategies to support the growth and expansion of existing small businesses | Ongoing |
| Engage the agriculture sector (eg OGVG) to maximize its potential for economic development and minimize its disruption to the community | Ongoing |

Priority #2 (cont'd)

| Strategy 2B: Focus on investment readiness. | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Increase availability of serviced industrial land and market lands | Ongoing |
| Increase lands available for commercial use | Ongoing |
| Improve the timeliness of approvals, permits and inspections for business | Ongoing |

| Strategy 2C: Promote increased supply of housing | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Implement land use policies to promote an increased supply of all types of housing including houses, townhomes, apartments and smaller lots | 2023 |

Priority #2 (cont'd)

| Strategy 2C (cont'd) | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Develop a strategy to incent attainable and/or purpose-built rental housing within the context of provincial policy | 2026 |
| Regulate and license boarding rooming lodging houses to ensure safe housing for workers and to protect the supply of housing for residents | 2024 |
| Regulate short term rental properties | 2024 |

Priority #3: Happy, Healthy Residents



2022-2026 ACTIONS

| Strategy 3A: Create a community of safe and healthy residents | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Complete a community risk assessment to identify the levels of risk along with actions to be provided through fire code inspections and enforcement and emergency response | 2024 |
| Complete a master fire plan to identify current and future requirements of the community and a service model to support those needs | 2025 - 2026 |
| Prepare a long term strategy to maintain, train, and strengthen the local firefighter service, including volunteer firefighters, part time officers, and full time staff | 2024 - 2027 |

Priority #3 (cont'd)

| Strategy 3A (cont'd) | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Provide public education on fire prevention and safety programs | Ongoing |
| Complete a review of policing services in Kingsville, including a plan for future police station and offices | 2025 |
| Advocate for health services in Kingsville, including primary care providers, EMS response, and services at Erie Shores Healthcare Hospital | 2023 - 2025 |

| Strategy 3B: Provide Accessible, Inclusive Parks, Recreation Facilities and Public Spaces | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Prepare a rec facility master plan (consideration of a multi use rec facility and arena, gymnasium, sports fields) | 2025 - 2026 |

Priority #3 (cont'd)

| Strategy 3B (cont'd) | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Prepare parks master plan and development standards that will guide the design and development of new parkland and the rejuvenation of existing parks | 2026 - 2027 |
| Fund parks capital improvements (such as playground equipment, splash pads, etc.) | Ongoing |

| Strategy 3C: Provide High-Quality Recreation, Programming, and Events (both Town and Community leads, as appropriate) | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Encourage structured and unstructured programming that improves active living for all ages, learning, community building and fun | 2024 |
| Support Town or community festivals and events, including financial support, such as the Migration Fall Festival, Fantasy of Lights, Canada Day, and Kingsville Music Festival | 2024 |

Priority #3 (cont'd)

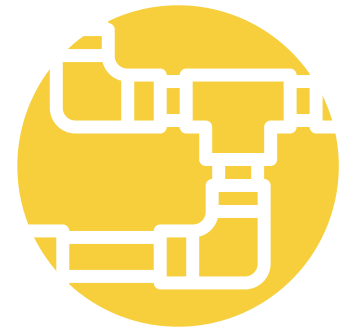
Strategy 3D: The Town provide excellence in Customer Service to its Residents

| <i>What action will we take?</i> | <i>When will we do this?</i> |
|--|------------------------------|
| Ensure staffing levels are right sized, and appropriately qualified and trained, to meet the needs of the community and legislative requirements | Ongoing |
| Commit to training for all employees to perform their jobs and roles and in keeping with the Customer Service Standards | Ongoing |
| Develop a performance management system for staff that ensures a high degree of accountability and results | Ongoing |

Priority #3 (cont'd)

| Strategy 3E: Waterfront | |
|---|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Develop a plan for the use of the marina, including disposition, management, and investment | 2027 - 2030 |
| Invest in Cedar Beach and Cedar Island Beach improvements | 2024 |
| Develop and implement a plan for Mettawas Park and Grovedale Arts & Culture Centre | 2024 - 2026 |
| Ensure that the Kingsville Port remains open and accessible to the public (where appropriate) and supports private industry, commercial fishing, and a publicly accessible Pelee Island ferry | Ongoing |

Priority #4: Resilient Infrastructure



2022-2026 ACTIONS

Strategy 4A: Ensure existing infrastructure is maintained to an appropriate level of service.

| <i>What action will we take?</i> | <i>When will we do this?</i> |
|---|------------------------------|
| Complete and maintain a comprehensive Asset Management Plan | 2024 - 2025 |
| Develop long-term capital plans (eg. linear asset replacement, road rehabilitation, active transportation assets) | 2024 - 2035 |
| Develop and maintain an operational plan for water, sanitary and storm infrastructure that includes regular maintenance and inspection (eg. linear infrastructure and environmental compliance) | 2025 |

Priority #4 (cont'd)

Strategy 4B: Ensure the Town is growing our infrastructure in a sustainable manner and that those who benefit from growth pay for it.

| <i>What action will we take?</i> | <i>When will we do this?</i> |
|--|------------------------------|
| Construct West Side Collector Road and south west watermain | To be determined |
| Expand sewage treatment capacity and collection system | 2030 - 2035 |
| Expand drinking water treatment availability | 2030 - 2035 |
| Update development manual | 2026 |
| Complete a master servicing plan (eg. residential, greenhouse, industrial) | 2025 - 2026 |

Priority #4 (cont'd)

| Strategy 4B (cont'd) | |
|--|------------------------------|
| <i>What action will we take?</i> | <i>When will we do this?</i> |
| Invest in traffic improvements per traffic master plan | Ongoing |
| Decrease reliance on the water tower | 2024 - 2035 |
| Undertake an industrial park expansion plan | 2025 - 2030 |
| Ensure an updated review of development charges | 2030 |

Priority #4 (cont'd)

Strategy 4C: Liaise and advocate for investments by third-party providers to improve existing infrastructure, growth infrastructure, and customer service levels.

| <i>What action will we take?</i> | <i>When will we do this?</i> |
|---|------------------------------|
| Hydro - Advocate to ensure that Hydro One and ELK is addressing existing infrastructure, customer service, and plan for growth | Ongoing |
| County and regional boards and agencies - Advocate to ensure that Essex County is addressing existing infrastructure, customer service, and plan for growth | Ongoing |
| Natural Gas - Advocate to ensure that Enbridge is addressing existing infrastructure, customer service, and plan for growth | Ongoing |



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