

THE CORPORATION OF THE TOWN OF KINGSVILLE

---



# Strategic Plan

2017 - 2022

A Message From Mayor  
Nelson Santos

"If you do not step forward,  
you will always be in the same  
place."

The Municipality of Kingsville is in a fortunate position that is representative and home to a diverse population of residents, businesses, agriculture and industry. Often providing a balanced approach can be challenging where there are so many interests and thus why the Council and Administration behind the Corporation of the Town of Kingsville have continually supported visioning for both the short and long term strategies for our community's future.

In Kingsville, it is recognized that our community is never at a standstill, and is constantly learning, growing, and under development as we continue to mature from the days of amalgamation. As we keep moving forward with our positive momentum, we continue to keep an eye on our vision and goals on a regular basis. That's why our today's council has committed to modernize our Municipality's Strategic Plan and has set forth an updated vision based on the messages and input we have received over the past year from the public. This vision and mission for our term of council and for those that follow serves as both a guideline and a target and provides a live record of its progress and updates.

There is something about having our voices of business, our residents and our community, participate and commit to 'visioning' for our future success. Each one of us offers some important insight and support in helping identify key components of Kingsville as well as guide the municipality in ultimate goal setting and making important decisions that include investing in key infrastructure and programs with our goals focused on establishing an environment that will grow success; that will grow investment; that will grow and support our communities.

# Content

Introduction.....	5
Process & Research.....	6
Community Profile.....	6
Leading Industries.....	8
Economic Development.....	9
Municipal & Government Services.....	10
Kingsville Demographics.....	14
Mission.....	17
Vision.....	19
Values.....	21
SWOT.....	22
Strategic Action Plans.....	23

These initial goals and service plan targets are just the starting point. As this new strategic plan matures, it will serve as a unique tool that will then outline key projects, programs and direction for our town. It will also begin to bring into focus the necessary financial estimates and costs associated to them as part of our financial mindset and fiscal responsibility. Combined, this will provide for a vision that is reflective of our community and realistic to achieve.

Yours truly,

Nelson Santos  
Mayor









# Introduction



# Introduction

---

The purpose of this document is to provide a guideline for taking actions that will strengthen the Town of Kingsville. This strategic plan is intended to sustain the quality of life that is enjoyed by residents. This document is designed to capture the ideas and input of the community members and combine it with the current competitive advantages of the Town of Kingsville.

# Process & Research

---

Over the course of 2016 Council, staff and the public were able to attend various public seminars to ascertain a direction in which the strategic plan should move forward. Online surveys were also provided to the general public. These meetings were to ensure the strategic direction contained in the Plan met the Strategic Vision and Mission. The first meeting was facilitated by a member of OMAFRA. During this meeting the Vision, Mission and SWOT (Strengths, Weakness, Opportunities and Threats) were reviewed. Council and staff developed Action Plans which will also assist in developing the vision of the Town of Kingsville.

# Community Profile

---

Located along the north shore of Lake Erie, approximately 40 minutes from the Windsor – Detroit border is the Town of Kingsville. Its unique location as one of the most southerly destination in Canada offers its residents an unusually mild winter climate. Since its 1999 restructuring, whereby the Townships of Gosfield North and South merged with Kingsville, the town boasts a total population of 22,358 (2016 Census), and occupies an area of approximately 247 square kilometers.



## Home



## Heritage



## Nature





# Leading Industries

---

Kingsville's ideal climate offers optimal conditions for an abundance of fresh farm produce from local farmers; in fact, Kingsville boasts the second longest growing season in all of Canada. The region of Kingsville-Leamington serves as the hub for North America greenhouse operations including; peppers, cucumbers, tomatoes, and strawberries. This hub is rapidly expanding. Kingsville is primed to meet the needs of this future growth. It also home to four estate wineries, producing a variety of wine from their local vineyards. Located on the shores of Lake Erie, Kingsville is home to Ontario's premier fishing industry along with an active aggregate shipping port.



# Economic Development

---

The Town of Kingsville presents a thriving downtown environment surrounded by traditional agricultural farming, together with an ever-expanding greenhouse industry. Conveniently located with easy access to international border connections and Highway 401, Kingsville is attracting the attention of manufacturing enterprises and tourism development. Attraction strategies have been identified and prioritized for the various key sectors of the Town. These include;

- **Retirement and attraction of business related to this sector;**
- **Agriculture and related activities;**
- **Tourism;**
- **Pursuing enhanced communication networking and connection;**
- **Small business development and attraction of new manufacturing enterprises;**
- **Industrial park development;**
- **Waterfront and Marina development.**

Kingsville's festivals are among the most attractive and well known. They include the Hamlet of Ruthven Apple Festival, the Village of Cottam Horse Show, the Migration Festival and the Fantasy of Lights Festival. It is an area that is rich with things to do and see. Its downtown shops are set in a Victorian theme, and provide quality personal service for all shopping, dining, and professional needs. Tours can be arranged for Colasanti's Tropical Gardens, Jack Miner Bird Sanctuary, Historical Park, self-guided heritage tours, and Pelee Island Winery. Visitors and residents can also relax in any number of community parks, or by the waterfront and harbour that is home to Kingsville fisheries, as well as ferry services to Pelee Island.

# Municipal & Government Services

---

The Municipality is governed by an elected Council including a Mayor and Deputy Mayor and 5 councillors. All Council are voted at large. Council is elected for a four year term. The Municipality follows the rules and regulations set out by the Provincial Government in the Municipal Act and various Provincial Acts.

The Town of Kingsville is in a two tier governance system. The County of Essex is the upper tier, with the Mayor and Deputy Mayor representing the Town at the County Council table.

The Town of Kingsville offers municipal services supporting community safety, quality of life, and a suite of residential services.

Over the course of 2016 Council, staff and the public were able to attend various public seminars to ascertain a direction in which the strategic plan should move forward. Online surveys were also provided to the general public. These meetings were to ensure the strategic direction contained in the Plan met the Strategic Vision and Mission. The first meeting was facilitated by a member of The Ministry of Agriculture, Food and Rural Affairs (OMAFRA). During this meeting the Vision, Mission and SWOT (Strengths, Weakness, Opportunities and Threats) were reviewed.

Council and staff developed Action Plans which will also assist in developing the vision of the Town of Kingsville.









## Mission

To make Kingsville a  
progressive and  
prosperous place.







# Vision

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





### Kingsville Growing by the Numbers

Total estimated population	22,358		
Census population 2011	21,362		
Census population 2006	20,908		
Age	Male	Female	Total
0-14	1800	1630	3430
15-19	694	624	1318
20-29	1377	1305	2682
30-39	1350	1152	2502
40-49	1736	1403	3139
50-59	1697	1654	3351
60-69	1467	1555	3022
70-79	841	925	1766
80 +	490	661	1151
Households & Household Income (2016)			
Total number of households	8,146		
Median household income \$	74,361		
Average household income \$	89,482		
Average # of persons in household	2.7		









A photograph of a lavender field. In the foreground, a green plastic crate is filled with harvested lavender bundles. A wooden-handled tool, possibly a pruning shears, lies on the lavender plants to the right. The background shows more lavender plants stretching into the distance.

# Mission



# Mission Statement

---

Mission is defined by the way you communicate to your citizens to whom services are provided and other stakeholders who have a vested interest. It is why your local government exists.

To enhance the vision statement the below mission statement was adopted:

**“To make Kingsville a progressive and prosperous place.”**

- Exceptional Service - Responsive
- Fiscally Responsible
- Innovative (Ideas)
- Manage Growth
- Co-operation
- Truly Caring
- Understand Limitations – Be Focused
- Support Business Community
- Open Communication
- Consistent in the Delivery of Services
- Create Opportunities and Environment for Success
- Flexible
- Aligned
- Connected
- Attentive





# Vision

# Vision Statement

---

By working with and listening to residents and Council, administration acquired an understanding of what services were needed from the Corporation. Administration and Council formulated a vision that represents a future to aspire to that is responsive to their needs and concerns.

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

- Job Opportunities
- Good Schools
- Active
- Great Weather and Location
- Civic Pride
- Welcoming
- Healthy Downtown
- Historic
- Memorable
- Quiet
- Friendly
- Clean and Beautiful
- Great Parks
- Safe and Secure
- Awesome Staff and Council
- Low Taxes
- Caring
- Lots to Do
- Great for Young and Old





# Values



# Values

---

**Community:** The Town of Kingsville values a friendly community that works together to maintain a high quality of life for all its residents.

**Leadership:** The Town of Kingsville values a proactive approach that moves the community forward rather than reacting to emerging threats and changing times.

**Professionalism and Accountability:** The Town of Kingsville values professional, responsible service based on sound planning, budgeting and reporting.

**Preservation of a Small Town Culture:** The Town of Kingsville values the beautiful environment of its small town culture it inhabits and strives to ensure a healthy legacy for current and future generations.

# SWOT Analysis





# Strategic Action Plan



Photo by Mackenzie Lemire



Within Kingsville's growing portfolio includes an average 5% growth in residential home building, a key challenge is to guide and shape future growth in order to preserve the unique characteristics and retaining the small town feel and values of the Town of Kingsville as its population grows.

The Strategic Action Plan provides a starting point for discussion and guides the development of specific, measurable actions that can be implemented over the term of Council, to achieve our long and short terms goals and objectives.

Photo by Randy Holland

# Accessibility

**Goal:** Strive to make the Town of Kingsville a more accessible community

**Objective:** Provide staff training

Performance Measures			Year 1	Year 2	Year 3
Complete 2 accessibility projects per year			2 per year	2 per year	2 per year
Develop key policies to create compliance			1 per year	1 per year	1 per year
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Recommend training for staff for customer service	2017	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete
2	Recommend training for staff regarding disability	2018	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete
3	Recommend training for staff for sensitivity	2019	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete
4	Recommend training for staff for accessibility and accommodation	2020	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete





# Communication (Residents)

**Goal:** Promote the betterment, self-image and attitude of the community

**Objective:** Improved communication with residents

Performance Measures			Year 1	Year 2	Year 3
Improve response time in complaints			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
Improve public awareness of government process			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Development of Communication Strategy	2017	Staff, materials and licensing	Council and Administration	In progress
2	Build partnerships with the community	2018	Management, materials and supplies	Council and Administration	In progress
3	Integrate communications planning into the development of all Town Departments	2019	Management, materials and supplies	Council and Administrations	Incomplete



# Communication (Visitors)

**Goal:** Promote the betterment, self-image and attitude of the community

**Objective:** Improved communication for potential residents and visitors

Performance Measures			Year 1	Year 2	Year 3
Increase number of tourists to events and the Town			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
Increase image and marketability of the Town			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Development of marketing strategy for targeted audiences	2017	Management, Business Groups	Council/ Administration	Incomplete
2	Enhancement of the Town website	2018	Management/ Economic Development Committee Groups	Council/ Administration/ Economic Development Committee	Incomplete
3	Expansion of a collaborative approach to improve tourism experience for visitors	2019	Management	Council/ Administration	Incomplete
4	Development of an online presence for services	2018	Management	Council/ Administration	Incomplete





# Public Safety

**Goal:** To promote a safe community

**Objective:** Improved communication and education

Performance Measures			Year 1	Year 2	Year 3
Expanded education program for public and emergency management			10% from 2016 levels	10% from 2017 levels	10% from 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Improve public education regarding emergency services	2017	Fire Chief, Fire Prevention Officer, Educational Materials	Fire Prevention Officer, Senior Management, Council	Incomplete
2	Develop partnerships with neighbouring Municipalities and international agencies	2018	No additional budget implications	Senior Management, Council	Incomplete
3	Development of initiatives to improve the volunteer fire services	2019	Materials, supplies etc.	Senior Management, Council	Incomplete



# Recreation & Culture

**Goal:** Increase use of recreational and cultural facilities

**Objective:** Improved response to residents input

Performance Measures			Year 1	Year 2	Year 3
Increase recreation programming opportunities and facilities			15%	15%	15%
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Review of Recreation and Culture Masterplan for relevance, and develop long-term Capital outlook plans	2018	Consultant	PRAC, Council, Senior Management	Incomplete
2	Implementation of new programming as per review of the masterplan	2019	Resources will be required	Council, Senior Management, PRAC	Incomplete
3	Review of Waterfront improvements	2020	Consultant	Council, Senior Management	Incomplete





# Planning & Development

**Goal:** Manage residential growth through sustainable planning

**Objective:** Optimize processes for development

Performance Measures			Year 1	Year 2	Year 3
Improve permit approval time lines			5% based on 2016 levels	5% based on 2017 levels	5% based on 2018 levels
Improved efficiency			5% based on 2016 levels	5% based on 2017 levels	5% based on 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Modernize the processes to expedite the permit approval process	2017	Investigation	Manager of Development Services and Chief Building Official	In progress
2	Provide updated information to the Builders regarding Ontario Building Code changes	2017	Operational, no cost	Chief Building Officials and Inspectors	In progress
3	Meet with local Builders and developers, understand their objectives and help provide the path to get there	Continuous	Meeting tools	Manager of Development Services and Chief Building Official	In progress
4	Develop a regional resource to combine approval	2019	Develop partnerships with outside agencies	Manager of Development Services / Chief Building Official	Incomplete

# Business Growth

**Goal:** Support growth of the business community

**Objective:** Encourage business retention and expansion

Performance Measures			Year 1	Year 2	Year 3
Number of businesses with more than 4 staff			3	2	2
Increase new businesses			1	2	3
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Conduct a BR&E Study including Kingsville, Ruthven and Cottam proper. Including an emphasis for the engagement of larger industries	2017	Consultant	Council, Committee, and Senior Management	Incomplete
2	Develop Tourism Feasibility study to investigate Tourism trends and target groups for the area	2018	Consultant	Council, Committee and Senior Management	Incomplete
3	Identify growth opportunities for business through strong business networks	2019	Internal	Council, Committee and Senior Management	Incomplete
4	Develop partnership with neighbouring municipalities	2020	Internal	Council, Committee and Senior Management	Incomplete



# Municipal Operations

**Goal:** Effectively manage corporate resources, and maximize performance

**Objective:** Streamline operations

Performance Measures			Year 1	Year 2	Year 3
Improved time efficiencies			5%	5%	5%
Improved operation efficiency in maintenance of infrastructure			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Increase capital spending / reserve contributions to fund lifecycle replacements	Annually	Departmental Management Long Range Capital Forecasts Allocation of budget funds	Senior Management Team Finance to provide reporting assistance	Incomplete
2	Determine the most cost effective and efficient management of assets	2017	Allocation of budget funds to purchase optimization tools	Senior Management Team	Incomplete
3	Development of implementation and education programs	2018	Departmental Management	Senior Management, Council	Incomplete
4	Review and updating of processes	2019	Departmental Management	Senior Management, Council	Incomplete

# Fiscal Responsibility

**Goal:** Effectively manage corporate resources, and maximize performance

**Objective:** Implement cost savings programs for operations

Performance Measures			Year 1	Year 2	Year 3
Annual net operating expenditure of no more than 1.5%			Met Goal	Met Goal	Met Goal
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Inclusive review of alternative revenue sources	2018	Internal sources no budgetary increase	Finance to provide reporting assistance	Incomplete
2	Inclusive review of human resources and internal infrastructure base upon growth and trends	2017	Internal Sources	Senior Management	Incomplete
3	Development of LEAN processes	2018	Training of senior management	Senior Management, Council	Incomplete
4	Implementation of LEAN processes through-out organization	2019	Internal Sources	Senior Management	Incomplete





# Sustainability

**Goal:** To become a leader in sustainable infrastructure renewal and development

**Objective:** Create an Infrastructure Sustainable Kingsville

Performance Measures			Year 1	Year 2	Year 3
Increase capital spending / reserve contributions annually			5% from 2016 levels	5% from 2017 levels	5% from 2018 levels
Improved proactive development of infrastructure			10% from 2016 levels	10% from 2017 levels	10% from 2018 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Update Infrastructure studies	2017-2020	Financial, Organization and Administration, outside Consultant	Council, Senior Management	Incomplete
2	Develop, approve and implement new preventative maintenance programs	2018	Financial, Organization and Administration, outside Consultant	Council, Senior Management	Incomplete
3	Development of policies and procedures to better communicate changes	2017-2022	Financial, Organization and Administration, outside Consultant	Council, Senior Management	Incomplete





Arts & Culture



Festivals





THE CORPORATION OF THE TOWN OF KINGSVILLE

---



**KINGSVILLE.CA**