



Strategic Plan

2017 - 2022

A Message from Mayor
Nelson Santos

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

The Municipality of Kingsville is in a fortunate position that it 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 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 living 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. These 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.....	24

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 destinations 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 is 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 #3 and 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 agri-support activities;**
 - **Tourism, food and culture;**
- **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 Rotary Horse Show and Fall Festival, Migration Festival, Fantasy of Lights Festival, and Kingsville Folk Music 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 and Museum, 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 and Sandusky, Ohio.

Municipal and 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.





Mission

To make Kingsville a
progressive and
prosperous place.



A scenic view of a lake at sunset. The sky is a mix of light blue and orange. The water is calm, reflecting the sky and the surrounding trees. In the foreground, there are tall reeds and grasses. The trees in the background are in autumn colors, with some leaves turned orange and red. The overall mood is peaceful and serene.

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 this 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 Lifestyle Opportunities
- 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
- Affordable Living



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 the 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 3% growth in residential home building. A key challenge is to guide and shape future growth in order to preserve the unique characteristics and retain 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: Meet the accessibility needs of the community

Performance Measures			Year 1	Year 2	Year 3
Complete 1 training program per year with 100% compliance			1 training program	1 training program	1 training program
Each department responsible for creation of accessible documents			50% of documents	75% of documents	100% of documents
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Provide ongoing accessibility training to staff and Council (i.e. customer service, disability, sensitivity)	Annual	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete
2	Make communications/ documents accessible	2020	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete
3	Assess and evaluate the accessibility needs of the community	2018	Committee and Administration	Accessibility Committee, Council and Administration	Incomplete



Communication External

(visitors, residents)

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

Objective: Improved communication with residents, business owners and visitors

Performance Measures			Year 1	Year 2	Year 3
3 social media posts per week			80% compliance	90% compliance	100% compliance
Public Outreach – points of contact with the public					
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Development of Communication Strategy	2018	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	Integrate communications planning into the development of all Town Departments	2018-2020	Management, materials and supplies	Council and Administrations	Incomplete
4	Development of an online presence for services	2017-2020	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% increase of individuals educated from 2017 levels	10% increase of individuals educated from 2018 levels	10% increase of individuals educated from 2019 levels
Decrease in first truck en route response times			5% time reduction from 2017 levels	5% time reduction from 2018 levels	5% time reduction from 2019 levels
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Improve public education regarding emergency services through focused programming and increased staff commitment	2018	Fire Chief, FPO/Pub. Ed. Staff, Materials, OPP-CSO	FPO/public education personnel, Senior Management, Council, Police Services Board	Incomplete
2	Develop partnerships with neighbouring Municipalities and organizations	2018	No additional budget implications	Senior Management, Council, Police Services Board, EMS	Incomplete
3	Development of initiatives and hiring practices to improve the volunteer fire services	2019	Materials, supplies, etc.	Senior Management, Council	Incomplete



Recreation & Culture

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

Objective: Provide cultural and recreational opportunities for residents and visitors

Performance Measures			Year 1	Year 2	Year 3
Complete a specified number of recommendations within the Arts, Recreation and Culture Master Plan			2	2	2
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Review of Parks, Recreation, Arts and Culture Master Plan for relevance, and develop long-term Capital plans	2018	Consultants/ Funding	PRAC, Council, Senior Management	Incomplete
2	Implementation of recommendations within the PRAC Master Plan	2019-2022	Consultants/ Funding	Council, Senior Management, PRAC	Incomplete



Business Growth

Goal: Support growth of the business community

Objective: Encourage business retention and expansion

Performance Measures			Year 1	Year 2	Year 3
Increase the number of businesses with more than 4 staff			2	2	3
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	2017-2018	Consultant	Council, Committee, and Senior Management	Incomplete
2	Develop Tourism Feasibility study to investigate Tourism trends and target groups for the area and identify partnerships/synergies with neighbouring municipalities	2018	Consultant	Council, Committee and Senior Management	Incomplete



Business Growth

Goal: Support growth of the business community

Objective: Encourage business retention and expansion

Performance Measures			Year 1	Year 2	Year 3
Increase the number of businesses with more than 4 staff			2	2	3
Increase new businesses			1	2	3
#	Actions	Timeframes	Resources	Who Is Involved	Status
3	Identify growth opportunities for business through strong business networks	2019	Internal	Council, Committee and Senior Management	Incomplete
4	Maintain and update business registry	Ongoing	Internal	Staff	Incomplete



Efficient & Responsive Municipal Operations

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

Performance Measures			Year 1	Year 2	Year 3
Internal review of 1 major operating activity or process per year, with a focus on improving the efficiency and/or effectiveness of the service			1 Process/ Department	1 Process/ Department	1 Process/ Department
Respond* to 90% of service requests within 2 business days. *Respond does not necessarily = resolve			Meet Goal	Meet Goal	Meet Goal
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Municipal wide service delivery review – what to start, stop, continue, improve – with focus on tax payer value	2018	Internal Sources	Management, Council	Incomplete
2	Municipal wide review of human resources to identify peaks and valleys in operating cycles to improve staff utilization and cross departmental co-operation	2019	Internal Sources	Management, Staff	Incomplete

Efficient & Responsive Municipal Operations

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

Performance Measures			Year 1	Year 2	Year 3
Internal review of 1 major operating activity or process per year, with a focus on improving the efficiency and/or effectiveness of the service			1 Process/ Department	1 Process/ Department	1 Process/ Department
Respond* to 90% of service requests within 2 business days. *Respond does not necessarily = resolve			Meet Goal	Meet Goal	Meet Goal
#	Actions	Timeframes	Resources	Who Is Involved	Status
3	Development of Lean business processes to maximize value for tax payers	2018	Training, Outside Consultant	Management, Staff, Council	Incomplete
4	Develop Key Performance Indicators (KPI)'s to monitor the efficient and effective service delivery and build into staff performance evaluations	2019	Internal Sources	Senior Management, Council	Incomplete

Fiscal Responsibility

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

Performance Measures			Year 1	Year 2	Year 3
Annual net operating expenditure increases of no more than 2%			Met Goal	Met Goal	Met Goal
Reduce tax supported debt service cost as a % of municipal taxation			< 6.5%	< 6.4%	< 6.3%
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Update development charge study to ensure growth is paying for growth related capital projects	2017	Outside Consultant	Management, Council	Incomplete
2	Comprehensive review of alternative revenue sources	2018	Internal Sources	Management, Council	Incomplete
3	Prepare a financial plan to identifying all on-going operating costs for any new capital projects in excess of \$300,000 (excludes replacements and rehabilitations)	2018 Budget and Beyond	Internal Sources	Management, Council	Incomplete
4	Implementation of Lean business processes to maximize value for tax payers	2019	Training, Outside Consultant	Management, Staff, Council	Incomplete

Infrastructure Sustainability

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

Performance Measures			Year 1	Year 2	Year 3
Increase capital spending / capital reserve contributions annually			2.9% of municipal tax levy (\$450,000)	2.9% of municipal tax levy (\$463,000)	2.9% of municipal tax levy (\$476,500)
Review and update of asset management plan / strategies for each major asset category			Bridges Facilities	Roads Fleet	Storm Sewers Water Wastewater
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Update infrastructure studies and incorporate findings into our asset management strategy	2017-2019	External Consultants, Budget funds	MS and FS Management	Incomplete
2	Develop and implement preventative maintenance programs to minimize the annual cost of our capital assets	2017-2019	Internal Sources, Training	MS and FS Management	Incomplete

Infrastructure Sustainability

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

Performance Measures			Year 1	Year 2	Year 3
Increase capital spending/capital reserve contributions annually			2.9% of municipal tax levy (\$450,000)	2.9% of municipal tax levy (\$463,000)	2.9% of municipal tax levy (\$476,500)
Review and update of asset management plan/ strategies for each major asset category			Bridges Facilities	Roads Fleet	Storm Sewers Water Wastewater
#	Actions	Timeframes	Resources	Who Is Involved	Status
3	Annual increases in capital spending / reserve contributions until we have achieved fully funded status for lifecycle replacement	Annually	Allocation of budget funds / Rate Increases	Council, Senior Management	Incomplete
4	Communicate asset management strategies to council and public on annual basis	2017-2022	Internal Sources	MS and FS Management, Council	Incomplete

Planning & Building

Goal: Manage residential growth through sustainable planning

Objective: Optimize processes for development of permit approval

Performance Measures			Year 1	Year 2	Year 3
Improve permit approval time lines			80% of permits (residential) reviewed and completed within 7 days	85% of permits reviewed and completed within 7 days	90% of permits reviewed and completed within 7 days
Hold Information Sessions			1 per year	1 per year	1 per year
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Modernize the permit approval process	2017	Computer Hardware / Software, Training	Chief Building Official	In progress
2	Provide updated information to the Builders regarding Ontario Building Code changes	Continuous	Operational, no cost	Chief Building Officials and Inspectors	In progress

Planning & Building

Goal: Manage residential growth through sustainable planning

Objective: Optimize processes for development of permit approval

Performance Measures			Year 1	Year 2	Year 3
Improve permit approval time lines			80% of permits (residential) reviewed and completed within 7 days	85% of permits reviewed and completed within 7 days	90% of permits reviewed and completed within 7 days
Hold Information Sessions			1 per year	1 per year	1 per year
#	Actions	Timeframes	Resources	Who Is Involved	Status
3	Meet with local builders and developers, understand their objectives and help provide the path to get there, provide printed / online deliverable and pertinent development manual requirements	Continuous	Meeting tools	Chief Building Official	In progress
4	Yearly review of FIR reports for continuous business improvement	2019	Maintain partnerships with outside agencies and contract workers	Chief Building Official	Incomplete

Planning & Development

Goal: Manage growth through sustainable planning

Objective: Optimize and streamline processes for development

Performance Measures			Year 1	Year 2	Year 3
Maintain consistent application processing timelines			80% for 2018	85% for 2019	90% for 2020
Reduce number steps in the approval process			10% reduction based on 2017	10% reduction based on 2018	10% reduction based on 2019
#	Actions	Timeframes	Resources	Who Is Involved	Status
1	Review and streamline all development review processes	2017-2020	Staff time	Manager of Planning and Development Services, Town Planner, Support Staff	In progress
2	Prepare a FAQ deliverable that can be available online and at the counter to identify key planning processes and approval steps	2018	Staff time	Manager of Planning and Development Services, Town Planner, Municipal Services staff and Support Staff	Not complete

Action Items & Budgets

The following are items which were recommended during the previous Strategic Plan however are still in some form of movement.

Item	Date	Cost
Increase ownership and use of Migration Hall for community arts, cultural events and use for public recreational activities	2018	\$500,000
Provide a higher level of cultural opportunities to visitors and residents of the Town of Kingsville and surrounding area	2018	In-House
Consider events and attractions such as live community theater, heritage awareness festivals and musical events. Ensure appropriate facilities are available to accommodate these events. Partner with local theater groups as a means of providing cultural events	2018	In-House
Development of a cultural master plan that will also include a long-term strategy for providing cultural opportunities	2018	\$10,000
Prepare a plan to hard surface the remaining 29 km of gravel roads	2017-2027	\$2.9 million
Main Street and Heritage Road installation of traffic signals plus provisions of left turn lanes	2017-2027	\$294,000
Jasperson Drive upgrade and realignment South of Road 2 East	2017-2027	\$1,510,000
Main Street improvement from Queen to Cemetery Road, provision of a centre turn Lane	2017-2027	\$261,000
Reconstruct Graham Sideroad from Seacliffe to Road 4 East to accommodate truck traffic	2017-2027	\$4,200,000
Reconstruct Kratz Road from Seacliffe to Road 2 East to accommodate truck traffic	2017-2027	\$850,000
Reconstruct Road 2 from McCain Sideroad to Division Road	2017-2027	\$1,538,000
Road 2 West from Fox Lane to Division Road upgrade to urban cross-section section	2017-2027	\$691,000
Intersection improvements Main Street and Jasperson to provide a westbound right turn lane	2017-2027	\$300,000
Road 2 upgrade from Division Road to County Road 45 including sidewalks and pathways	2017-2027	\$3 million
Construction of the final phase of sewage lagoon system in the Village of Cottam	2017-2027	\$2 million
Extension of sewage collection system and lift station from Wigle Grove Road East to McRae Road	2017-2027	\$1,916,000

Action Items & Budgets

The following are items which were recommended during the previous Strategic Plan however are still in some form of movement.

Item	Date	Cost
Watermain replacement for Cameron Side Road and Clark Street	2017-2027	\$658,000
Extension of watermain distribution system for Marsh Sideroad, Inman Sideroad, interconnection, Road 11 West, Road 6 West, Road 8 West and Road 3 West to Arner	2017-2027	\$576,000
Capacity expansion at the Lakeshore West Pollution Control Plant	2017-2027	\$2.5 million
Improve or create gateways to existing urban communities of Cottam and Ruthven	2017-2027	\$40,00
Plan regular roundtable meetings with BIA	2017	In-House
Maintain awareness of existing water quality monitoring programs	2018	In-House
Maintain and improve commercial fishing industry and commercial property at the waterfront with roundtable discussions with Port Users and property owners	2017-2027	In-House
Develop a Community Improvement Plan for the warehouse and lakefront districts	2020	\$15,000
Local Wineries - recruit into the overall effort of mutual benefit	2017-2027	In-House
Developing a "Weekend" package. Home tour, shopping, lunch, dinner, Festival of Lights	2017-2027	In-House
Encourage BIA to educate and promote the benefits of extending hours	2017-2027	In-House
Encourage BIA in using partnership monies to carry out downtown beautification / façade improvements	2017-2027	In-House
Explore joint purchasing of Victorian street signs and fixtures between Council and BIA	2017-2027	In-House
Seek grants to assist in beautification projects	2017-2027	In-House
Encourage partnering between businesses; for example, cross-promotions, some area businesses / wineries offering joint packages	2017-2027	In-House
Market this area using promotional material for Alternative Energy, Conveyors, Hydraulic Carts, conveyors and related equipment, Greenhouse Builders, Packaging and Labelling Suppliers, parts for greenhouse builders and equipment, transportation and related industries	2017-2027	In-House

Action Items & Budgets

The following are items which were recommended during the previous Strategic Plan however are still in some form of movement.

Item	Date	Cost
Due to the increasingly complex technology, work with university and college to increase skill level of local workforce	2017-2027	In-House
Develop a formal Business Retention and Expansion program	2017	\$10,000
Encourage and maintain the commercial fishing industry and encourage commercial development in the waterfront area	2017-2027	In-House
Identify locations and develop public parks in the Hamlet of Ruthven, north of Prince Albert Street and in the Lakeshore West of Kingsville	2017-2027	\$350,000
Investigate and construct a multipurpose gymnasium type facility that can be used for community programs and activities	2017-2027	\$2,000,000
Complete the development of the new Mettawa Park	2017-2019	\$1,000,000
Obtain funding and develop a plan for the expansion of a parks and public trails, connecting the Chrysler Greenway path and Lakeside Park	2017-2027	In-House
Enter into an agreement with the Port Users Association to use the Kingsville port property currently designated as recreational for public use	2017-2027	In-House
Increase the supply of lakefront property for recreational, tourism development. Lease or purchase part of Kingsville Port property and provide linkages to Lakeside Park	2017-2027	\$400,000
The Town of Kingsville requires an additional two new physicians to meet physician requirement standards continue with recruitment support	2017-2027	In-House
Paved Shoulder bike lane on From County Road 45 to 100 m East of Elgin Street, County Road 27 From County Road 34 to 110 m East of Whitewood Road, County Road 34 from Clark Street to Kings Highway # 3	2017-2027	\$216,800
Multiuse Trail with separation along County Road County Road 45 from County Road 22 County Road 34	2017-2027	\$281,250
Paved shoulders and sidewalks along County Road 20 from Chrysler Greenway to County Road 31	2017-2027	\$1,056,000
County Road 20 From Conservation Boulevard to Heritage Road	2017-2027	\$225,000

Action Items & Budgets

The following are items which were recommended during the previous Strategic Plan however are still in some form of movement.

Item	Date	Cost
Development charges provide for the recovery of growth related capital expenditures from new development. Complete the required plans or studies that determine the need of the capital expenditure and the portion related to new growth	2018	In-House
Explore private / public partnerships for the delivery of recreational services	2017-2027	In-House
Provide teambuilding training and workshops and promote team culture	2017-2027	In-House
On an annual basis ensure budget allocation is aligned with strategic plan	2017-2027	In-House
Review and confirm or adjust strategic plan at the beginning of each new Council term	2017-2027	In-House
Benchmark tax rates and level of services and continue monitoring tax rates and household costs (water, sewage and hydro) for affordability	2017-2027	In-House
Maintain an effective risk management program	2017-2027	In-House
Investigate additional property purchase on south side of municipal office building for future expansion	2017-2027	\$350,000
Ensure that sufficient capacity exists in both our transmission and collection systems to accommodate future growth. Allocate sufficient funds in our development charges bylaw to pay for this growth	2017-2027	\$50,000

Arts & Culture



Festivals



THE CORPORATION OF THE TOWN OF KINGSVILLE



KINGSVILLE.CA