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Date: February 1, 2017
To: Mayor and Council
Author: Peggy Van Mierlo-West, CAO
RE: Strategic Plan - Comparison
Report No.: CAO-2017-002

AIM

To provide Council a comparison regarding the current and proposed changes to the Town of Kingsville Strategic Plan.

BACKGROUND

In 2011 the Town of Kingsville developed its first Strategic Plan. On an annual basis the plan was updated. The previous Strategic Plan prioritized the following items as important to the economic health of the Town of Kingsville.

- Retirement and attraction of business related to this growing industry;
- Agriculture and related activities;
- Tourism;
- Enhanced communication networking and connection;
- Small business development and attraction of new manufacturing enterprises;
- Growth of the Municipality as a regional service centre;
- Industrial park development;
- Waterfront and Marina development.

In 2016, Council requested a review and update of the current strategic plan. As part of this request Council asked to conduct a public consultation process. The consultation process included the following; six open house sessions, Council/Staff workshops, online surveys and a pre-planning Council/Administration survey.

Based upon these results it can be surmised that overall the residents of the Town are happy with the direction the town is growing. Residents would like to see more active living and cultural amenities. Sustainable infrastructure and smart growth was also noted

as a concern to the residents. Vision, Mission and Action plans were also developed to assist in moving the Town forward into the future.

At the January 19th, 2017 Council meeting, the following motion was approved;

78-2017

Moved by Deputy Mayor Gord Queen

Seconded by Councillor Sandy McIntyre

That the Draft Strategic Plan approval be deferred pending the scheduling of a further Council / Staff Strategic Plan Workshop.

The concern for Council was to ensure that the proposed Strategic Plan did not move away from the intent of the current strategic plan, and to provide further discussion regarding this.

Prior to discussing the comparison between the two plans it is important to understand the difference between an "operational plan" and a "strategic plan".

The difference between and operational and strategic plans

Strategic Plan	Operational Plan
A general guide for the management	A specific plan for the use of the Town's resources in pursuit of the strategic plan.
Suggests strategies to be employed in pursuit of the Town's goals	Details specific activities and events to be undertaken to implement strategies
Is a plan for the pursuit of the <u>Town's mission</u> in the longer term (3 - 5 years)	Is a plan for the day-to-day management of the Town (one year time frame)
A strategic plan enables management to formulate an operational plan.	An operational plan should not be formulated without reference to a strategic plan
The strategic plan, once formulated, tends not to be significantly changed every year	Operational plans may differ from year to year significantly

Operational plans are developed after the strategic plan to assist in implementation of the strategic plan. These studies include: road needs studies, asset management studies, masterplans and finance review. The current strategic plan relied heavily on reviewing these reports whereas the proposed plan has relied on the public input to direct the future of the Town.

DISCUSSION

As demonstrated within the attached two strategic plans there are some differences within each document however both documents do contain similarities regarding context and overall theme and direction for the Town. The following is a dissection and comparison of both plans. They have been divided into 5 areas of discussion; Process, SCOT Analysis, Vision, Mission, Objectives/Goals.

Process

When strategic planning commenced in 2016, one of the main concerns brought forth from Council and Administration was the lack of public input within the development of the current plan. The current plan recommended Community input sessions however these did not occur.

During the development of the proposed plan it did contain 6 public open houses, two online surveys and 5 Council/Staff public workshops. All were well attended and all input was greatly appreciated. It should be noted that the one item within the community input plan was the involvement of the County Library for assistance. However due to the strike this did not occur.

SCOT Analysis

Within the current plan there are; 40 strengths, 37 weaknesses, 14 Opportunities and 14 threats. Many of these SCOT items could be reduced into similar themes such as;

Strengths:

- Geographic location
- Diversified Economic Landscape
- Community
- Parks and Natural Areas
- Waterfront
- Tourism
- Growth

Challenges

- Economic Development
- Greenhouse Industry
- Location
- Support in groups

Opportunities

- Location
- Economy
- Natural Environment
- Growth

Threats

(Could not find a theme as they were corporate centric and would not fit within a Municipal Strategic Plan)

Proposed Plan

During the development of the proposed plan, the SWOT Analysis was developed through Council pre-survey, workshops with OMAFRA, current strategic plan and community input results. The survey results are attached to this document.



Vision

During the development of the proposed Vision statement, the facilitator asked the group to respond to this question;

“It is Canada Day 2036; you are enjoying an event at the Mettawas Park. What are people saying about Kingsville?”

The vision communicates what the Town believes are the ideal conditions for the community. This utopian dream is generally described by one or more phrases or vision statements, which are brief proclamations that convey the community's dreams for the future. By developing a vision statement, the Town makes the beliefs and governing principles of the organization clear to the greater community

There are certain characteristics that most vision statements have in common. In general, the vision statement should be able to pass the following litmus test:

- Understood and shared by members of the community
- Broad enough to encompass a variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate - for example, they should be short enough to fit on a T-shirt

Current Vision Statement

“On the beautiful shores of Lake Erie, advantageously situated close to the international border and major urban centre’s, Kingsville, one of Canada’s southernmost town’s enjoys an ideal growing climate and benefits from a diverse technology-based agricultural economy, natural eco-tourism and opportunities for all ages.

To make Kingsville a desirable place to live, prosper and visit we invest to improve the quality of life and value our heritage in a way which will ensure our small-town, friendly atmosphere while being committed to growth, renewal and enhancing our environmental sustainability.”

Proposed Vision Statement

Kingsville will be a friendly and safe community: Proud of our past, excited about our future.

The proposed Statement was vetted through two workshops and does agree to the litmus test of what is a vision statement. It has been reviewed by the public, it encompasses the public’s perspective, and it is inspiring and easy to communicate.

Mission

Developing a mission statement was the next step in the strategic planning process. The mission statement describes what the Town is going to do, and why it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements. The Mission Statement should be easy to memorize and remain within the back of staffs minds. It reminds us why we do what we do and provides us with essentially a mission to move the Town forward with our initiatives. Some general guiding principles about mission statements are that they are:

- **Concise.** Although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence.
- **Outcome-oriented.** Mission statements explain the overarching outcomes your organization is working to achieve.
- **Inclusive.** While mission statements do make statements about the overarching goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved.

Current Mission Statement

- *Promote the betterment, self-image and attitude of the community using our identified strengths*
- *Develop an economy based on our strengths and opportunities that will retain existing and attract new businesses*
- *Maintain and improve health, safety and well-being of our residents*
- *Become a proactive progressive environmental leader who promotes environmentally friendly practices and healthy natural lifestyles*
- *Encourage leadership and management that will provide the direction and provide the resources enquired to achieve our Mission*

Proposed Mission Statement

To make sure Kingsville is an amazing place to be

Moving back to the three points of what a mission statement is, the proposed Mission Statement does qualify within each of these points.

Objectives or Goals

Five objectives of the current Strategic Plan included the following;

1. To maintain and improve the health, safety and wellbeing of our residents
2. To promote the general betterment and positive self-image of our community using the identified strengths that exist in the Community
3. To be recognized as a proactive progressive environmental leader who promotes environmentally friendly practices and healthy natural lifestyles
4. To develop an economic vision based on our strengths and opportunities that will retain existing and attract new businesses
5. To encourage leadership and management the direction to achieve our goals and maximize the effectiveness of our strategies

The proposed goals are located within each of the action plans. Essentially the current goals/objectives have been updated but have maintained the previous themes of sustainability, health and safety, general betterment, economic development and operations. However the proposed plan has included additional themes including, communication, accessibility, culture and fiscal responsibility. These themes were verified through the survey process, discussions at workshops and comments made through the public open houses.

These themes can be further described within the proposed linkages to the strategic plan or goals. These include:

1. Promote the betterment, self-image and attitude of the community
2. To promote a safe community
3. Increase use of recreational and cultural facilities
4. Manage residential growth through strong planning

5. Support growth of business community
6. Effectively manage corporate resources and maximize performance
7. To become a leader in sustainable infrastructure renewal and development

Action Plans

The development of the action plans occurred during Council/Staff workshops and was reviewed during the public open house sessions. This is where there is a very distinct difference between the current plan and the proposed. The current plan developed large infrastructure projects which should be located within a long term Capital plan and not linked directly to a strategic plan.

These action plans provide for sustainable projects to be developed prior to infrastructure plans occurring and Capital dollars being allocated. It was intentionally developed this way as to allow for both staff and Council to essentially “Strategically Plan” for future growth and spending. The plans take into account the public’s wants and needs and allows for flexibility in decision making by the creation of policies, procedures and studies.

There is performance measures also linked to the action plans. This will provide both Council and Staff a goal to reach on an annual basis. The current plan did not provide this.

Implementation

For a strategic plan to be successful it must be monitored on regular basis and results must be communicated to the public in a timely manner. The following implementation plan will be adopted once proposed Strategic Plan is adopted.

- 1) The Plan will be included uploaded to the Town Website and a media release will be distributed to media outlets.
- 2) Vision and Mission statements will be printed off and placed within visible areas for staff to be able to view.
- 3) Annually project plans will be developed and presented to Council for review and implementation.
- 4) Annually, prior to budget deliberations, Council and Staff will attend a Strategic Planning workshop to review the plan and make comments.
- 5) A Strategic Plan report card will be developed to easily communicate with the public how we are doing regarding plan.
- 6) Online surveys and public open houses will occur every two years to communicate with the public the plan and future projects.

LINK TO STRATEGIC PLAN

To encourage leadership and management the direction to achieve our goals and maximize the effectiveness of our strategies

FINANCIAL CONSIDERATIONS

Action items proposed for 2017 have been allocated within the 2017 operational budget.

CONSULTATIONS

Council
Staff

RECOMMENDATION

For Council information and discussion

Peggy Van Mierlo-West

Peggy Van Mierlo-West, C.E.T.
Chief Administrative Officer