



STRATEGIC
PLAN
2019-2024

Town of
KENSINGTON
Where people choose to be



SUSTAINABILITY • GROWTH • PROGRESS • COMMUNITY

VISION 2029

In 2029, the Town of Kensington is a community that:

- offers a quality of life and actively engages residents;
- is recognized as being safe and walkable;
- is a growing residential community, attracting and retaining young families;
- offers all of the amenities required;
- is environmentally conscious;
- provides good governance; and
- celebrates our rich history and culture.

The Town of Kensington is where people choose to be.

MISSION

A welcoming, engaging and sustainable community providing quality services and facilities in a progressive, transparent and professional manner.

GUIDING PRINCIPLES

- We are transparent and accountable
- We ensure the effective and efficient use of public funds
- We act with integrity, respect and professionalism
- We make informed and progressive decisions
- We work together, as Council and staff, with and on behalf of our community

STRATEGIC PRIORITIES & GOALS

ECONOMIC PROSPERITY

Goal 1: Support a vibrant business sector, contributing to economic prosperity.

STRONG COMMUNITY

Goal 2: Enhance and promote a safe, walkable and thriving community.

SUSTAINABLE INFRASTRUCTURE

Goal 3: Enhance and maintain effective and sustainable infrastructure.

ORGANIZATIONAL EXCELLENCE

Goal 4: Ensure strong governance and quality services, responsive to our community.





MESSAGE FROM THE MAYOR AND CAO

On behalf of myself and members of the Town of Kensington Council, we are pleased to present **Kensington: Where people choose to be** (2019-2024). This strategic plan provides a new framework, setting the stage for decision-making, priority-setting and ongoing performance management in the town for the next five years.

It has been exciting to see this plan develop. This process has given us the opportunity to come together, talk about what we love and value in the community, as well as identify opportunities to pursue over the next five years. This plan is all about Sustainability – Growth – Progress – Community.

This plan is a starting point. The real work will be in the implementation of this plan, with community partnerships and engagement playing a key role. We look forward to this next chapter, and to working together to strengthen the Town and build on the pride we have for our community.

A handwritten signature in blue ink, appearing to read "Rowan Caseley".

Rowan Caseley
Mayor
Town of Kensington

A handwritten signature in blue ink, appearing to read "GBH".

Geoff Baker
Chief Administrative Officer
Town of Kensington



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INTRODUCTION

The Council and staff of the Town of Kensington championed the development of a 10-year vision and five-year strategic plan. Critical to the development of this plan was to receive key stakeholder feedback:

- 72 residents responded to the Resident Survey, with diverse representation based on the number of years as a resident of Kensington
- Approximately 35 people participated in the two community, business and resident sessions
- Town Council and staff participated in planning and implementation plan development sessions
- Additional stakeholder feedback was received

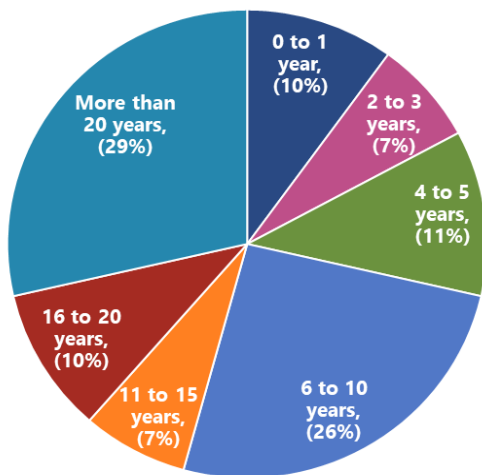


Figure 1: Resident Survey Respondents
Based on the number of years respondents
have lived in the Town of Kensington

The intent of the planning process was to:

- Gain a better understanding of the current environment including core strengths, challenges, and opportunities
- Define a clear and shared 10-year vision
- Identify priorities to achieve this vision and a roadmap for the next five years
- Engage as many people as possible in the development and implementation of this plan

The end result is the 2019-2024 Strategic Plan that focuses on **Sustainability – Growth – Progress – Community** for the Town of Kensington.



MISSION

A welcoming, engaging and sustainable community
providing quality services and facilities
in a progressive, transparent and professional manner

GUIDING PRINCIPLES

The following principles guide the everyday actions of the Council and Staff:

- We are transparent and accountable
- We ensure the effective and efficient use of public funds
- We act with integrity, respect, and professionalism
- We make informed and progressive decisions
- We work together, as Council and staff, with and on behalf of our community

WHY KENSINGTON

Kensington is described as being centrally located, convenient for residents, businesses and visitors, and appealing as a safe, walkable community with its unique culture and heritage, surrounded by farming and fishing.



VISION – KENSINGTON 2029

In 2029, Kensington will be a community that:

- offers a quality of life and actively engages residents;
- is recognized as being safe and walkable;
- is a growing residential community, attracting and retaining young families;
- offers all of the amenities required;
- is environmentally conscious;
- provides good governance; and
- celebrates our rich history and culture.

The Town of Kensington is where people choose to be.

STRATEGIC PRIORITIES

Our Vision is supported by the four Strategic Priorities:

1. Economic Prosperity
2. Strong Community
3. Sustainable Infrastructure
4. Organizational Excellence

Kensington: Where people choose to be.

Stakeholders envisioned the following:

"A progressive community with a sincere appreciation for its valuable historic attributes. A great place to live, raise a family and operate a business. Small town living offering all of the amenities required by growing families. Senior friendly, youth driven."

"Welcoming to all; A place where people want to live, work, play and visit."

ACHIEVING OUR PLAN

Within the Strategic Plan, each Strategic Priority is connected to specific action items which will power the plan forward. These key action items are outlined in the “Action Plan” – a complementary document that includes actions, responsibility, indicators, and timelines.

The Strategic Plan will come alive through the implementation of these key actions.

Successfully achieving what we set out to do will take leadership and action by Town Council, staff, residents, businesses, and community partners.

SUCCESS MEASURES

The Council will use the Strategic Plan to support decision making over the next five years including prioritization of budget and resource allocations.

The success of the Strategic Plan will be measured by:

- Community engagement
- Continued transparency and effective communications
- Sustainability (financial, people, resources, environmental)

The Town will work with residents and community partners to ensure their voice is heard and that as a community, we stay grounded in the key actions that support our priorities.



STRATEGIC PRIORITIES & GOALS

ECONOMIC PROSPERITY

GOAL 1: Support a vibrant business sector, contributing to economic prosperity.

STRONG COMMUNITY

GOAL 2: Enhance and promote a safe, walkable and thriving community.

SUSTAINABLE INFRASTRUCTURE

GOAL 3: Enhance and maintain effective and sustainable infrastructure.

ORGANIZATIONAL EXCELLENCE

GOAL 4: Ensure strong governance and quality services, responsive to our community.



Strategic Priority

ECONOMIC PROSPERITY

Goal 1: Support a vibrant business sector, contributing to economic prosperity.

2019 Situation

Residents, community and business representatives envision a town that offers more amenities, services, and affordable and family-oriented housing. This would add to the valued and convenient services that are currently offered in the town. In addition, there is a desire to revitalize the downtown to support economic growth and prosperity.

The business park currently operates at capacity. The Town has limited property and land available for business development, and a clear priority identified by various stakeholders is the establishment of additional business park space.

The Town has seen growth in the number of families. To accelerate residential development, there is a need and an opportunity to address the inequities of the cost of infrastructure for residential development in rural compared to urban areas.

2024 Objectives

- Sustain and grow the number of businesses
- Grow the Town's population in a sustainable manner; including the attraction and retention of young families
- Increase the number of jobs available in the community

Strategies

- 1.1 Accommodate demand for business development within the town through innovative solutions to access land for business park expansion
- 1.2 Support economically viable residential development and growth including through the promotion of the town as attractive to families
- 1.3 Revitalize the downtown core including through beautification initiatives that showcase the town's rich heritage and culture
- 1.4 Continue to support the growth of existing businesses within the town

Key to advancing these strategies is to more aggressively leverage government funding and incentives as well as community and industry strategic partnerships.

Strategic Priority

STRONG COMMUNITY

Goal 2: Enhance and promote a safe, walkable and thriving community.

2019 Situation

87% of resident survey respondents feel that the town offers a favourable quality of life. Convenience, a safe, friendly and walkable community and appreciation for small town living are what residents enjoy most about the town. Safety includes valued policing and fire services. The local schools are invaluable assets.

Social and recreational activities and events were also identified as appealing to residents, and there is opportunity for continual growth and improvement. The Town and stakeholders envision more wide-spread community engagement within the next five years.



Figure 2: Quality of Life Response by Resident Survey Respondents

2024 Objectives

- Strong community engagement
- Diverse, growing population

Strategies

- 2.1 Promote a safe and walkable community where people can lead healthy lives
 - 2.1.1 Ensure the delivery of effective policing and fire services
 - 2.1.2 Ensure sidewalks are adequately maintained and extended in new areas, where feasible
 - 2.1.3 Establish a planned approach for ensuring adequate street lighting and parking
 - 2.1.4 Promote and enhance public spaces and trails
 - 2.1.5 Promote and facilitate community access to the right mix of recreational opportunities that meet the needs of the population
- 2.2 Maximize engagement at community events and activities that bring people together
 - 2.2.1 Partner to enhance events that support our local farming and fishing culture
- 2.3 Attract, engage and retain populations of all ages; be recognized as senior friendly and youth driven
 - 2.3.1 Promote and support recreational activities and events for families and youth
 - 2.3.2 Advocate to maintain the local school system
 - 2.3.3 Continue to support and promote senior friendly facilities and opportunities
- 2.4 Partner with community and business stakeholders to expand tourism in the surrounding area, attracting drive-through traffic to play and stay in Kensington

Key to advancing these strategies is to engage with community and industry partners.

Strategic Priority

SUSTAINABLE INFRASTRUCTURE

Goal 3: Enhance and maintain effective and sustainable infrastructure.

2019 Situation

The Town provides essential infrastructure that must continue to be maintained and enhanced in an effective and sustainable manner. Based on the level of satisfaction with the responses to the online resident survey, residents are pleased with the town's clean water and effective wastewater treatment. While these systems must continue to be maintained, there is a need for infrastructure improvements.

2024 Objectives

- Long-term planning and capital investment
- Environmental stewardship

Strategies

- 3.1 Ensure sustainability principles are a part of the Town decision-making processes
 - 3.1.1 Explore and develop environmental and energy efficient solutions as part of infrastructure development
 - 3.1.2 Encourage and promote innovative, environmentally conscious approaches
- 3.2 Maintain quality of water resources
- 3.3 Prioritize investments in infrastructure modernization and technology advancements that will positively impact future generations
- 3.4 Advocate the provincial government for improved traffic management and regular road maintenance

Key to advancing these strategies is to leverage government funding and collaboration to develop and sustain essential infrastructure.

Strategic Priority

ORGANIZATIONAL EXCELLENCE

Goal 4: Ensure strong governance and quality services, responsive to our community.

2019 Situation

The Town has prioritized transparency and communications as part of good governance. A focus is on financial planning, debt reduction, and resource management. There continues to be an opportunity to enhance communications with the community and internally to strengthen the organization and delivery of efficient, quality services. With a finite amount of resources, it is essential the Council and staff work together, and with community partners, to carry out priorities.

2024 Objectives

- Good governance
- Effective, responsive and progressive services
- Valued and collaborative team
- Strong external partnerships and leveraging of opportunities
- Commitment to the Town's guiding principles

Strategies

- 4.1 Manage Town resources in a responsible and sustainable manner
 - 4.1.1 Support staff to best be able to carry out their roles and the Town's priorities
 - 4.1.2 Continue to strengthen the financial capacity of the organization
 - 4.1.3 Leverage all avenues of federal and provincial government funding
- 4.2 Make informed decisions; listen and be responsive to the needs of residents, businesses, community leaders and staff
 - 4.2.1 Enhance internal collaboration and communication
 - 4.2.2 Continue to effectively support new Council members (e.g., orientation)
- 4.3 Deliver a reasonable quality of service that meets the needs of the community
- 4.4 Ensure continued transparency and effective communications to engage the community
 - 4.4.1 Enhance communications with the public including through social media
 - 4.4.2 Develop and implement a community engagement strategy
- 4.5 Recognize and appreciate dedicated and committed staff
- 4.6 Maintain and grow partnerships with local groups and associations
- 4.7 Ensure effective municipal planning, policy development, and bylaw enforcement

Key to advancing these strategies is to ensure strong, effective working relationships, collaborations, transparency, and governance.