

Chatham-Kent Community Strategic Plan

May 2001



Chatham-Kent is a proud, proactive and progressive community committed to celebrating its diversity and ensuring a high quality of life for all of its people.

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For more information on
**Chatham-Kent's Community Strategic Plan,
By the Community, For the Community,**

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www.city.chatham-kent.on.ca/csp

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Section 1
INTRODUCTION



WHAT IS COMMUNITY STRATEGIC PLANNING?

There are many pressures converging on communities today. The rapid amount of change is affecting how people live, work and socialize. Local economies are restructuring and employment is shifting with the impacts of technology and a global economy. Individuals are more mobile than ever before and communities are continually adapting to new residents and new ideas. At the same time, there is an interest in preserving and enhancing the traditions and values that make communities attractive. There is growing interest and concern about protecting the natural environment and adopting sound land use planning principles. And there is a desire that governments work to understand and support the needs and interests of their citizens.

These pressures – economic, social, environmental and physical – need to be evaluated in the context of an overall strategy for the future. A Community Strategic Plan is a useful way to identify common interests and to establish a common focus and vision for the community as a whole. It provides a framework for governments and community organizations to think about and plan for the future. It establishes community priorities to guide future initiatives, to allocate scarce resources and to ensure that the needs of the community are being addressed in a comprehensive and objective way. The Community Strategic Plan provides that roadmap.

WHY DID CHATHAM-KENT DEVELOP A COMMUNITY STRATEGIC PLAN?

As a new municipality, Chatham-Kent embarked on a community based strategic planning process to identify:

- How the community sees itself today
- Where the community would like to be in the future
- What the community could do to get there, and
- Who should be responsible for taking it there

This plan will act as a blueprint to guide the work of the community. It contains a vision statement, supporting objectives and broad strategic directions to achieve the vision. The strategic plan can and should be used by all community stakeholders to create the kind of community that the people of Chatham-Kent want to have. It is not meant to replace other plans but rather to provide an overall guideline within which more detailed strategies can be developed.

Now that the Community Strategic Plan has been developed, all groups and organizations in the community can use it when developing their own plans to identify how they will contribute to making Chatham-Kent the kind of community that its people wish it to be.

It is important to remember that the Strategic Plan is more than a document. It is a tool that can unite the community and help it focus on the initiatives that are consistent with the stated vision.

Section 2
**COMMUNITY VISION
AND SUPPORTING
OBJECTIVES**



The community vision and supporting objectives provide a clear powerful statement of what the community will be.

VISION

Chatham-Kent is a proud, proactive and progressive community committed to celebrating its diversity and ensuring a high quality of life for all of its people.

We will achieve this vision by:

HEALTH	Providing a safe, caring and healthy environment
ECONOMY	Working aggressively to develop a diversified economic base
ENVIRONMENT	Sustaining and enhancing our environmental assets
HERITAGE	Recognizing and promoting our diverse heritage
LEADERSHIP	Encouraging Community leadership that is supportive to the whole of Chatham-Kent
LEARNING	Promoting opportunity for life long learning

All of these objectives are of equal importance.

Section 3
***HOW THE PEOPLE OF
CHATHAM-KENT WILL
ACHIEVE THEIR VISION***



The Strategic Directions that follow identify the broad, high level actions to support the Vision and Objectives.

Each Strategic Direction will be undertaken through partnerships.

Expected Results have been identified to help measure success.

Detailed activities to achieve the Strategic Directions will be developed by the identified Partners as part of implementation.

The list of Partners identified in this plan is not all-inclusive.

All of the Objectives and Strategic Directions are of equal importance and have been numbered only for ease of reference.

**HEALTH:
PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT**

**A1 STRATEGIC
DIRECTION**

**Maintain and improve the quality of
our natural resources**

Core Partners:

- Municipality
- Environmental groups
- Special interest/Natural Resource groups
- Conservation Authorities
- Stewardship organizations

Partners:

- Other levels of Government
 - Ministry of Environment
 - Ministry of Natural Resources
 - Ontario Ministry of Agriculture, Food & Rural Affairs
- Consumer groups
- Education
- Volunteer organizations
- Utility Companies
- Communication companies
- Land owners/Woodlot owners
- Ridgetown Agriculture
- Farmers
- Ducks Unlimited
- Green Peace
- Media
- Friends of Rondeau
- Intervention Centres
- Agricultural Groups

Expected Results:

- Increase in forest cover
- Increase in hazardous waste disposal opportunities
- Decrease in water pollution
- Increase in trails
- Maintain and improve the quantity and quality of ground and surface waters

HEALTH: PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT

A2 STRATEGIC DIRECTION

Provide adequate infrastructure to support,
enhance and sustain existing and future growth

Core Partners:

- Municipality
-Police/Fire/Ambulance
- Utilities
- Health Care organizations
and providers
- Other Levels of
government
- Local business and
industry
- Education

Partners:

- Teen Centres
- Communication
Companies
- Service clubs
- Volunteer Transportation
organizations
- Contractors (Housing)
- Media
- Railways
- Labour organizations

Expected Results:

- Increase in improvements to transportation systems and linkages to the 400 series highways
- Increase and maintain a balanced level of serviced industrial and commercial lands
- Increase in bus routes between communities
- Increase in co-operative ventures
- Increase in physicians
- Increase in employment rate
- Establishment of properly zoned, properly serviced industrial/commercial land adjacent to 401
- Improved accessibility to Health & Social Services
- Increase in new housing starts
- Increased use of public transit
- Increase in the number of households with cheap and easy access to the internet
- Increased public awareness and skill sets through education

**HEALTH:
PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT**

A3 STRATEGIC DIRECTION	Promote community activities that encourage positive social interaction
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Core Partners:

- Volunteers
- Municipality
- Churches & Faith communities
- Minor sports, groups and organizations
- Adult sports, groups and organizations
- Heritage groups and organizations

Partners:

- Service clubs
- Business and industry
- Non-profit groups and organizations
- Tourist businesses and organizations
- All levels of government
- Media
- Human Resources Development Canada
- Fraternal/Affinity organizations
- Conservation groups
- Transportation organizations
- Education
- Youth Group and organizations
- Chambers of Commerce
- Business Improvement Association
- Senior Centres
- Child Care Providers
- Arts Community
- Labour organizations

Expected Results:

- Increase in number of activities and their diversity
- Increase in number of people attending activities
- Increase in community building activities
- Increased use of facilities
- Increase in user satisfaction

**HEALTH:
PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT**

A4 STRATEGIC DIRECTION	Exceed standards for health protection/promotion
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Core Partners:

- Municipality
 - Medical Officer of Health
 - Board of Health and Seniors' Services
 - Municipal Council
- Health Care organizations & providers
- Practising Doctors/Medical & Dental Profession
- Health promotion agencies
- District Health Council

Partners:

- Education-Boards of education
- United Way, YMCA, WISH Centre
- Other levels of government
 - Ontario Ministry of Agriculture, Food & Rural Affairs
 - Ministry of Environment
 - Ministry of Natural Resources
 - Ministry of Environment
 - Ministry of Labour
 - Ministry of Health & Long Term Care
- Colleges & Universities
- Volunteers
- Religious community
- Local health agencies
- Media
- Citizens
- Professional organizations
- Private developers
- MADD – Mothers Against Drunk Drivers
- Safety promotion organizations
- Chambers of Commerce
- Utilities
- Sports/Health clubs
- Land Owners
- Livestock Industry
- Grocery Stores
- Agricultural organizations
- Pharmacies
- Service clubs
- Workplace Safety & Insurance Board
- Restaurant Association
- Physician Recruitment Committee
- Communication companies
- Business & Industry

Expected Results:

- Increase in number of health care practitioners
- Same as or exceed Provincial benchmarks
- Increase in accessible health care
- Fewer incidents of health standard violations
- Decreased ranking for Heart and Stroke
- Maintain ground and surface water quality
- Presence of walk-in clinics – reduction in hospital visits
- Improve doctor/patient ratio to above provincial average
- Increase in preventative health initiatives
- Increase in alternative fuels
- Decrease in incidents of cancer

**HEALTH:
PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT**

A5 STRATEGIC DIRECTION	Promote Healthy Lifestyles
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Core Partners:

- Municipality
- Fitness Clubs and organizations
- Education
- Health Care organizations & providers

Partners:

- Service clubs
- Ridgeway and St. Clair Colleges
- Community groups
- Medical professionals
- Business & Industry
- YMCA
- Media
- Other levels of government
- Senior Centres
- Social Service groups and organizations
- Trillium Foundation
- Volunteers
- Chatham-Kent Health Alliance
- Public Health organizations
- School cafeterias
- Breakfast Program
- Recreation Industry
- Grocery stores
- Agricultural industry
- Teen organizations
- Community fitness and leisure centres
- Meals on Wheels
- Pharmaceutical Companies
- Sports groups and organizations
- Utilities
- Trans Canada Trail Association

Expected Results:

- Increase in demand for recreation facilities & programs
- Increase in the number of walkways/bicycle paths/hiking trails and canoe routes
- Increase in Municipal support of new recreational opportunities
- Increase in public participation/activities
- Falling within Provincial Standards for heart attacks/strokes
- Decrease in mortality rate as a result of improved lifestyle choices
- Reduction in the use of addictive substances
- Increase in exercise participation rates
- Decrease in incidents of life-style related illnesses
- Increase in grant applications for programs/facilitators that promote healthy lifestyles
- Increase in activities among youth
- Reduction in tobacco sales

**HEALTH:
PROVIDING A SAFE, CARING AND HEALTHY ENVIRONMENT**

A6 STRATEGIC DIRECTION	Foster a Safe and Caring Community
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Core Partners:

- Volunteers
- Churches and Faith communities
- Service clubs
- United Way
- Municipality
 - Police/Fire/Ambulance
 - Municipal Council
- Youth organizations
- Media
- Health & Social Agencies
- Crime Prevention groups and organizations
- Health & Safety organizations
- Hospitals & Long Term Care Facilities
- Business and Industry

Partners:

- Education
- Lobby groups
- Neighbourhood programs
- Health care providers
- Other levels of government
- Children’s Agencies
- Non-profit organizations
- Support services
- Physicians
- Mental health organizations
- Crime Stoppers
- Seniors’ groups
- Funding organizations
- Judicial system
- Conservation Authorities
- Block parents
- Community Fitness & Leisure Centres
- Rondeau Bay Watershed Rehabilitation Program
- Power Squadron
- Salvation Army
- Women’s Centre/Housing Support
- Food Banks/Soup Kitchens

Expected Results:

- Reduced crime & vandalism, less violence
- Increase in charitable giving
- Increase in volunteer activity
- Increase in public participation/activities
- Volunteers reaching their fundraising goals
- Increase in inventory of resources – build on United Way and other local initiatives
- Increase in facilities for the needy or homeless
- Increase in "In Home" services for seniors
- Decrease in loss of property due to fire
- Increase in number of doctors and nurses
- Increase in Neighbourhood Watch Programs
- Improvement in Health & Safety Statistics
- Reduction in accidents (home, workplace, traffic, etc.)

**ECONOMY:
WORKING AGGRESSIVELY TO DEVELOP A DIVERSIFIED ECONOMIC BASE**

B1 STRATEGIC DIRECTION | **Brand and Promote Chatham-Kent**

Core Partners:

- Municipality
- Business & Industry
- Labour organizations
- Tourist businesses and organizations
- Media

Partners:

- Agricultural industry
- Chambers of Commerce
- Business Improvement Associations
- Ridgetown and St. Clair Colleges
- Development industry
- Communication companies
- Other levels of government
- Business & Community Development Corporation
- Volunteers
- Service clubs
- Non-profit organizations
- Citizens
- Churches and Faith communities
- Welcome Wagon

Expected Results:

- Increase in business activity
- Use of Chatham-Kent brand by common partners
- Increase in positive media for Chatham-Kent
- Increase in the diversity of our economic base

**ECONOMY:
WORKING AGGRESSIVELY TO DEVELOP A DIVERSIFIED ECONOMIC BASE**

B2 STRATEGIC DIRECTION	Nurture complementary new and existing businesses
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Core Partners:

- Business & Industry
- Municipality
-Municipal Council
- Business & Community Development Corporation
- Chambers of Commerce

Partners:

- Agricultural industry
- Business Improvement Associations
- Ridgetown and St. Clair Colleges
- Development industry
- Funding Institutions & Banks
- Education
- Other levels of government
- Utilities
- Recreation and Development organizations
- Service clubs
- Health Care organizations
- Media
- Labour organizations
- Capitol Theatre Group
- Commercial Fishing Industry
-Ontario Commercial Fisheries Association

Expected Results:

- Reduction in the number of business closures
- Increase in new businesses throughout Chatham-Kent
- Growth and/or creation of "Business Clusters"
- Reduction in red tape & improved turnaround time for products and services
- Increase in employment opportunities
- Increase in population

ECONOMY:

WORKING AGGRESSIVELY TO DEVELOP A DIVERSIFIED ECONOMIC BASE

B3 STRATEGIC DIRECTION

Develop and promote Chatham-Kent as a desirable tourist destination

Core Partners:

- Tourist businesses and organizations
- Municipality
- Media
- Artisans/Community Theatre & Arts groups
- Capitol Theatre group
- Business and industry
- Other levels of government
 - Ministry of Natural Resources
 - Ministry of Tourism, Culture & Recreation

Partners:

- Agricultural industry
- Ridgetown Agriculture College
- Rondeau Bay Watershed Rehabilitation
- Chambers of Commerce
- Business Improvement Associations
- Horticultural Societies
- Churches and Faith communities
- Community groups
- Volunteers
- Heritage/Cultural groups
- Municipality
 - LACAC Local Architectural Conservation Advisory Committee
 - Police
- Sports associations
- Environmental agencies
- Service clubs
- Farm Marketers
- Conservation Authorities
- Social Clubs
- Communication companies
- Athletic Tournament organizers
- Citizens
- African/Canadian Association
- Transportation Industry
- Harbour Authorities
- Chatham-Kent Art and Heritage Advisory Committee

Expected Results:

- Increase in tourist dollars spent in Chatham-Kent
- Increase in service industry jobs
- Enhancement of our historical/cultural/ environmental assets
- Increase in number of shows/exhibits
- Increase in bus tours to area
- Increase in number of tourist destinations in Chatham-Kent
- Increase in attendance and the number of local events
- Increase in positive media coverage and website hits
- Improved tourist facilities
- Increase in visitors
- Increase in total time tourists stay in Chatham-Kent
- Increase in occupancy of lodging facilities

ECONOMY:

WORKING AGGRESSIVELY TO DEVELOP A DIVERSIFIED ECONOMIC BASE

B4 STRATEGIC DIRECTION

Ensure that agriculture continues to be a key economic sector of the Chatham-Kent economy

Core Partners:

- Agri Development Kent
- Municipality
- Other levels of government
 - Ministry of Agriculture, Food & Rural Affairs
 - Ontario Federation of Agriculture
 - Ministry of the Environment
- Banks & Financial Institutions
- Agricultural industry
- Agricultural organizations
- Agri-Business & Industry

Partners:

- Ridgetown and St. Clair Colleges
- Farmers
- Research and Development organizations
- Commercial Fishing industry
 - Ontario Commercial Fisheries Association
- Anglers Association
- 4-H Clubs
- Chambers of Commerce
- Media
- Rondeau Bay Watershed Rehabilitation Program
- Farm Education Organizations
- Volunteers
- Service clubs
- Business Improvement Associations
- Trade Publications
- Ontario Agricultural Training Institute

Expected Results:

- Increase in agricultural business
- Increase in number of farmers obtaining principal income from farming
- Increase in diversity of agricultural outputs
- Increase in farm-gate values
- Increase or maintain the number of food processing plants
- Agriculture maintaining a better % of economic base
- Maintain our agricultural land base for agriculture

**ENVIRONMENT:
SUSTAINING AND ENHANCING OUR ENVIRONMENTAL ASSETS**

**C1 STRATEGIC
DIRECTION**

**Develop pride in the community for its
environmental assets**

Core Partners:

- Environmental groups
- Municipality
- Conservation Authorities

Partners:

- Agricultural organizations
- Media
- Other levels of government
 - Ministry of Natural Resources
- Education
- National Heritage Society
- Citizens
- Stewardship groups
- Volunteers
- Sport organizations
- Service clubs
- Property owners
- Non-profit organizations
- Recreation organizations
- Funding Groups
- Youth Ambassadors
- Chambers of Commerce
- Business and industry
- Friends of Rondeau
- Youth organizations
- Hunting and fishing groups and organizations
- Volunteer Conservation groups and organizations

Expected Results:

- Increase in promotion of environmental assets
- Increase in environmental content of education and training programs
- Increase in the rate of interest in environmental stewardship
- Increase in public participation in environmental causes
- Increase in funding for environmental projects
- Decrease in environmental destruction

**ENVIRONMENT:
SUSTAINING AND ENHANCING OUR ENVIRONMENTAL ASSETS**

**C2 STRATEGIC
DIRECTION**

**Encourage restoration activities to enhance
the environment and maintain existing resources**

Core Partners:

- Environmental groups
- Municipality
- Conservation Authorities

Partners:

- Volunteers
- Other levels of government
 - Ministry of Natural Resources
- Business & Industry
- Labour organizations
- Education
- Agricultural organizations
- Property owners
- National Heritage Society
- Service clubs
- Sport organizations
- Non-profit organizations
- Recreation organizations
- Tourist businesses and organizations
- Media

Expected Results:

- Increase in natural habitat throughout Chatham-Kent
- Improved efforts to clean up the pollution of our waterways
- Decrease development in natural areas
- Sustaining woodlots & institute a reforestation program
- Increase in environmental policies, by-laws & regulations

ENVIRONMENT: SUSTAINING AND ENHANCING OUR ENVIRONMENTAL ASSETS

C3 STRATEGIC DIRECTION

Establish standards for environmental excellence

Core Partners:

- Municipality
- Environmental groups
- Property owners
- Other levels of governments
 - Ministry of Environment
 - Conservation Authorities
- Labour organizations

Partners:

- Education
- Waste management companies
- Agriculture organizations
- Tourist businesses and organizations
 - Agri-tourism
- Multi-cultural agencies
- Media
- Business & Industry
- International Joint Commission
- Gore and Ridge Landfill Liason Committees.
- Citizens
- Volunteers
- Farmers
- Service clubs
- Research and development organizations
- Support groups
- Utilities
- Construction Industry
- Special interest groups
- Stewardship Kent

Expected Results:

- Increase in the quality of air and water
- Increase in environmental content of education and training programs
- Increase in the number of hazardous waste days
- Increase in nutrient management plans and environmental farm plans
- Increase in the use of alternatives to road salt
- Establishment of an Environmental Advisory Committee
- Environmentally sensitive Official Plan and Zoning By-law
- Increase in park lands, natural areas & forest cover
- Decrease in environmental accidents
- Awards for environmental excellence
- Existence of a plan to make sure that waste is properly handled

**ENVIRONMENT:
SUSTAINING AND ENHANCING OUR ENVIRONMENTAL ASSETS**

**C4 STRATEGIC
DIRECTION**

**Sustain, preserve and restore natural
and renewable resources**

Core Partners:

- Environmental groups
- Municipality
- Other levels of government

Partners:

- Education
- Wildlife Associations
- Conservation Authorities
- Sporting, Hunting, & Fishing organizations
- Agricultural organizations
- Business & Industry
- Media
- Property owners
- Volunteers
- Citizens
- Stewardship Kent
- Community groups
- Service clubs
- Youth Leadership groups
- Lobby groups
- Funding groups
- Utilities
- Fraternal/affinity groups
- Naturalist groups
- Trees for Kent
- First Nations
- Churches and Faith communities
- Scouting groups
- Commercial Fishing Industry
 - Ontario Commercial Fisheries Association

Expected Results:

- Increase in forest cover & natural habitat
- Increase in parkland and woodlots
- Improved water quality
- Increase in wildlife activity in our parks & wetlands
- Restoration of existing natural areas
- Establishment and enforcement of air quality by-laws

**ENVIRONMENT:
SUSTAINING AND ENHANCING OUR ENVIRONMENTAL ASSETS**

**C5 STRATEGIC
DIRECTION**

**Encourage responsible consumption
of non-renewable resources**

Core Partners:

- Municipality
- Conservation Authorities
- Education
- Aggregate and Petroleum Extractors

Partners:

- Environmental groups
- Citizens
- Utilities
- Resource
- Other levels of government
- Recycling businesses and organizations
- Media
- Container Companies
- Waste Management Companies
- Packaging Companies
- Agriculture community
- Consumers
- Youth groups
- Business & Industry
- Labour organizations
- Community groups
- Service clubs
- Lobby and ratepayer groups
- Property owners

Expected Results:

- Increase in recycling
- Decrease in toxic chemicals in water
- Increase in awards to recognize environmentally friendly industries
- Incentives for businesses to produce products using recycled materials
- Increase in ethanol consumption
- Development of alternative renewable resources
- Increase in forest cover
- Decrease in landfill materials through recycling
- Increase in public participation & awareness
- Increase in environmental content of education and training programs

**HERITAGE:
RECOGNIZING AND PROMOTING OUR DIVERSE HERITAGE**

D1 STRATEGIC DIRECTION	Celebrate and support the communities of Chatham-Kent
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Core Partners:

- Volunteers
- Event organizers
- Arts, Culture and Heritage groups
- Municipality
- Media
- Communication companies
- Chatham Kent Community Information Providers Association

Partners:

- Arts & Heritage Co-ordinators
- Ministry of Environment
- Conservation Authorities
- Agricultural organizations
- Capitol Theatre Group
- Citizens
- Local Architectural Conservation Advisory Committee
- Tilbury Information and Help Centres
- Service clubs
- Business & Industry
- Labour organizations
- First Nations
- Non-profit organizations - United Way
- Education
- Churches and Faith communities
- Chambers of Commerce
- Youth groups
- Ethnic groups & communities
- Business Improvement Associations
- Funding Partners
- Black Heritage groups and organizations

Expected Results:

- Increase in the number of community events throughout Chatham-Kent
- Increase in participation at community events
- Increase in local content in educational programs
- Reduction in the number of conflicts in event scheduling throughout Chatham-Kent

**HERITAGE:
RECOGNIZING AND PROMOTING OUR DIVERSE HERITAGE**

D2 STRATEGIC DIRECTION	Protect and promote our diverse natural and historical areas and resources
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Core Partners:

- Environmental groups
- Historical groups
- Municipality
 - LACAC Local Architectural Conservation Advisory Committee
- Conservation Authorities
- Tourist businesses and organizations
- Heritage groups

Partners:

- First Nations
- Other levels of government
 - Ministry of Natural Resources
 - Conservation Authorities
- Industry & Agriculture
- Citizen’s Coalitions
- Media
- Volunteers
- Arts & Culture groups
- Service clubs
- Churches and Faith communities
- Education
- Cultural/ethnic groups
- Libraries
- Public Health
- Business Improvement Association
- Capitol Theatre Group
- Construction Industry
- Homeowners

Expected Results:

- Increase in frequency of events related to natural and historical themes
- Increase in media coverage of events related to historical and natural assets including print material
- Increase in the number of heritage properties/areas
- Established standards and ensure that properties don’t fall below a minimum standard of care
- Increase in historic plaques and designations
- Increase in signage at all major points of entry
- Increase in preserved and maintained buildings
- Increase in recognition for good stewardship

**HERITAGE:
RECOGNIZING AND PROMOTING OUR DIVERSE HERITAGE**

D3 STRATEGIC DIRECTION	Provide recognition to people and organizations that make significant contributions to the stewardship of our natural and human heritage
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Core Partners:

- Historical groups
- Environmental groups
- Chatham-Kent Art and Heritage Advisory Committee
- Chambers of Commerce
- Media
- Conservation Authorities
- (KAVCO) Kent Association of Volunteer Co-ordinator
- Arts, Culture and Heritage groups

Partners:

- Education
- Agricultural groups
- Volunteers
- Service clubs
- Business & Industry
- Municipal Council
- Other levels of government
 - Ministry of Citizenship
 - Ministry of Tourism, Culture & Recreation
- Cultural/Ethnic groups
- Special interest groups
- Land stewardship group
- Agricultural Hall of Fame
- Fraternal/affinity groups
- Labour organizations
- United Way
 - Good Neighbours Office
- Festival of Nations/ Heritage Days
- First Nations
- Black Heritage Groups and organizations
- Kent Historical Society
- Non-profit organizations
- Business Improvement Associations
- Communication companies
- Churches and Faith communities
- Arts and Culture Schools

Expected Results:

- Increase in the number of people actively working on stewardship
- Establish annual citizen and volunteer awards
- Increase in public recognition & awareness of what people are contributing to the community
- Increase in the numbers recognized for outstanding contributions
- Increase in provincial/national/regional recognition
- Increase in media for "Industry of the Month" type of awards
- Increase in support for Heritage Days
- Increase in recognition of volunteers in business

**HERITAGE:
RECOGNIZING AND PROMOTING OUR DIVERSE HERITAGE**

D4 STRATEGIC DIRECTION	Encourage the community to embrace the diversity and heritage of all people
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Core Partners:

- Ministry of Citizenship and Culture
- Municipality
- Other levels of government
- MPP/MP
- Citizens
- Historical groups
- Multi-cultural groups
- Heritage groups

Partners:

- Arts and Heritage Co-ordinators
- Volunteers
- Media
- Environmental groups
- Local Charities
- Churches and Faith communities
- YMCA
- Festival of Nations/ Heritage Days
- Libraries
- Kent Historical Society
- Non-profit groups
- Education
- Service clubs
- Business Improvement Association
- Chambers of Commerce
- Ethnic groups and organizations
- Friendship Associations
- Community groups
- Tourist business and organizations

Expected Results:

- Increase in participation by diverse groups
- Increase in educational awareness
- Increase in government sponsorship of cross culture/heritage
- Increase in cross cultural & heritage events
- Existence of programs that recognize the contributions of local citizens
- Establishment of multi-cultural councils that are recognized by the Municipality

**LEADERSHIP:
ENCOURAGING COMMUNITY LEADERSHIP THAT IS
SUPPORTIVE TO THE WHOLE OF CHATHAM-KENT**

E1 STRATEGIC DIRECTION	Encourage, organize, support and recognize volunteers
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Core Partners:

- United Way
 - Good Neighbours Office
 - Volunteer Leadership Development Program
- (KAVCO) Kent Association of Volunteer Co-ordinator
- Community organizations
- Business & Industry
- Municipality

Partners:

- Service clubs
- Health Care organizations
- Chambers of Commerce
- Other levels of government
- YMCA
- Education
- Business & Industry
- Volunteers
- Non-profit organizations
- Media
- Labour organizations
- Association of Fundraising Professionals

Expected Results:

- Increase in participation in volunteers.
- Increase in volunteer awards programs and frequency of awards
- 2001 event to celebrate volunteers in this international year of volunteer
- Increase in the number of volunteers
- Establishment of a volunteer coordinator
- Establishment of a "Youth of the Year" award program

**LEADERSHIP:
ENCOURAGING COMMUNITY LEADERSHIP THAT IS
SUPPORTIVE TO THE WHOLE OF CHATHAM-KENT**

E2 STRATEGIC DIRECTION	Encourage public participation in decision making and input for all community issues
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Core Partners:

- Municipality
-Municipal Council
- Media
- Chambers of Commerce
- United Way
– Community Capacity Builders
- Special interest groups

Partners:

- Health Care organizations
- Education
- Churches and Faith communities
- YMCA
- Business & Industry
- Communication companies
- Citizens
- Labour organizations
- Other levels of government
- Volunteers
- Non-profit organizations

Expected Results:

- Increased use of Community Strategic Plan by community groups and organizations as part of their decision making processes
- Increased use of technology to improve participation
- Increase in participation in public forums/council meetings
- Increase in participation of volunteer sector in decision making
- Municipal Council’s commitment to the Community Strategic Plan
- Increase in the number of "Town Hall" meetings
- Increase in voter turnout
- Increased exposure to community decision making & outcomes
- Increase in the number of Ad-Hoc committees and participation

**LEADERSHIP:
ENCOURAGING COMMUNITY LEADERSHIP THAT IS
SUPPORTIVE TO THE WHOLE OF CHATHAM-KENT**

E3 STRATEGIC DIRECTION	Promote understanding and communication among all community leaders and groups
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Core Partners:

- Municipality
 - Police/Fire Services
 - Municipal Council
- Individual communities of Chatham-Kent
- Labour organizations
- Local community organizations
- Media
- Chambers of Commerce
- Service Clubs
- First Nations
- Business & Industry
- United Way
 - Nurture The Future

Partners:

- Health Care organizations
- Educational organizations
- Other levels of governments
 - MPP
- Business and industry
- Volunteer groups
- Citizens
- Churches and Faith communities
- Central Coordination Committee
- Service Co-ordination groups
- Canadian Association of Volunteers
- Community organizations
- School Principals
- Student Councils
- Business Improvement Association
- Chatham-Kent Community Care Access Centre
- Communication companies
- Chatham Kent Lambton Area Administrator Group

Expected Results:

- Improved communication with service centres
- Audit of the strategic plan & development of a report card
- Increased satisfaction due to "one-stop" service
- Increased access to Council
- Stronger linkage amongst community agencies
- Increased cooperation and collaboration between groups
- Decrease in red tape
- Central clearinghouse for all Chatham-Kent events
- Public recognition for inter-relationship among the Chamber of Commerce, Municipality & United Way
- Decreased division in voting on rural vs. urban issues by Council
- Elimination of long distance calling expense in the Municipality
- Increased accessibility to requested information and services

**LEADERSHIP:
ENCOURAGING COMMUNITY LEADERSHIP THAT IS
SUPPORTIVE TO THE WHOLE OF CHATHAM-KENT**

E4 STRATEGIC DIRECTION	Achieve a balance between municipal wide identity and the uniqueness of each community
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Core Partners:

- Community groups
- Individual communities of Chatham-Kent
- Municipality
 - Municipal Council
- Media

Partners:

- Chambers of Commerce
- Other levels of government
- Business Improvement Association
- Service clubs
- Historical groups
- Heritage Societies
- Churches and Faith communities
- Business & Industry
- United Way
 - Children's Safety Village
 - Nurture the Future
 - Community Capacity Builders
- Horticultural Society
- Sports groups
- Citizens
- Cultural groups
- Labour organizations
- Libraries

Expected Results:

- Establishment of rotating town hall meetings where constituents can talk to their elected officials
- Decrease in division of voting on rural vs. urban issues by Council
- Change in ward system to ensure a combination of urban and rural sectors within each ward
- Greater acceptance of the reality of Chatham-Kent as one Municipality
- Strong coalition of Chambers of Commerce
- Hosting of open forums in the evenings in other centres outside of Chatham
- Increase in the number of Council members attending more community focus activities outside Chatham
- Reduction in the number of regionally based complaints
- Increase in cross community involvement

**LEADERSHIP:
ENCOURAGING COMMUNITY LEADERSHIP THAT IS
SUPPORTIVE TO THE WHOLE OF CHATHAM-KENT**

E5 STRATEGIC DIRECTION	Build visionary leadership capacity in our community
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Core Partners:

- Municipality
- Education
- Junior Achievement
- Business & Industry
- United Way
 - Youth Committee
 - Community Capacity Builders
- Labour organizations
- Chambers of Commerce
- Service clubs
- Youth groups and organizations
- Special interest groups

Partners:

- Guidance counselors
- Non-Profit organizations
- Media
- Community groups
- Churches and Faith communities
- Other levels of government
- Agri Leaders
- Individual communities of Chatham-Kent
- Citizens
- (KAVCO) Kent Association of Volunteer Co-ordinator
- Agri Development Kent
- Youth Employment Centres
- Volunteers
- Student Councils
- Labour organizations
- Teachers
- 4-H Clubs
- Heritage groups
- Ridgetown & St. Clair Colleges
- YMCA

Expected Results:

- Increased interest in filling leadership positions
- Increased recognition for our community leaders
- Increased recognition of outstanding citizens in the community
- Increased opportunities for leadership training
- Increased participation in youth leadership development opportunities
- Increased public administration and political science at the elementary/secondary school levels
- Increase in the number of candidates for Council
- Increase in the number of women in leadership roles
- Increase in the use of Community Strategic Plan as basis for community decisions
- Establishment of recognition award for leadership
- Increase in mentoring programs

**LEARNING:
PROMOTING OPPORTUNITY FOR LIFE LONG LEARNING**

F1 STRATEGIC DIRECTION	Encourage and increase post-secondary learning opportunities in Chatham-Kent
-------------------------------	---

Core Partners:

- Education
- Business & Industry
- Agricultural organizations
- Labour organizations
- Other levels of government
 - Ministry of Education
 - Ministry of Training, Colleges & Universities
- Municipality

Partners:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Literary groups • Tri-County Literacy Network • Chambers of Commerce • Senior’s Centres for Older Adults • Libraries • Business & Community Development Corporation • Volunteers • Training organizations | <ul style="list-style-type: none"> • Chambers of Commerce • Ontario Agricultural Training Institute • Citizen Police Academy • YMCA • University of Western Ontario • University of Windsor |
|--|---|

Expected Results:

- Increase in joint public/private training programs
- Increase in the availability of post-secondary educational facilities to meet future demands in Chatham-Kent
- Increase in bursaries/scholarships to help subsidize students
- Establishment of local central registry on scholarships, bursaries, etc.
- Increase in number and types of programs offered by local post-secondary facilities
- Increase in apprenticeship programs
- Increase in training courses and co-op programs
- Increase in full time and part time enrollment in educational programs
- Increase in the number of adult learners
- Increase in affordable and accessible programs
- Increase in local employment opportunities for secondary/post secondary students

**LEARNING:
PROMOTING OPPORTUNITY FOR LIFE LONG LEARNING**

F2 STRATEGIC DIRECTION	Increase the literacy rate in Chatham-Kent
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Core Partners:

- Education
- Child Care organizations
- Business & Industry
- Labour organizations
- Tri-County Literacy Network
- Chatham-Kent Council on Adult Basic Education

Partners:

- Municipality
- Other levels of government
- English as a second language
- Health Care organizations
- Volunteers
- Media
- Special interest groups
- Libraries
- Communication companies
- Mennonite Central Committee
- Service clubs
- Churches and Faith communities
- Senior Centres
- Human Resources Development Canada
- Citizens

Expected Results:

- Increased literacy rate
- Increase in the number of literacy programs
- Reduction in high school drop out rate
- Increase in the number of library patrons
- Increase in parenting/child care resources
- Employer Literacy programs in the workplace
- Increase in book sales

**LEARNING:
PROMOTING OPPORTUNITY FOR LIFE LONG LEARNING**

F3 STRATEGIC DIRECTION	Provide an environment where learning will flourish
-------------------------------	--

Core Partners:

- Education
- Business & Industry
- Labour organizations
- Agricultural organizations
- Chambers of Commerce
- Other levels of government
 - Ministry of Training, Colleges & Universities
- Parents/Families
- Libraries

- Municipality
 - Council
 - Social Services
 - Public Health
- Tri-County Literacy Network
- Volunteers
- Service clubs
- Child Care organizations
- United Way
 - Nurture the Future
- Students
- Churches and Faith communities

Partners:

- Parent/Teacher Associations
- Legions
- Family Support Groups
- Parent Counselors
- Citizens
- Chatham Kent Lambton Area Administrator Group
- Learning Disabilities Association
- Early Childhood Education

Expected Results:

- Increase in jobs for all education levels
- Increase in training programs & opportunities
- Increase in the number of learning opportunities
- Increase in the use of established schools for community use
- Increase in instructors & teachers at all levels
- More partnerships and collaboration between the colleges & universities
- Maintain and improve on adult education facilities
- Increase in stable family environment
- Increase in library operating hours
- Improved access to learning opportunities throughout Chatham-Kent
- Increase in literacy rate
- Increase in professional development opportunities in Chatham-Kent

**LEARNING:
PROMOTING OPPORTUNITY FOR LIFE LONG LEARNING**

F4 STRATEGIC DIRECTION	Encourage and promote participation of all ages in training, educating & skill enhancement programs
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Core Partners:

- Business & Industry
- Agricultural organizations
- Education
- Other levels of government
 - Ontario Works
- Human Resources Development Canada
- Labour Council
- Junior Achievement

Partners:

- Libraries
- Business and industry
- Media
- Municipality
- (KAVCO) Kent Association of Volunteer Co-ordinator
- Family Support Groups
- Volunteers
- Trade organizations
- Environmental groups
- Service clubs
- Early Childhood Education Program
- Tri-County Literacy Network
- Community organizations
- Parent/teacher organizations
- Skill Training organizations
- Chambers of Commerce
- Senior Centres
- YMCA/WISH Centres
- Legions
- Canadian National Institute for the Blind
- School Booster Clubs
- St. Clair & Ridgetown Colleges
- Private Schools of Business
- Retired skilled professionals
- Child Care organizations
- Agricultural Training organizations
- Nutritional programs
- Citizens
- Chatham Kent Lambton Area Administrator Group

Expected Results:

- Increased literacy rate
- Increase in graduate diplomas
- Increase in industries requiring skilled trades
- Increase in the size of the local skilled labour pool
- Increase in the placement of students into the work force
- Increase in educational partnerships
- Increase in jobs
- Increase of employer commitment for staff development
- Increase in the average education level
- Increase in graduates and attendance at skill trades learning centres
- Increase in entrepreneurial programs
- Increase in the availability and attendance in continuing education programs

**LEARNING:
PROMOTING OPPORTUNITY FOR LIFE LONG LEARNING**

F5 STRATEGIC DIRECTION	Support institutions that deliver life long learning programs
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Core Partners:

- Municipality
- Business & Industry
- Agricultural organizations
- Other levels of government
- Labour organizations
- Parents and Teacher organizations
- Education
- Libraries

Partners:

- Community Centres
- Ridgetown and St. Clair Colleges
- Tri-County Literacy Network
- Citizens
- Service clubs
- Churches and Faith communities
- Training organizations
- Non-profit organizations
- Volunteers
- Chatham-Kent Health Alliance
- Media
- Alumni
- Senior Centres
- Legions
- School Alumni
- Family Support Groups
- Parent Counselors
- Canadian National Institute For the Blind
- Early Childhood organizations
- Nutritional programs

Expected Results:

- Completion of the Ridgetown Millennium Project
- Increase hours and use of libraries and cultural areas
- Stronger links between economic development and post secondary institutions to help sustain the viability of existing facilities
- Increase in year round use of educational facilities as training & conference centres
- Increase in partnerships & collaboration between colleges & universities
- Increase in advocacy for retention and support of education in our communities from all level of government
- Increase in the number of education programs
- Increase in number of partnerships among agencies that provide support to life long learning
- Increase in number of media reports on learning and positive promotion
- Increase in the availability and attendance in continuing education programs
- Decrease in closure of libraries
- Improved access to learning opportunities throughout Chatham-Kent
- Increase in adult education opportunities

Section 4
ACKNOWLEDGEMENTS



ACKNOWLEDGMENTS

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The work was organized according to four main Task Forces: Economic, Social, Environmental and Physical. Each Task Force had a group of Sub-Task Forces that focussed on specific components of the broader sectors. Municipal staff facilitated and recorded information for each group.

Groups met regularly to analyze current circumstances facing their community, identify key issues, and identify broad strategic directions to be addressed in the Community Strategic Plan. In total, approximately 350 volunteers and staff were involved.

Also deserving of appreciation, are the numerous community members who are not mentioned in the above list but who contributed through the community surveys and public meetings.

Finally, appreciation is given to Consultant, Carolyn Kearns of the Randolph Group for her expertise and guidance throughout the process.

*To achieve the vision expressed in this
Community Strategic Plan, it will be important
for all individuals and groups within Chatham-Kent to
believe that they can influence the future of their
community by working together and committing
themselves to the long term task ahead;
success will not come overnight, but it will come.*