

# ANNUAL REPORT 2021

[www.chatham-kent.ca](http://www.chatham-kent.ca)

# Changing the Landscape

## From the **Mayor**

2021 was a year we saw a shift in the perception of Chatham-Kent as a community. We are establishing our future as a growing and progressive place to call home. People want to live here, people want to move here and many who left are finding their way back home.

We saw a record-breaking boom in housing with nearly 400 new builds worth over a quarter of a billion dollars. We are transforming our economy to a high-performing technology base throughout all sectors, including agri-business and telecommunications. When I see developers lining up to build here, I know they see our value.

When I see the re-birth of the former Navistar property, I see a bright future for those building businesses and looking for jobs. MacLean's magazine lists us among the top 30 best Canadian communities to live – it's evident we aren't a secret anymore.

Parents and grandparents who watched their kids go away to post-secondary schools and never return to live, are now seeing children and grandchildren come back to build a life in Chatham-Kent. We need to continue to invest in our community. Growth isn't free. We need to make sure residents have the lifestyle they want with the amenities they deserve.

We're just getting started.

A handwritten signature in black ink, appearing to be 'K. Hoff', located in the bottom right corner of the page.



# Mayor Darrin Canniff



**Mark Authier**  
Ward 1



**Michael Bondy**  
Ward 6



**Anthony Ceccacci**  
Ward 2



**Marjorie Crew**  
Ward 6



**Joe Faas**  
Ward 4



**Amy Finn**  
Ward 6



**Aaron Hall**  
Ward 5



**Melissa Harrigan**  
Ward 1



**Karen Kirkwood-Whyte**  
Ward 6



**Mary Clare Latimer**  
Ward 2



**Jamie McGrail**  
Ward 4



**Brock McGregor**  
Ward 6



**Carmen McGregor**  
Ward 5



**Steve Pinsonneault**  
Ward 3



**Doug Sulman**  
Ward 6



**Trevor Thompson**  
Ward 2



**John Wright**  
Ward 3

# Stronger for the Future

## From the **CAO**

Chatham-Kent has become a community of choice for both investors and people seeking a high quality of life. We are experiencing growth in population, residential development and commercial investment.

In 2021, we continued to support the community and our Chatham-Kent Public Health team through the ongoing pandemic. The crisis in Wheatley brought uncertainty, but we've remained resilient. These are major issues, and they have been dealt with in a professional and compassionate way by our municipal staff and members of our community. It's what we've come to expect from Chatham-Kent. We rise up to meet challenges and care for our neighbours. We've tackled significant issues and have come out stronger and better positioned for the future.

An aggressive affordable housing plan with an emphasis on improving the mental health and poverty crisis in our community are at the forefront of our action plan. We are also working hard to address the issues of climate change. While much more needs to be done, Chatham-Kent residents have consistently demonstrated an ability to come together to tackle tough issues. Working together, I am confident we can overcome these challenges.

It has been my privilege to serve the community of Chatham-Kent for the past ten years as Chief Administrative Officer. I want to thank my colleagues for their support and service to our community. Together we have empowered our citizens to build a stronger Chatham-Kent. Thank you for the opportunity to serve with you.

A handwritten signature in black ink, reading "J. Shropshire". The signature is written in a cursive style with a large, looping initial "J" and a long, sweeping underline.



## Chief Administrative Officer **Don Shropshire**



## **Mission**

The Corporation of the Municipality of Chatham-Kent is a proud, proactive, progressive team committed to innovation and leadership through the provision of services enhancing the quality of life in our community.

## **Vision**

Chatham-Kent is a welcoming, healthy, prosperous community that is culturally rich and naturally innovative.



## Economic Prosperity

Chatham-Kent strives to provide a variety of education opportunities and is recognized as a desired location for investment.



## Investing in the Future of Chatham-Kent

Working closely with all levels of government, we support a vibrant economy and invest in initiatives that showcase Chatham-Kent as an economic leader.

- ❖ Assisted 164 new Chatham-Kent entrepreneurs with start-up support and provided 794 business consultations to help Chatham-Kent's business owners thrive.
- ❖ Introduced new Ride CK routes in Chatham and OnRequest evening transit.
- ❖ Posted 700 jobs in Chatham-Kent on the new CK Jobs website.
- ❖ Sold 18 acres for business development in the Bloomfield Business Park.
- ❖ Divested a portion of the Park Avenue Business Centre to a local company for expansion.
- ❖ Implemented WeJobs to assist job seekers in finding employment.

**146** successful businesses completed the **Digital Main Street** program



Secured **\$1,150,066** in government grants to distribute to local businesses



Over **\$4 billion** agri-food industry  
[#WeGrow4TheWorld](#)



**7,816** building inspections



**1,443** building permits valued at **\$379,768,517**



# CK PLAN 2035 Progress Report

Unemployment rate in CK  
**7.3%**



Median household income, after taxes  
**\$50,570**

ON \$55,340

CK 54%

ON 65%

Post-secondary Completion Rate

Funding Asset Management Plan	2018	53%
	2019	54%
	2020	55%



\*All metrics reflect the most recent data based on the collection frequency of the data gathering entity.



## Healthy & Safe Community

Chatham-Kent strives to lead in healthy public policies and to be one of the healthiest and safest communities in Ontario.



## Promoting a Safe and Welcoming Community

We are a safe community for families, couples and individuals in all stages of life, and we continue to invest in wellness initiatives that support a healthy lifestyle.

- ❖ Helped 331 children across 223 families with Emergency Childcare due to the pandemic.
- ❖ Installed 120 smoke alarms and 110 CO alarms throughout Chatham-Kent, as well as 6 alarms for deaf individuals.
- ❖ Introduced 17 new low-floor accessible Ride CK buses with audio/visual stops and security cameras.
- ❖ Installed accessible concrete leads at 17 Ride CK bus stops across Chatham-Kent.
- ❖ Completed 800 food safety inspections.
- ❖ Stationed people on-scene in Wheatley 24 hours a day, seven days a week for seven months after a gas leak was detected downtown.



# 465

homes were visited by Chatham-Kent Fire to complete **CHiRP Checks**



**376 individuals** were provided **emergency housing**



**25 seniors**  
**30 families**  
**49 children**

**2,273 applications** for **social assistance** were received



**116 individuals** registered for **online prenatal education**



**164,015 vaccines** administered from **Chatham-Kent Public Health**



# CKPLAN2035 Progress Report



**31.5%** people are **overweight**  
(ON 33.2%)



**3,570 children** living in **low-income**  
(ON 513,850)



**184.5 avoidable deaths** from **treatable causes** per 100,000  
(ON 70.4)



**184.5 avoidable deaths** from **preventable causes** per 100,000  
(ON 124.1 / 100,000)

		2019	2020
CK's Non-violent Crime Severity Index is higher	CK	74	79
	ON	55	55

\*All metrics reflect the most recent data based on the collection frequency of the data gathering entity.



## People & Culture

Chatham-Kent strives to be one of the best places to live and a destination of choice to experience arts and culture.



## Creating a Vibrant Quality of Life and Community

Our warm climate, close proximity to water, beautiful natural scenery and diverse culture make our community a destination of choice for family and fun.

- ❖ Hired a new Diversity, Equity and Inclusion Coordinator and Intern.
- ❖ Welcomed 2,188 new library card holders and 84,930 patrons into our 11 Chatham-Kent Public Library branch locations.
- ❖ Received feedback from over 400 people on the Chatham-Kent Public Library survey “Let’s Talk Libraries CK” starting a conversation about the past, present and future role of the library in a community.
- ❖ Donated 171 computers to Habitat for Humanity.
- ❖ Played a key role in the formation of a new volunteer-based non-profit arts council, the CK Arts and Culture Network, which grew out of the Municipal Cultural Plan.
- ❖ Installed permanent video-recording and livestreaming infrastructure at the Capitol Theatre to increase audience accessibility thanks to funding from Heritage Canada’s Cultural Spaces Fund.

**247 children** participated in various recreational activities and programs through **\$119,665** in funding from **A.L.L. For Kids**



**448,856 library items** circulated



**202+ virtual programs and videos** offered through web and social media platforms were delivered to over **1,178 adults and children** with **247,633 views**



**422 families** participated in **Camp in a Box**



# CK PLAN 2035

## Progress Report



Fewer people in CK report their life as being **stressful**



Median charitable donation went up to **\$400** in 2019 from **\$390** in 2017 (ON \$390 in 2019)



\*All metrics reflect the most recent data based on the collection frequency of the data gathering entity.



## Environmental Sustainability

Chatham-Kent strives to be a provincial leader in the management of natural and built resources and energy.



## Protecting Ecosystems and Investing in Our Land

We strive to make wise choices, acknowledging our small actions today can add up to a big difference tomorrow.

- ❖ Held “Household Hazardous Waste Days” to assist residents in the safe and proper disposal of hazardous waste.
- ❖ Continued work on the Climate Change Action Plan for Chatham-Kent.
- ❖ Completed our first corporate green house gas emissions inventory.
- ❖ Formalized the process of accounting for all corporate green house gas emissions as per the Partners for Climate Protection (PCP) & ICLEI Local Governments for Sustainability Protocols, covering the Municipality’s emissions from buildings, fleet, waste, outdoor lighting and water and wastewater treatment.

**55,798 trees** were planted in partnership with the Lower Thames Valley Conservation Authority



**Reforestation – 80 acres/32 ha**

**Wetlands – 26 acres/11 ha**

**Prairie – 66 acres/27 ha**

**Seedlings – 55,218**

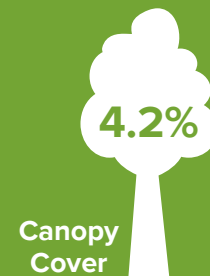
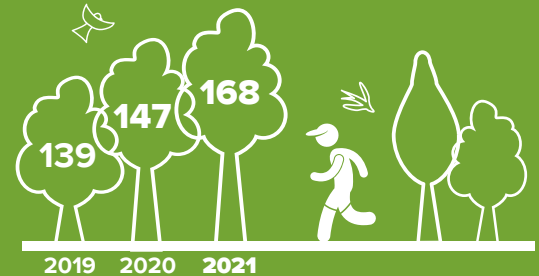
**Large-stock Trees – 580**

**14 km of road was recycled** using the Cold In Place method, which recycles 100% of the existing road, eliminating the hauling of new materials and reusing the existing asphalt pavement



# CKPLAN2035 Progress Report

**Kilometers of walking trails**  
(pathways within parks and trails)



\*All metrics reflect the most recent data based on the collection frequency of the data gathering entity.



## **Financial Sustainability**

The Corporation of Chatham-Kent is financially responsible and sustainable.

## **Promoting Effective Stewardship to Protect the Next Generation**

Planning now provides both administration and council with the foundation they need to strengthen our community for the next generation.

**2018**

**2022**

**BUSINESS PLAN**



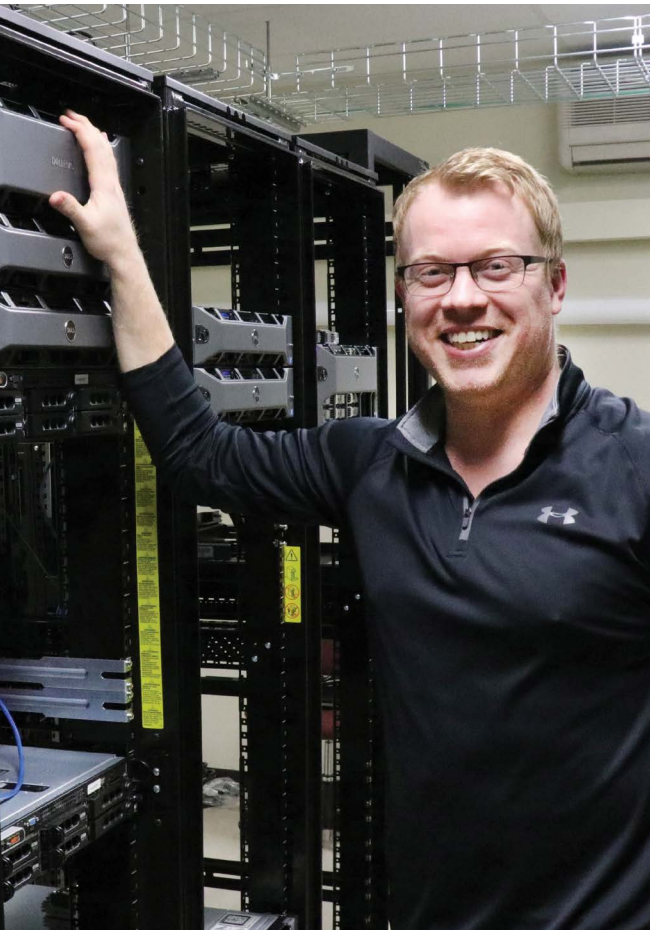
Performance Indicators					
Indicator	Target	2020	2019	2018	2017
Outstanding Debt	Total outstanding debt as a percentage of revenue generated within Chatham-Kent.				
	< 40.4%	22.4%	26.1%	30.7%	35%
Financial Position	Net Financial Assets (Debt) represents total financial assets less liabilities on our balance sheet.				
	> 0	202,584,071	157,962,715	134,876,022	98,674,516
Assessment Growth	Assessment growth indicates new taxes raised as a result of property development.				
	> 1%	0.80%	1.38%	1.43%	0.85%
Reserve to Debt Ratio	Reserve to debt ratio indicates how many dollars we have in reserves for every dollar of debt owed to a creditor. This ratio is an indicator of how much money we are setting aside for future needs and our flexibility to react to adverse or unexpected events.				
	> 1.0	3.51	2.67	2.17	1.73
Unpaid Property Taxes	Unpaid property taxes as a % of the current year levy is an indicator of residents ability to pay.				
	< 10%	4.98%	2.58%	3.83%	6.49%
Debt as % of Debt Capacity	The Ministry of Municipal Affairs limits the amount of funds municipalities can contribute towards debt repayments. The limit is around 25% of annual operating revenues.				
	< 80%	19.8%	21.0%	21.9%	21.7%

**2021 numbers will be available summer 2022**



## Open & Transparent Government

The Corporation of Chatham-Kent strives to be open, transparent and effectively governed with efficient and bold, visionary leadership.



## Continuing Exceptional Customer Service

We strive to uphold public trust, providing a high quality of life and delivering excellence in service to Chatham-Kent residents.

- ❖ Introduced a customer portal for online loading and reloading of Ride CK Transit fare payments.
- ❖ Processed 52,452 transactions and assisted 10,480 walk-ins at our Service Ontario locations.
- ❖ Surveyed 500+ residents on community and municipal satisfaction.
- ❖ Hosted 41 projects on Let's Talk Chatham-Kent with 1,249 residents signing up for the first time to participate in the online community engagement tool.
- ❖ Implemented a new employment application system for Chatham-Kent Careers allowing us to recruit talent more efficiently.
- ❖ Surveyed 500 residents on community satisfaction.



**2,650,655**

visits to the  
municipal website



**46.5%** were mobile users

**44,000+** visits to **Let's Talk CK**  
community engagement tool

**278,711 services** were  
provided to residents  
by Customer Service



**110** Freedom of Information  
(FOI) requests



**21,500**

total service requests



**7,093** active citizen  
responses (ACRs)



let's talk  **CK**

**Corporate  
Social Media**

 **9,236** followers

 **5,379** followers

 **2,929** followers



# YOUR TAX DOLLARS AT WORK

The average household in Chatham-Kent contributed **\$3,060** in property taxes to municipal services in 2021.

(Based on 2020 residential assessment of \$171,027)

**\$3,060** goes a long way to provide the services our community needs. Here's how it breaks down...



**\$64**

## Mayor & CAO Office

Office of the CAO \$14  
Office of the Mayor \$5  
Council & Council Support \$15  
Legal Services \$30



**\$94**

## Corporate Services

Customer Services \$29  
HROD \$59  
Municipal Governance/Clerk \$6



**\$190**

## Finance, Budget, Information Technology & Transformation

Administration \$6  
Budget & Performance \$11  
Financial Services \$32  
Information Technology \$125  
Convention Centre \$16



**\$525**

## Police Services



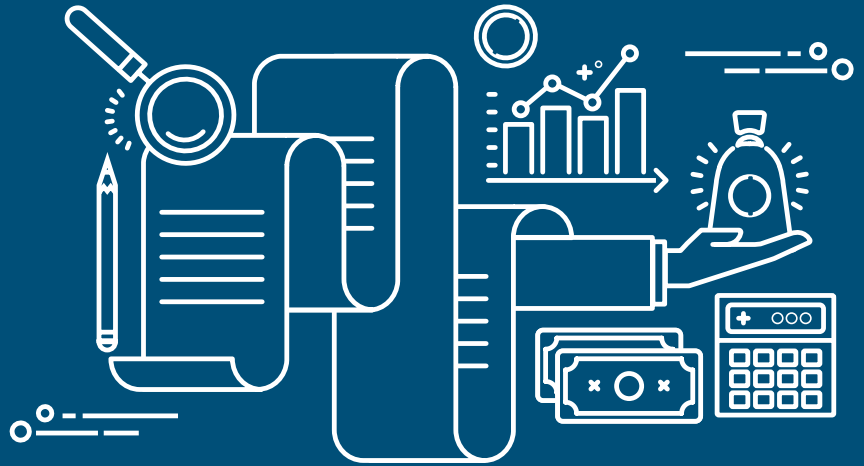
**\$380**

## Fire & Emergency Services

Fire Services \$267  
Emergency Planning/Ambulance \$113



**55%** of the municipal budget is funded by the provincial and federal government



**\$1,213**

### Infrastructure & Engineering Services

- Administration \$5
- Drainage, Asset & Waste Mgt \$184
- Engineering & Transportation \$83
- Public Works \$799
- Parks & Recreation \$142



**\$65**

### Community Development

- Administration \$5
- Building Development \$4
- Planning Services \$20
- Economic Development \$20
- CAP \$16



**\$529**

### Community Human Services

- Administration \$5
- Child Care & Early Years \$54
- Public Health \$47
- Employment & Social Services \$79
- Seniors Services \$114
- Housing Services \$132
- Chatham-Kent Public Library \$72
- Art & Culture \$26

CAO = Chief Administrative Office

HROD = Human Resources & Organizational Development

CAP = Community Attraction & Promotion



# Infrastructure Improvements in 2021

## Sidewalk Repairs

5,553 sq m sidewalks replaced  
4,311 sq m new sidewalks installed  
920 trip hazards repaired

## Surface Treatment

11.1 km completed

## Road Crack Cleaning & Sealing

65.4 km completed

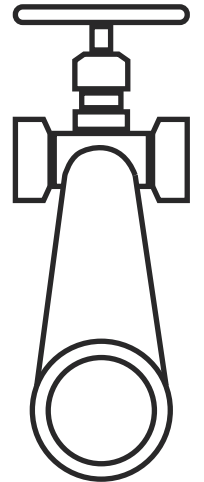
40 km Urban/Rural Resurfacing/  
Hot Mix Paving completed

14 km Cold in Place  
Recycling completed

4.5 km Hot in Place  
Recycling completed

## Watermain

0.4 km new  
1.78 km replaced  
2.67 km extended  
151 breaks





### **18 Pedestrian Signals**

(repair and maintenance)



### **66 Traffic Signals**

(repair and maintenance)

### **Micro Road Surfacing**

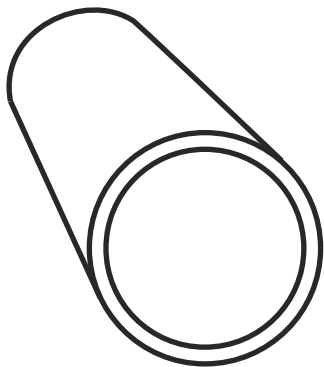
23.3 km

### **Concrete Repairs**

5,285 m curb

### **Road Centre Line Painting**

977 km



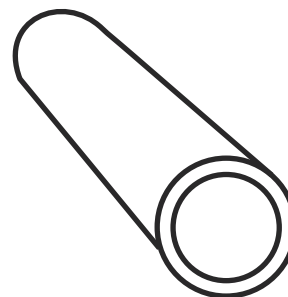
### **Storm Sewers**

0.36 km of sewer

replaced

3.39 km of sewer

extended



### **Sanitary Sewers**

0.68 km new

3.09 km replaced

4.38 km extended



**Dr. April Rietdyk**  
General Manager  
Community Human Services

- ▶ We had to find a different way to make things happen. Attitude, the work of municipal staff and the community at large made 2021 a gratifying year, despite challenges faced by the team.

We're all tired of hearing about COVID-19 but it affected everything we did last year. We decided to deal with the reality of the times, and we committed to delivering needed community services in the best way possible. Public Health continued to work tirelessly throughout 2021 to keep our community safe.

The Bradley Centre COVID-19 Vaccination Clinic was a success. The speed at which the centre opened and the help from hundreds of community volunteers was amazing.

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**We wouldn't have been able to administer 150,000+ vaccines without the support from staff and the entire community.**

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The empathy and compassion shown by our staff led by Employment and Social Services, along with other municipal departments in dealing with the ongoing emergency in Wheatley, is commendable.

Progress was made in dealing with the housing crisis both in short-term emergency shelter and long-term affordable housing projects. The housing crisis didn't happen overnight, and we won't fix it in a year, but we are moving in the right direction.

Staff did an excellent job at delivering services in the library, arts and culture, child care, recreation and long-term care areas. We adapted and pivoted by offering online and virtual programs, as well as services like curbside pickup at the library, take home art kits and camp in a box, outdoor Forest EarlyON programming and making emergency child care happen.

I am in awe of the work done by staff at Riverview Gardens. The entire long-term care sector is short-staffed. Throughout 2021, employees worked overtime and double shifts to provide care to our residents.

In spite of everything the community has endured throughout 2021, the pandemic opened up opportunities for ingenuity, creativity and compassion. I will be forever grateful for the dedication shown this year by our staff. ■

**Chris Case**  
Fire Chief  
Fire & Emergency Services



- ▶ Managing the longest running operational incident in departmental history has taken its toll on the members of the Chatham-Kent Fire and Emergency Services personnel, but it hasn't stopped them from doing their jobs.

Every one of the 450 volunteer and career firefighters, as well as the chief officers and administrative staff, have put themselves out this year.

We fitted smoke alarms, did safety visits, attended car accidents, medical incidents and put out fires. Our Fire Prevention Officers dealt with some particularly difficult case files and through our Community Safety program, we took on some high-risk home safety interventions.

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**I am proud of the fact that no one in Chatham-Kent lost their life in a fire in 2021 and in fact, injuries were reduced.**

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People are more aware of the dangers of fire and the usefulness of smoke alarms than ever before. Awareness of the cause of fires and the ability to get to safety because of alarms is key. Every second is vital, and alarms give you that time.

Installation of a state-of-the-art records management system completed last year will pay dividends now and into the future. Having better data allows us to make evidence-based decisions that may ultimately save lives.

The Wheatley explosion and evacuation remains as an active investigation by the Ontario Fire Marshal's office. We have had people on scene 24 hours a day, seven days a week, for seven months from the time gas was first detected. The amount of effort and dedication has been remarkable.

The explosion itself is perhaps the biggest incident the department has had to deal with in decades. With the help of partners such as Windsor-Essex EMS and Windsor Hazmat personnel, our system worked that night. Because the incident remains "live" it presents a different set of challenges for first responders. Our typical experience is that an incident happens, we respond and deal with it through training and experience. Once it's done, we take the time to process it, learn from it and move on.

This is different, for us and even more so for the people of Wheatley. Our hearts go out to them. ■



## Thomas Kelly

General Manager  
Infrastructure & Engineering Services

- ▶ During a year in which Infrastructure & Engineering Services (IES) continued to deal with the effects of high water along the Lake Erie shoreline, municipal staff had to devote considerable time and energy to the unexpected and ongoing situation in Wheatley.

Many municipal departments have had to go above and beyond the call of duty this year. IES has had many employees engaged with ongoing emergency issues and as a result, directors, managers, supervisors and front line employees have had to step up and take on an additional workload to fill the gap.

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**I'm incredibly proud of what the team has been able to accomplish this year under some very difficult circumstances.**

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Infrastructure work includes on-going maintenance of all Chatham-Kent assets, road and building repairs, bridge construction and the completion of more than 600 drainage projects.

It's not always the most glamorous work but we completed the preventative maintenance crack cleaning and sealing technique on more than 65 kilometers of roads and resurfaced 70 more

kilometers. We replaced and extended sanitary and storm sewers, watermains, sidewalks and curbs as well.

We also participated in the first application of a new technology called Hot-in-Place asphalt resurfacing which improves productivity while reducing green house gases (GHG). This is just one of the areas we are looking at to support our Climate Change Action Plan.

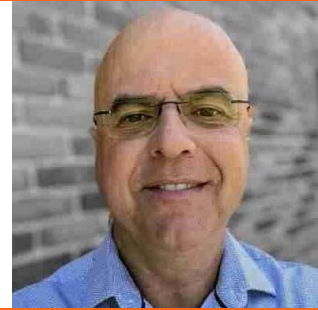
We have 53 municipally-owned pathways and multi-use trails with plans to add more in 2022.

The ever-changing regulations surrounding the use of public facilities throughout the COVID-19 pandemic significantly impacted our numerous user groups. Staff continue to work with these grass-roots groups to ensure their programs run whenever possible, especially for the youth of our communities.

It was gratifying to see the continued expansion and use of our trail system in Chatham-Kent. We placed counters on about half of our trails and found that more than 427,000 walks took place between July and December. This is definitely an all-time record for Chatham-Kent. ■



**Gord Quinton**  
General Manager  
Finance, Budget, Information  
Technology & Transformation



- ▶ The traditional idea of what constitutes a workplace has been turned upside down by COVID-19 and there is no going back.

**The work from home option is here to stay, not just for government but for a wide variety of sectors. Society is moving to a hybrid model where almost all employees may be able to do some portion of their work from home.**

Behind the revolution is technology. Everything is interdependent. Our Information Technology and Transformation team has to be involved in every facet of our service to the community.

The revolution will affect the way the municipality plans future workspaces. We no longer have to have a location to accommodate 100% of the employees 100% of the time. Offices at 50% capacity may be where we are heading. The type of work required will dictate the office space required.

Does anyone really need a dedicated desk anymore – no matter what level you are in an organization? I can see an option where someone arrives at their office, checks to see what

workspaces are available and then goes there. There will still need to be private spaces for employees to collaborate or meet with the public, but there is potential for a pretty significant savings when planning construction, renovations or relocation of offices. It's no longer a world where everyone needs 80 square feet of space.

During the past year, the municipality initiated a new tax system with upgraded functionality and was able to meet all legislative requirements of the province. We have strict regulations we must follow, which keeps us eligible for grants and provincial programs. Those standards have to be maintained regardless of what else is happening.

Council has approved the municipality to move toward a multi-year budgeting process in 2024 and staff are making preparations in that area. The next Council will have one more year of the traditional budget process before making the transition. This will allow Council to spend more time on strategic priorities.

The future will require adaptability and resiliency. It's what we've grown used to. Everybody is doing things differently. ■



## Cathy Hoffman

Chief Human Resource Officer  
General Manager  
Corporate Services

- ▶ Of all the investments made by the municipality, those made to attract, train and retain employees are the most valuable.

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### **There is no single act we perform that is as important as how we develop our employees.**

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While you can calculate the number of people involved in a program or using a facility, the value of having an employee in the right position with the skills, training and desire to serve the community is incalculable.

With that philosophy in place, the municipality implemented a new software system allowing it to recruit talent more efficiently.

We were due for an update. Our former system could be cumbersome and was deterring quality candidates from putting the effort in to apply. We are competing for talent and we have to demonstrate we are the kind of employer we say we are.

The creation of a redeployment strategy in response to a shift in operational needs during the pandemic was a big accomplishment.

We redeployed hundreds of employees during the first wave of COVID-19 and when things slowed down in August of last year, we used the time to develop a formal redeployment policy.

The pandemic also meant a rush to implement a Working Remotely Policy with more than 300 employees currently taking part.

Vaccine policies had to be developed and expedited on the go. I'm proud to say we have a 98% vaccination rate among municipal employees.

The municipality also made strides in better handling the triaging of citizen requests. An overhaul of the outdated software and system that logs and tracks citizen complaints was completed. The new software will streamline interaction with the public such as providing residents with the ability to upload photos when they have complaints and also to be able to receive information on the status of their concern. A mobile app will also make customer interactions more flexible.

It's an ongoing process but the better tools we have, the more efficiently we can serve the public, and that's why we're here. ■

**Bruce McAllister**  
General Manager  
Community Development



- ▶ In early 2020, Council approved a Growth Strategy to support enhanced quality of life in Chatham-Kent through increases in population, jobs and new tax assessment, and 2021 showed the value of that strategy.

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**Chatham-Kent is in the best economic situation it has ever been in, even with continuing COVID-19 challenges to start the year.**

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After 15 years of a declining population, we have seen significant population growth over the past 5 years and recent projections are forecasting this trend will continue for years to come.

Chatham-Kent continues to feature in the Top 25 of U-Haul's Canadian Growth Cities list (9th place in 2020 and 13th place in 2021) and Maclean's ranked us 27th on its list of Best Communities in Canada. New residents are definitely moving here and making it their home!

Building permits and planning applications are at all time highs, especially for new residential development.

Record investments are being made by the private sector in new residential subdivisions

and much needed rental housing, which has not been seen in over 20 years.

Vacant industrial buildings have been repurposed and the majority are now once again occupied. Significant infrastructure investments have been made by both the private sector and the Municipality in new industrial lands and business parks. Industrial land sales are on the increase.

Significant institutional investments are also being made in new schools and school renovations, new child care facilities and our hospitals.

Farm commodities and land prices remain strong. Unemployment and participation rates are close to being back to pre-pandemic levels.

Employers are hiring with over 700 job postings on the new Chatham-Kent Jobs website. The majority are for full-time roles.

We are moving in the right direction and Council's investment in Chatham-Kent's Growth Strategy has been a success to date. We are engaging our citizens on the kind of community they want, and our population is growing. I'm looking forward to 2022. ■



**Think clean and green. Please recycle me!**

To compost, simply remove the binding and shred.



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