

ANNUAL REPORT 2015



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CHATHAM-KENT MAYOR RANDY HOPE



What will Chatham-Kent look like in the year 2035? In a large part, that depends on what we plan and work towards now. Why is it an important question? We want our next generations, including newcomers, to prosper in Chatham-Kent.

Our community has made its needs known—**jobs, people** and **health**. These are Council's key directions for investment. We need jobs – building on our strengths in agriculture and advanced manufacturing we need to diversify our economy to create more jobs. And we need to continue to invest in our community to ensure Chatham-Kent is a place where people want to live and raise their family in a healthy environment.

“We need jobs...
And we need
to continue to
invest in our
community
to ensure
Chatham-Kent
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their family.”

Our Municipality has worked with citizens and community stakeholders, as well as other governing bodies, to develop an impressive array of key studies and strategic plans in diverse areas, such as culture, public transit and the local job market. The challenge is to assemble them into one document that can inform business and budgeting over the next 20 years.

To consolidate those plans, our Municipality has also worked with elected officials, citizens and stakeholders to develop key strategies and plans to guide the long-term planning for Chatham-Kent. Over the coming years, these strategies will be consolidated into CK Plan 2035. This plan, once approved by Council, will be supported by a Long-Term Strategic Financial Plan and be a companion to the Chatham-Kent Official Plan regulating land use.

With integrated planning and reporting, and led by the democratic process, in 2035 Chatham-Kent can look like this:

- A Municipality with sustainable population growth
- An innovative and thriving Municipality with a diversified economy
- A safe, healthy, and inclusive community
- A strategy-driven resilient community guided by a dynamic CK Plan
- Recognized as a culturally vibrant, dynamic, and creative community
- A leader in environmental stewardship
- Fiscally prudent and financially sustainable
- Effectively and efficiently governed and managed with bold, visionary leadership

That's the plan.

Randy R. Hope

Mayor/CEO | Municipality of Chatham-Kent

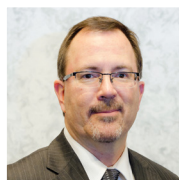
CHATHAM-KENT COUNCILLORS 2015



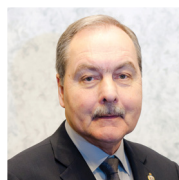
Mark Authier
Ward 1, West Kent



Michael Bondy
Ward 6, Chatham



Darrin Canniff
Ward 6, Chatham



Joe Faas
Ward 4, North



Bryon Fluker
Ward 1, West



Karen Herman
Ward 2, South



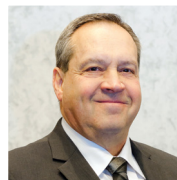
Leon Leclair
Ward 4, North



Brock McGregor
Ward 1, West



Carmen McGregor
Ward 5, Wallaceburg



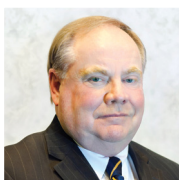
Bob Myers
Ward 6, Chatham



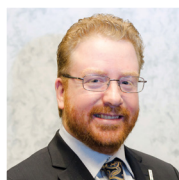
Steve Pinsonneault
Ward 3, East



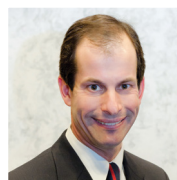
Derek Robertson
Ward 6, Chatham



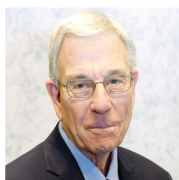
Doug Sulman
Ward 6, Chatham



Trevor Thompson
Ward 2, South Kent



David VanDamme
Ward 3, East Kent



Frank Vercouteren
Ward 2, South



Jeff Wesley
Ward 5, Wallaceburg

CHATHAM-KENT CAO DON SHROPSHIRE



“Over 20 years, our Municipality can evolve in a way that supports Chatham-Kent’s long-term prosperity and quality of life.”

Under the direction of Chatham-Kent Council, our municipal administration is bringing improved strategy and discipline to the delivery of public services, the support of community needs as directed by Council during its four-year term, and the fulfillment of a larger long-term community vision. There has not been a lack of planning – there are many plans and business processes; the challenge is to ensure they mesh like clockwork.

The implementation of an Integrated Planning and Reporting Process now provides Council and the Executive Management Team with standardized annual business plans from each business unit, bridging the gap between strategic planning and the annual budget process. At the same time, our Municipal Performance Measurement Program monitors how we are doing, with business reports to Council and publications such as this Annual Corporate Report.

For the longer term, Chatham-Kent Council has directed the municipal administration to assist with the development of a Chatham-Kent Plan 2035, a consolidation of key studies, plans and strategies that our citizens have discussed and governing bodies have approved. The issues addressed include our community’s population growth, economy, health, culture and environment, governance and management, as well as municipal fiscal prudence and financial sustainability. Over 20 years, our municipality can evolve in a way that supports Chatham-Kent’s long-term prosperity and quality of life.

One recent step forward is the Long-Term Strategic Financial Plan approved by Council. This strategic document will ensure the Municipality aligns budgets and business plans to CK Plan strategies, maintains a multi-year financial plan, maintains infrastructure funding at a sustainable level, and respects the intent of reserve funds.

By implementing these plans, our dedicated administration can be efficient and effective in supporting citizens as they make Chatham-Kent the community they wish it to be.

Don Shropshire

Chief Administrative Officer | Municipality of Chatham-Kent

PREAMBLE AND CONTEXT 2015

The Municipality of Chatham-Kent was created on January 1, 1998, by order of the provincial government. All local government services, as mandated by the province, are carried out as part of the municipal services to residents. The municipal administration reports to a Council of 18 members and employs over 2,000 full-time and part-time employees. Twenty-three former communities in a 2,500 square kilometre area comprise Chatham-Kent, making it the second largest municipality in Ontario by geographic area.

Since Chatham-Kent's inception, thousands of citizens have participated in community-wide planning exercises to identify the many economic, social and environmental pressures converging on Chatham-Kent. Chatham-Kent has undertaken many studies, plans and strategies that address a multitude of subjects. Collectively, these community documents provide direction toward achieving sustainability for Chatham-Kent.

Council is focused on **Jobs, People, Health**, and **Financial Sustainability** as key areas of investment. Administration has been guided by these priorities, and our Corporate Mission and Vision for Chatham-Kent, when preparing the budget.

CORPORATE MISSION (COUNCIL APPROVED 2003)

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.

THE MUNICIPALITY'S VISION FOR CHATHAM-KENT (COUNCIL APPROVED 2009)

Chatham-Kent will be the fastest growing sustainable community in Southwestern Ontario.

COUNCIL DIRECTIONS

JOB

Everyone in Chatham-Kent who wants to work is able to work in meaningful employment

- ▶ Support a sustainable business environment by promoting CK's competitive position relative to competing jurisdictions
- ▶ Promote CK as the investment destination of choice to targeted sectors supporting the creation of a diversified economy
- ▶ Strengthen the skillset of the workforce to meet the needs of current and future employers
- ▶ Encourage the development of small and medium-size enterprises

PEOPLE

Chatham-Kent is a welcoming community where people choose to live, learn, work, and play

- ▶ Attract and retain residents with a focus on young people, immigrants and active retirees
- ▶ Cultivate opportunities for people to connect through culture, arts, recreation, and community activity
- ▶ Support and encourage the community and citizen engagement
- ▶ Promote the diversity of CK's cultural heritage
- ▶ Invest in services and programs that reduce poverty and enhance prosperity

HEALTH

Chatham-Kent is a healthy, active, safe and accessible community within a healthy natural and built environment

- ▶ Invest in the development of a built environment that supports an active community
- ▶ Maintain a safe community
- ▶ Commit to an inclusive and accessible community
- ▶ Reduce the prevalence of modifiable risk factors for chronic disease
- ▶ Enhance and support the natural environment

FINANCIAL SUSTAINABILITY

The Corporation of the Municipality of Chatham-Kent is financially sustainable

- ▶ Ensure Chatham-Kent remains financially competitive with other municipalities
- ▶ Present recommendations to Council regarding the review of all services, scope and level, and how to maintain efficient and effective service delivery
- ▶ Ensure essential infrastructure funding remains at a sustainable level

INTEGRATED PLANNING AND REPORTING PROCESS AND LONG-TERM STRATEGIC FINANCIAL PLAN

More than ever, municipalities must ensure budget and resources are allocated in a responsible, efficient, and effective way. We must be able to measure and report whether strategic objectives are being met. To engage our community, provide transparent government, and show citizens how their tax dollars are being invested in municipal services, Chatham-Kent Council directed the Chief Administrative Officer to develop a process to ensure that municipal procedures are aligned with Council's Directions. To fulfill this request, administration began the implementation of the Integrated Planning and Reporting Process, which is composed of strategic planning, business plans, financial planning and performance measurements.

In 2015, Chatham-Kent presented a new Long-Term Strategic Financial Plan. Like any other organization, a municipality's financial condition is a critical factor that must be understood in order for the municipality to operate in an effective and efficient manner. The financial condition of a municipality can be judged on the basis of the following criteria: the predictability and stability of the municipality's revenue sources to its operational needs and long-term obligations; the municipality's capacity to respond to financial uncertainty over the short, medium and long terms; and the effectiveness of the municipality's financial policies and procedures.

A review of the financial condition of a municipality involves the following: assessing the municipality's ability to provide for the range and quality of services expected by the community; assessing the appropriate mix of revenues from a variety of sources; assessing the state of repair and replacement cycles for the municipality's infrastructure and assets and ensuring adequate funding sources for the Asset Management Plan; determining the appropriate level of reserves to deal with future opportunities and liabilities and assessing whether current levels are adequate; being prepared for liabilities and other future risks, which might not be determinable at this point in time; and determining a tax policy that provides stability, promotes growth and is equitable to all in the community.

Long-term financial planning is a strategic process that provides municipal governments with the insights and information they need to make the choices necessary to establish financial sustainability into the future. A municipality's financial sustainability is its ability to maintain services and infrastructure, while at the same time maintaining a healthy "balance sheet." The initial step in the long-term financial planning process is the development of a "Strategic Financial Plan." Such a plan contains a statement of principles and policies approved by Municipal Council to guide the financial decision-making of the Municipality. The goal of the plan is to ensure the Municipality is in a sound financial position so it can provide services together with the associated infrastructure and assets, and to the community in an affordable way by making decisions consistent with the Plan.

Chatham-Kent currently has many effective processes in place to manage the finances of the Municipality. The Strategic Financial Plan takes those processes, guidelines and by-laws and formalizes them into one plan. Many of the policies brought forward, or will be brought forward, are consistent with the practices that have taken place for many years. This Plan will provide Council and administration with specific policies, guidelines or by-laws to follow in their decision making. The Strategic Financial Plan forms part of the CK Plan 2035 and also serves as a support mechanism for the strategic objectives laid out in the CK Plan.

WHAT IS THE **QUALITY OF LIFE** IN CK?



COMMUNITY CONTEXT

2006-2011 Population Change

CK -4.2%



ON +5.7%

A higher % of
seniors live in CK

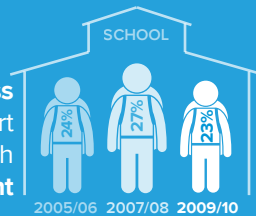
Since 2006, there has
been an **8% increase**

CK 18%

ON 15%

LEARNING & EDUCATION

Over time **less**
children start
kindergarten with
poor development



CK 51%

ON 65%

Post-secondary Completion Rate



Eligible children
have the **Canada
Learning Bond**

CK COUNTS: 2015 Snapshot of Quality of Life in

Infographic reflects the most
recent data available as of
January 31, 2016

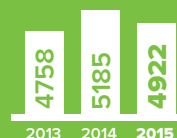


ENVIRONMENT



More garbage is
being **diverted**
from landfills

**Tires
Recycled**



**45% increase in
e-waste diverted
from landfills**
2014-2015



**Acres of natural
and maintained
parkland**

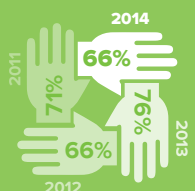
2014-2015

COMMUNITY BELONGING



**93% of people are satisfied
with their general life (ON 91%)**

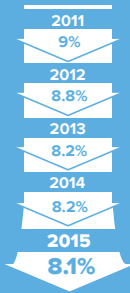
**Sense of
belonging to
local community**



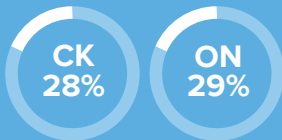
**Median charitable donation
went up to \$350 in 2013 from
\$340 in 2012 (ON \$340 in 2013)**

WORK & ECONOMY

Unemployment rate in CK is decreasing



3 of 5 people (age 15+) are currently in the labour force



Less people in CK feel they have workplace stress

HEALTHY POPULATION



1 out of 3 people eat fruits or vegetables 5 or more times a day (ON 39%)



Over half of people in CK are **not active** every day (ON 55%)



3 of 5 people are **overweight** (ON 52%)

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



HOUSEHOLD FINANCES



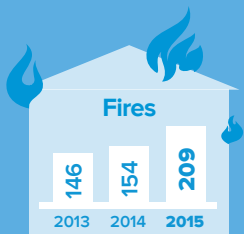
Households experience food insecurity (ON 9%)



Chatham-Kent.

Measuring what's important where we live, learn, work and play!

SAFETY



2 out of 10 people in CK accessed emergency medical assistance

LEISURE & CULTURE

People engaged in **low cost recreational opportunities**

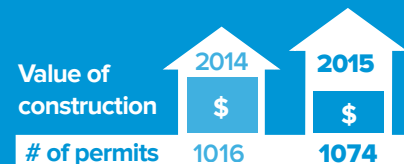
2015 12,800
2014 12,000
2013 8,000



Kilometers of walking trails (pathways within parks and trails)



HOUSING



Preventing homelessness in CK



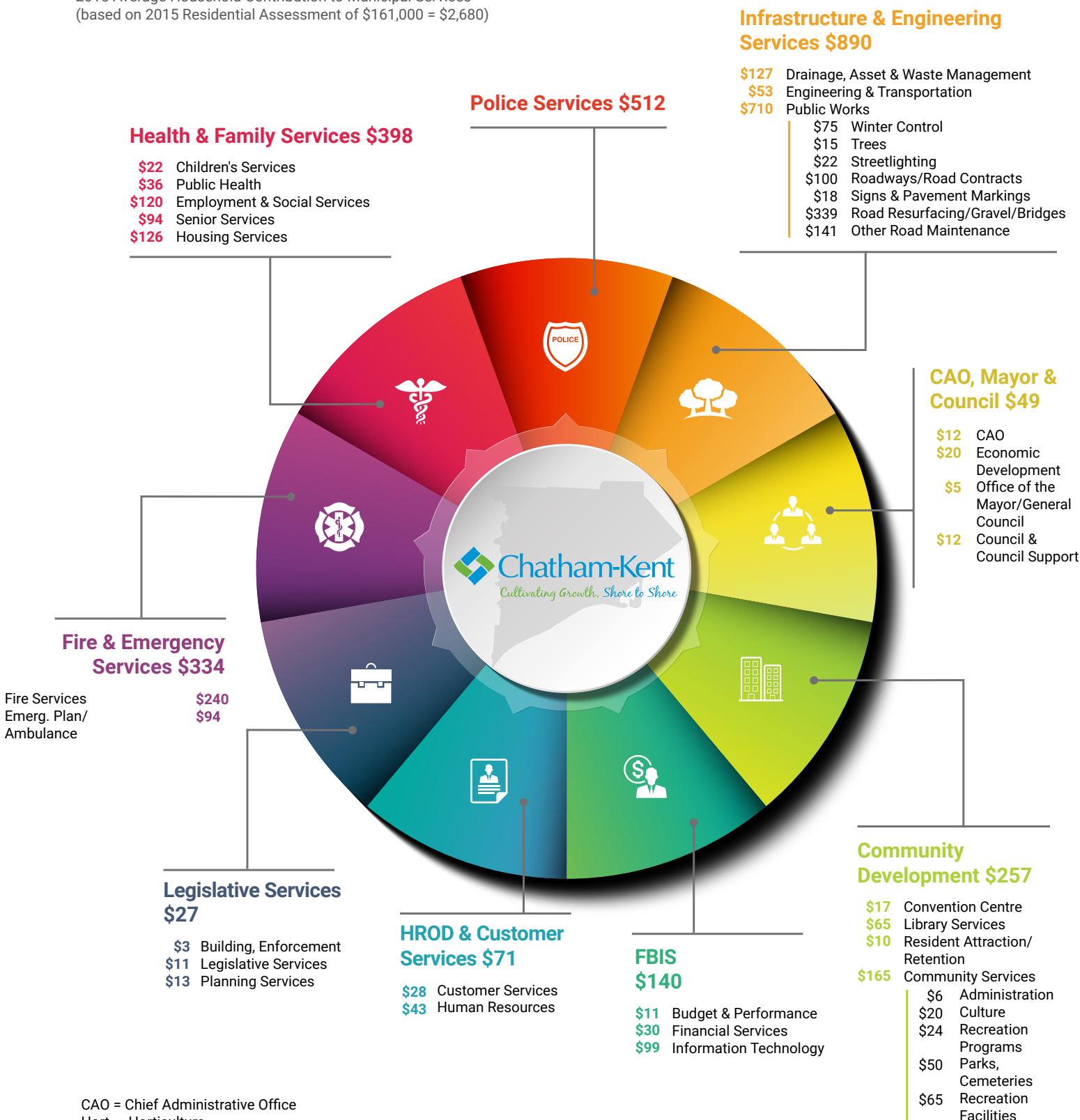
The average price of a home sold in CK
\$158,137
up by 3.8%

Social housing waitlist



WHERE YOUR TAX DOLLARS GO

2015 Average Household Contribution to Municipal Services
(based on 2015 Residential Assessment of \$161,000 = \$2,680)



CAO = Chief Administrative Office
Hort. = Horticulture
Emerg. = Emergency Management
HROD = Human Resources & Organizational Development
FBIS = Finance, Budget & Information Technology Services



Economic Development

In 2015, the Business Retention and Attraction team conducted 206 corporate visits to meet with and introduce area companies to funding opportunities. This resulted in 47 approved funding applications with a total investment value of approximately \$51 million. In addition to the countless jobs retained by this investment, an additional 243 new jobs were created. We partnered to host 21 industry events, which were attended by more than 850 people.

The CK Market Expansion Brand Ambassador Fund continued to be popular in 2015 with 18 area agri-businesses attending tradeshows in four countries representing the Chatham-Kent brand on our behalf. The fund also allowed for Chatham-Kent to take a place in this year's SIAL Montreal tradeshow, a world renowned food and beverage show, which we have made accessible for area producers and processors to attend with us.

Staff at the Small Business Centre were kept busy in 2015 receiving over 700 inquiries and conducting 286 consultations with new and ongoing small businesses. The outcome of these inquiries and consultations resulted in 81 new business start-ups and created 110 jobs. Starter Company, a program that focuses on new entrepreneurs aged 18-29 by providing them with training and mentoring in addition to a potential \$5,000, supported eight new business startups and delivered 95 hours of training.

**243 new
jobs created**

**18 agri-businesses
attended trade
shows representing
Chatham-Kent**

**81 new business
startups created
110 new jobs**



Thames Art Gallery

22,810 people attended exhibitions organized and/or curated by staff



41.40 km trails

5.60 km unpaved pathways

28.50 km paved pathways

4.4 km of new trails

Community Services

Culture

The Chatham Cultural Centre houses the Kiwanis Theatre, the Thames Art Gallery and the Chatham-Kent Museum. Also included are Outreach programs including Art Space, Milner House and Ridge House Museums (restored Victorian Living History homes), Blenheim and Tilbury Period Homes (operated by special interest groups) and a funding relationship with the Wallaceburg and Buxton Museums. The Box Office, home of CKtickets which is Chatham-Kent's Ticket Connection sells tickets for shows and events in the Capitol Theatre, Kiwanis Theatre, Mary Webb Centre, Jean Gordon Theatre, Thamesville United Church, St. Andrews Church and other annual municipal events.

Chatham-Kent Museum Accomplishments

- ✓ The 'Gathering Our Heroes' project (Partnership between Chatham-Kent, IODE, Abstract Marketing, and Jerry Hind) was chosen by the History Department, University of Windsor, and received a History Department Community Heritage Medal recognizing outstanding achievement in raising the profile of local history and heritage in Windsor, as well as Essex, Kent and Lambton counties.
- ✓ The Chatham-Kent Museum held a 100th birthday party for the Gray Dort in June. 566 people visited Milner House and the Museum to celebrate.
- ✓ The Chatham-Kent Museum and the Friends of Tecumseh Monument dedicated an interpretive plaza at the Tecumseh Monument.
- ✓ People of all ages came and enjoyed the Whovian Night event (based around the television show Doctor Who).
- ✓ The Chatham-Kent Museum and the Chatham-Kent Public Library co-hosted a two-day Artsbuild Learn It / Build It / Manage It workshop with sessions on Building New Facilities, Alternative Financing Options for Creative Spaces, Managing Sustainable Facilities, and Engaging Your Community in Your Creative Spaces.

Recreation Facilities

Recreation Facilities operates 10 arenas, 10 skateboard parks, 12 community halls, three splash pads, two indoor pools, seven outdoor pools, two campgrounds, two boat docks and seven boat launch ramps, six public beaches, 23 tennis courts, 85 rural parks, 100 kilometres of shoreline and many trails. We have combined efforts with Chatham-Kent Public Health to implement several projects, such as shade shelters and water bottle refill stations in all arenas and outdoor fit parks. Outdoor fit parks were installed

in Tilbury and Blenheim. Fit parks in Wallaceburg, Dresden and Ridgetown will be installed in 2016.

A sponsored skate program was developed that allows free public skating in our arenas. With donations from local businesses, organizations and funding from the Chatham-Kent Public Health Unit and Social Services, public skates have been offered to our community at no charge in 2015/2016.

Recreation Facilities coordinates and supports volunteers participating in Pitch-In Canada Week in Chatham-Kent. Pitch-In Week is a annual beautification project that focused on cleaning up litter throughout the Municipality of Chatham-Kent.

Energy Conservation is important to the Municipality of Chatham-Kent. We have been a leader in undertaking energy saving projects, in fact, many of these projects have allowed us to continue to deliver services without impacting the base budget or compromising quality, despite a steady increase in the cost of utilities.

Parks, Cemeteries & Horticulture

Chatham-Kent provides the complete cemetery services for six active municipal cemeteries located in Bothwell, Dresden, Evergreen (Blenheim), Maple Leaf (Chatham), Riverview (Wallaceburg), and Sherman (Thamesville). Services include site maintenance, fulfilling provincially legislated documentation requirements, lot sales, interment coordination with funeral homes, full internment/entombment services and maintenance of cemetery infrastructure (i.e. mausoleums, mortuaries, chapels, bridges, columbaria and monument repairs, etc.). Care and maintenance is also provided to 58 abandoned/pioneer cemeteries.

Parks and Horticulture's primary focus is the provision of safe, clean parks and open space systems in the communities of Chatham, Dover Centre, Grande Point, and Mitchell's Bay including the maintenance of park infrastructure (i.e. irrigation systems, spray pads, sport field lighting systems, park equipment, boat docks and washrooms, etc.). It provides operational management of 83 parks and open spaces, including amenities such as trails/pathways, splash pads, playgrounds, tennis courts, skate parks, gateway features and roadsides. We also provided external program support and coordination with various BIAs, Area Community Associations, Health Services (fitness parks), Pain Court Parks Committee, Active Communities Action Plan, CK Trails Council, Service Clubs, Sydenham Field Naturalists, Dog Off-Leash Recreation Area Committee, various horticultural societies, Chatham-Kent Cemeteries Preservation Project, and other Community Organizations, as well as support for Municipality-wide horticultural displays.

Recreation Programs

2,600 children participated in swimming lessons

7,000 participants attended open swims barrier free provided by Best Start Funding

2 indoor pools welcomed **100,000** participants

Barrier-Free Recreation Programs

12,800 participants attended **30** recreation opportunities

1,575 youth took part in summer day camp programs

Started **10** new adult low cost/no cost recreation programs

Received a PRO Innovation Award (*Parks and Recreation Ontario*) for the **CKRec Play Rangers** Program

12,500 people participated in CKRecreation's low-cost/no-cost barrier-free access programs

Fire & Emergency Services | Meet the Smiths

CKFES is working with the CK Police Services, CK Health and Family Services, as well as other municipal and non-municipal partners to build a much safer community.



Grandma Smith needed a lift-assist after her hip surgery. **787 Paramedic Assist calls were responded to by CK Fire and 3,834 Medical Trauma calls were responded to by CK EMS.**

Paramedics also visit her to check on her health as part of the **Community Paramedicine Program.**



The Smiths used their Emergency Vehicle Kit while stuck in a snow drift. **CKFES provided public service announcements about emergency management to over 4,000 people on social media.**



Lightning struck the Smith's garage. The CKFES composite department of both volunteer and full-time firefighters responded. Firefighters were able to save their home and prevent the fire from spreading to neighbouring homes. **CKFES responded to 271 structure fires, as well as 1,102 fire-related calls such as alarm activations, pre-fire conditions and outdoor fires, including grass/brush fires.**



CKFES visited 9-year-old Cindy Smith's Grade 4 class to educate them about calling 911, fire safety and assisted in a fire drill.

CKFES visited 37 schools.

Cindy witnessed a serious vehicle collision in front of her home. She knew to tell her mom to call 911. **CKFES responded to 365 vehicle collisions and extrications.**

Cindy also attended Chatham-Kent Safety Village to learn about Fire Safety. **12,491 individuals received CKFES public education.**



In 2015, CKFES responded to a total of 12,038 calls with Fire responding to **3,318** and CKEMS responding to **8,900**.



Mrs. Smith's workplace was inspected by CKFES Fire Inspectors. **486 inspections were completed. CKFES inspected 64 vulnerable occupancies, responded to 77 complaint inspections and 134 request inspections in Chatham-Kent.**



Mr. Smith, age 45, was preparing dinner when he had a heart attack. **CKFES responded to 756 cardiac arrest calls.**



The Smith's received a visit from CKFES to complete a Home Safety Check. CKFES found a non-functioning smoke alarm and no carbon monoxide alarm in their home. The Smith's took advantage of CKFES alarm loaner program and were lent a CO alarm and given new batteries for their smoke alarm. **The Smoke & Carbon Monoxide Alarm program checked 4,308 homes.**

Several months later, the Smith's carbon monoxide alarm went off. Due to the home visit CKFES conducted, the Smiths knew to purchase a CO alarm. CKFES determined carbon monoxide levels were at a fatal level of 100ppm. **CKFES responded to 125 activated CO alarm calls.**



The Smith's Open Burn Permit application was approved by CKFES to burn some branches and twigs that had fallen from their tree due to high winds. **CKFES processed 408 open burn permit applications.**



14-year-old Bobby Smith and his friends were ice fishing on the river when one of the boys fell through. **CKFES completed 397 Special Rescue / Life Safety Operations.**



10-month-old Jane Smith's car seat was checked at Fire Station #1 by Public Health Nurses.

Library Services



Susan downloads ebooks and emagazines from CKPL's Cloud Library and Zinio apps. She learned with CK Tech Trainers, who offer free one-on-one sessions. She can now read and learn on her commute to work.

CKPL members downloaded 111,376 items from CKPL's Virtual Library.



John visits his library branch weekly to pick up new reading materials. He's an avid reader, and he loves to receive recommendations from his local library staff. CKPL continues to develop its print collections and balance offerings for members who prefer reading on screens (or on the go).

700,188 materials were borrowed.



Greta is retired and visits her local branch to read the newspaper and have a coffee most mornings. She sometimes meets friends there too. Greta attends library programs of interest to her. Recently, she attended a healthy eating workshop offered in partnership with CKPHU. CKPL offers space for studying, meeting, and socializing. **369,531 people visited CKPL at 11 branches.**



TECH TRAINING

LIFELONG LEARNING

SOCIAL INCLUSION

COMMUNITY
SPACE

BUILDING
COMMUNITY



Timothy connects to CKPL's wifi and does his thing. Not having reliable Internet where he lives, he appreciates the library's free wifi access. Timothy can discover and learn things at his own pace at CKPL. **Members like Timothy logged 60,256 hours of wireless use.**

Tim appreciates how CKPL's free services help him stretch his budget.



Julia doesn't have a computer or Internet access at home, so she uses CKPL's computer workstations to search for an apartment. **Members took advantage of free access to workstations 57,140 times** to do what they need to do – from connecting with friends and family through social media, to finding housing and jobs.



The Mills visit their local branch often. Mom belongs to the book club and borrows books and movies for entertainment. Dad brings the kids to storytime and activities during the summer.

CKPL supports families in developing children's early literacy skills, and providing fun and entertaining programs for all ages.

CKPL staff offered 192 TD Summer Reading Club programs for 4,462 participants.



FINANCIAL
SUSTAINABILITY

ACCESSIBILITY

COMMUNITY HUB

SKILL BUILDING

MAKING
CONNECTIONS

Resident Attraction & Retention

www.LivingCK.ca

84,600
page views

41,984 users

29,666 users
in Canada

Average of
2:05 minutes
spent on a page

Chatham-Kent is a great place to live, work and play. Resident Attraction and Retention works with newcomers to the community to help with employment, entrepreneurship, education, personal and family life, health and wellness, and cultural connections. The LivingCK website offers visitors and newcomers information about support, programs and opportunities in the community.

LivingCK Webstats for 2015

LivingCK resident attraction and retention activities focused on attracting and retaining young people, immigrants and active retirees.

Top 5 Canadian Cities

(by number of users):

1. Toronto
2. Windsor
3. London
4. Sarnia
5. Waterloo

Users from 80 countries have visited the portal.

Top 10 Countries Outside of Canada (by number of users):

- | | |
|-------------------|----------------------------|
| 1. United States | 6. Germany |
| 2. United Kingdom | 7. Australia/Brazil (tied) |
| 3. India | 8. Israel |
| 4. France | 9. Mexico |
| 5. Netherlands | 10. Nigeria |

family rural clean friendly quiet beautiful
affordable home
LivingCK
beautiful rural
home family quiet affordable
safe friendly small

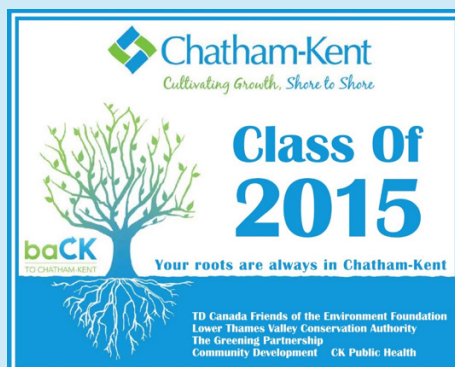


Young People

Class of 2015, baCK to Chatham-Kent

As a part of the "Your roots are always in Chatham-Kent" initiative, 13 trees were planted – one for each high school and post graduate campus in CK.

Pictured: Students from John McGregor Secondary School



Active Retirees

"Retire in Chatham-Kent and don't break the bank."

Chatham-Kent was featured in *The Globe and Mail* in January 2015 as a "retirement hotspot."



Immigrants

CK Welcome Network was launched in 2015, connecting newcomers to Chatham-Kent with settlement supports. 14 members from a wide variety of sectors.



Tourism

Tourism Destination Management Plan was developed for Chatham-Kent to combine the efforts of the tourism industry and Municipality, supporting them in working together to develop tourism experiences.

- Community-wide consultations across all wards
- 3 vision sessions
- 9 key findings
- 1 Tourism Destination Management Plan
- 2016 focus on developing Black History and Angling

Buxton, Ontario – 1 of 3 sites on Chatham-Kent's Underground Railroad was featured on CBC's *"Still Standing"* – baCK to Chatham-Kent and VisitCK supported a screening of the show at the Capitol Theatre.



2015 budget had a 0% tax impact



Six SSRP reports were presented to Council:

Arenas and Canteens
(Jan. 12, 2015)

**Building & Enforcement
Services** (Feb. 9, 2015)

**Planning Services
Delivery Model**
(July 13, 2015)

**Recreation Facilities
Seasonal Ice User Policy**
(May 25, 2015)

Business Licensing
(Dec. 14, 2015)

Finance, Budget & Information Technology Services

Financial Sustainability

On Tuesday, February 10, 2015, Chatham-Kent Council finalized the 2015 budget and approved a zero percent tax impact. The table below gives a high level overview of where the process started and what Council approved:

	TAX IMPACT	
	Tabled	Approved
Municipal Operations:	2.32%	0.14%
Municipal Departments	2.00%	-0.18%
Police Services	0.32%	0.32%
Infrastructure Renewal:	-0.12%	-0.14%
TOTAL	2.20%	0.00%

Even with a zero percent tax impact, the infrastructure budget saw an increase of \$1.8M. This was accomplished by way of a \$1.4M Provincial grant and a \$0.4M reallocation of funds.

Service Sustainability Review Process (SSRP)

The Municipality of Chatham-Kent utilizes the "Service Sustainability Review Process (SSRP)" as a tool to improve operational efficiency to maintain its sustainability and maximize the value it provides to its taxpayers.

The SSRP methodology examines Chatham-Kent services with the intent to:

- Determine what services should be delivered by Chatham-Kent and the level those services should be provided
- Identify improvements in the delivery of those identified services
- Develop a plan to achieve financial sustainability for those identified services

Of the 19 completed reviews, the following chart provides a summary of the results:

	Recommendations	Implemented
Annual Savings	\$1.7 M	\$1.3 M
Cost Avoided	\$0.6	\$0.7
TOTAL	\$2.3 M	\$2.0 M

Information Technology Services

The Information Technology Services team administers corporate infrastructure, applications and services related to technology and information management to add business value and lower overall cost and maintenance. This includes technical support in areas such as computer-related hardware, software, networks, telecommunications, printer/copier equipment, web and geographic information systems, project management and business analysis.

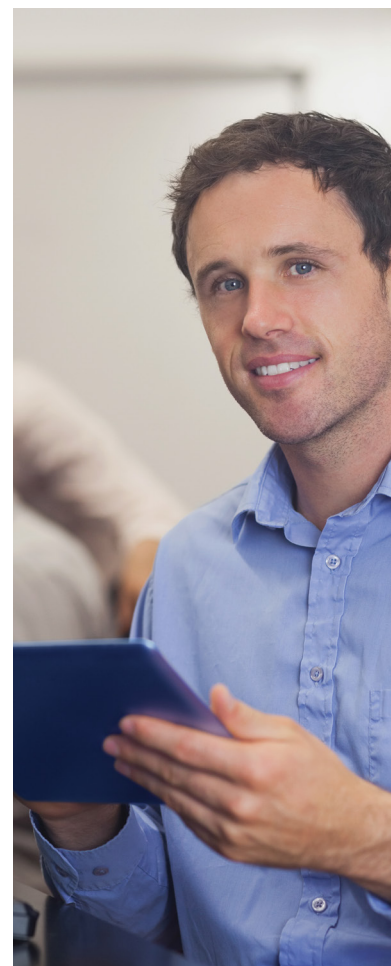
The team manages corporate programs and contracts to ensure corporate efficiency and fiscal restraint. Responsibilities include defining and upholding technology standards, technology policies and security policies to protect personally identifiable citizens, employees and corporate information.

The team supports 109 locations and over 56 business units.

Technology is playing a key role in the transformation of local government. Municipal governments are seeking ways to do more with less and are implementing technology-related strategies to assist with advancements, efficiencies, budget challenges and modernization of citizen services. In partnership, the Information Technology Services team works with the business units to enable and sustain technology services, solutions and new initiatives that assist them with the day-to-day operations and providing services to their customers.

In partnership with business units, some of the projects the ITS team supported in 2015 include:

- The implementation of electronic government solutions that in 2016 will allow citizens easier access to obtain items, such as building permits, animal licensing, marriage licensing and business licensing
- Initiated the implementation of our tax system replacement. The new tax system will provide enhanced reporting and analysis capability. This system will allow the Municipality to integrate with other corporate applications and will allow citizen self-service in the future
- The completion of the virtual call centre solution where all incoming lines are routed to one call centre, regardless of physical location and telephone number, which provides improved and consistent customer service for the citizens of Chatham-Kent
- Development of a special events online application solution to assist citizens who are planning an event on municipal property
- Completion and ongoing development of a municipal by-law library to provide a complete inventory of current and past municipal by-law information
- Assessment of fire response boundaries to support Fire and Emergency Services dispatch and response



Health & Family Services | Meet the Finleys

Meet the Finley family. Mom (Laura), Dad (Jim), Trevor, Meredith and baby Amelia, along with Grandma Helen and Grandpa Bill. They are a happy family now, but life has presented them with challenges. Through various supports from Health and Family Services, they are getting back on their feet.



Helen and Bill have been married 50 years, and living in the same home all their married life. Helen developed Alzheimer's disease and Bill became her caregiver. Last year Helen moved into the secure unit at Riverview Gardens, operated by CK Seniors Services, which has been a big relief for Bill. Bill visits Helen every other day, and is able to pay to have his dinner with her once a week. On the opposite days, you will find Bill at his local Senior Centre doing woodworking and socializing with his friends. Bill's home needed a new furnace. Bill was eligible to apply through CK Housing Services' Ontario Renovates program for financial assistance to help get the work completed.



Dad takes Meredith to child care three days a week and Trevor to child care each morning for before school care. Through CK Children's Services, the children's child care fees are subsidized, based on Mom and Dad's income. The children have accessed Best Start supports through child care, receiving hearing tests and speech therapy for Meredith. The children were able to access dental care through CK Public Health's Clinic Services and Healthy Smiles Ontario program.





Jim lost his job two years ago when the factory he worked in closed. With a young family to support, the family's savings ran out. Jim applied for assistance six months ago at CK Employment and Social Services. Caseworkers were able to help Jim financially and were able to assist with retraining. Jim has just landed a contract job.



Laura is currently on maternity leave and collecting Employment Insurance. Between Laura's reduced income and Jim's previous job loss, the Finley's have decided they need to find more affordable housing. Laura and Jim downloaded the CK Housing Services' social housing application form and are currently on a waitlist for a four bedroom unit where their rent will be geared to their income.



Amelia was born at the Chatham-Kent Health Alliance five months ago. CK Public Health's Lactation Consultant works at the hospital and was able to ensure Laura was comfortable and successful with nursing Amelia. Once Amelia arrived home, a Public Health Nurse and Family Home Visitor have been in constant contact with Laura and Amelia, ensuring Amelia is meeting her milestones. Amelia had her first set of immunizations at the doctor's office. Laura called that information in to Clinic Services to ensure Amelia's immunizations records were up-to-date.

Children's Services

A.L.L. for Kids
gave **\$447,191**
to **1,104 children**
and **636 families**

A.L.L. (Activity, Lessons and Leisure) For Kids

A.L.L. for Kids program covers the cost of extra-curricular activities for children whose parents could otherwise not afford it. The program has financially supported the activities of approximately 1,000 children per year since its inception in 2001.

OneList: Online Child Care Waitlist & Referral Portal

Chatham-Kent Online Child Care Waitlist is a centralized child care application and waitlist that has been used since 2013. A parent is able to log in using an email address and apply to any or all local child care centres. They may also request referrals to community agencies for special screening if they have any concerns regarding their child's development.

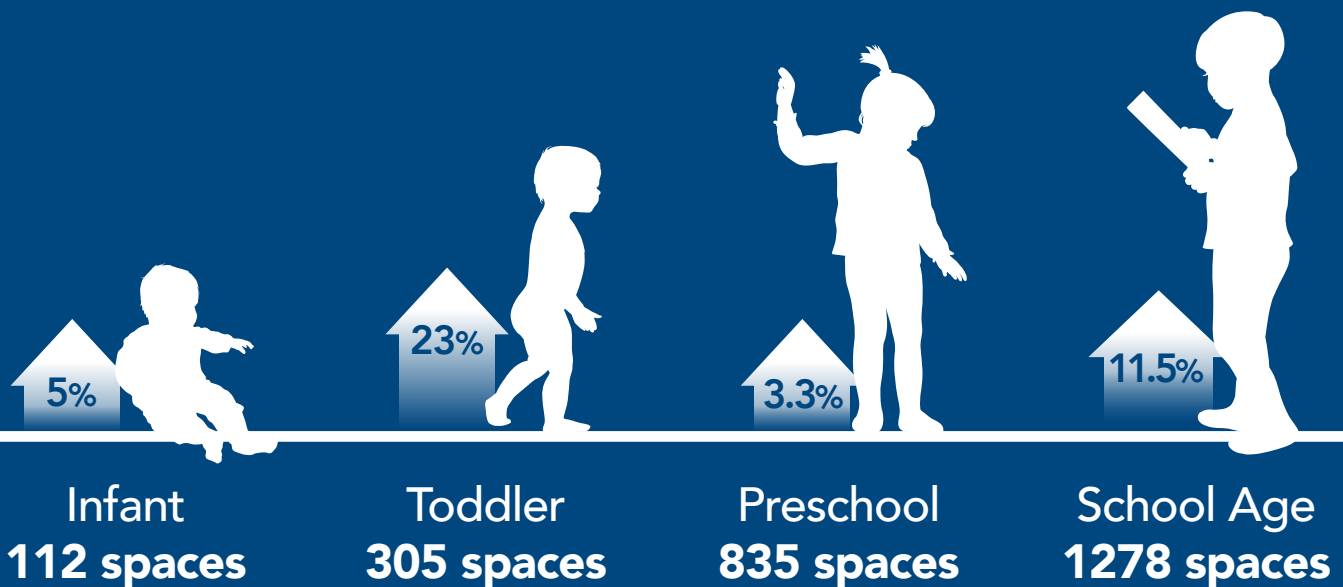
1,087 families
used the online Child
Care Waitlist system
to register **1,375**
children for child care

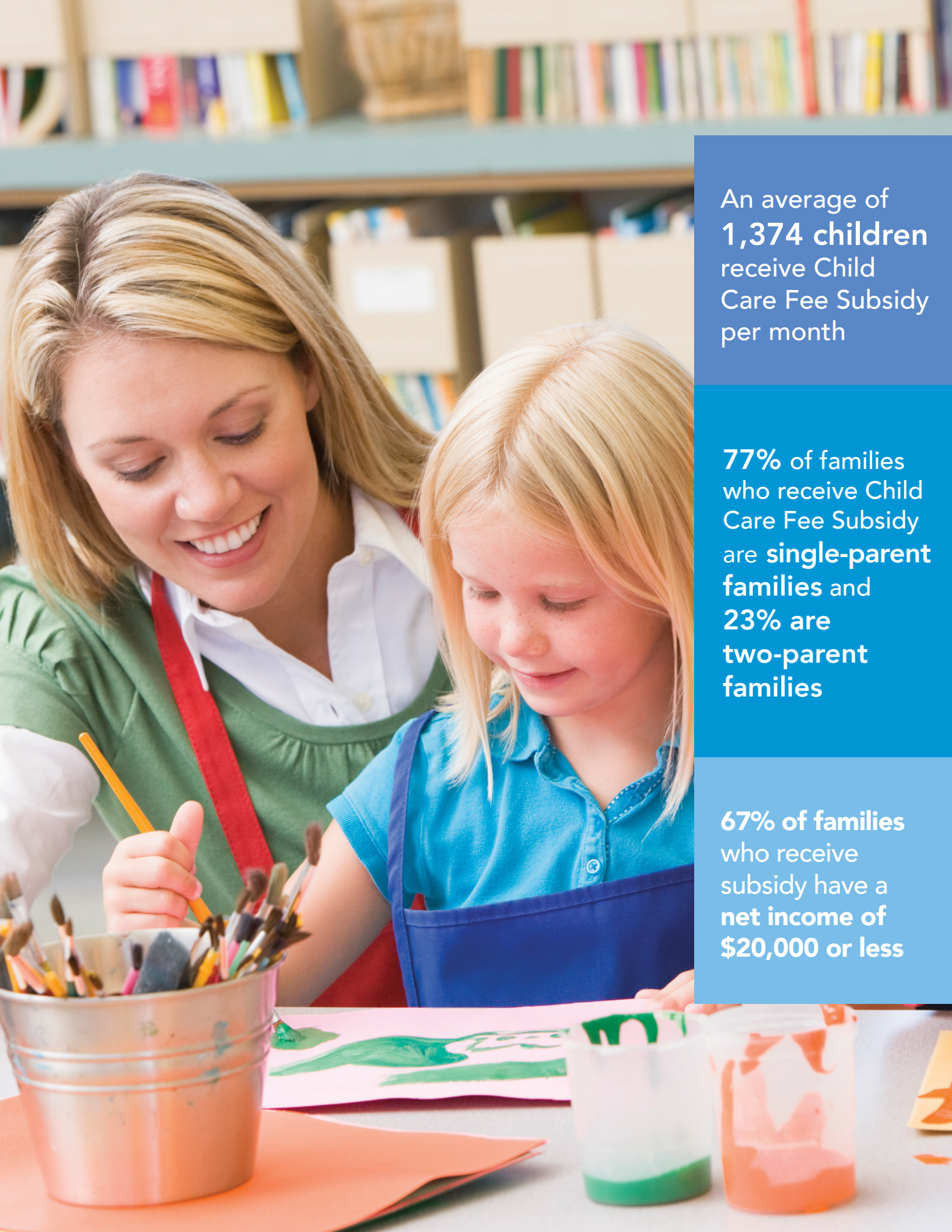
Wage Enhancement Funding

Wage Enhancement Funding was introduced in 2014 by the Ministry of Education to provide child care staff making less than \$26.27 per hour an increase of up to \$1 per hour, plus 17.5% in benefits. This is set to increase to \$2 per hour in 2016.

68 children
were referred and
screened by a Best
Start Partner using
the online screening
referral portal

Child Care Spaces for Families Increased





An average of
1,374 children
receive Child
Care Fee Subsidy
per month

77% of families
who receive Child
Care Fee Subsidy
are **single-parent
families** and
23% are
**two-parent
families**

67% of families
who receive
subsidy have a
**net income of
\$20,000 or less**

Employment & Social Services

Caseload is declining

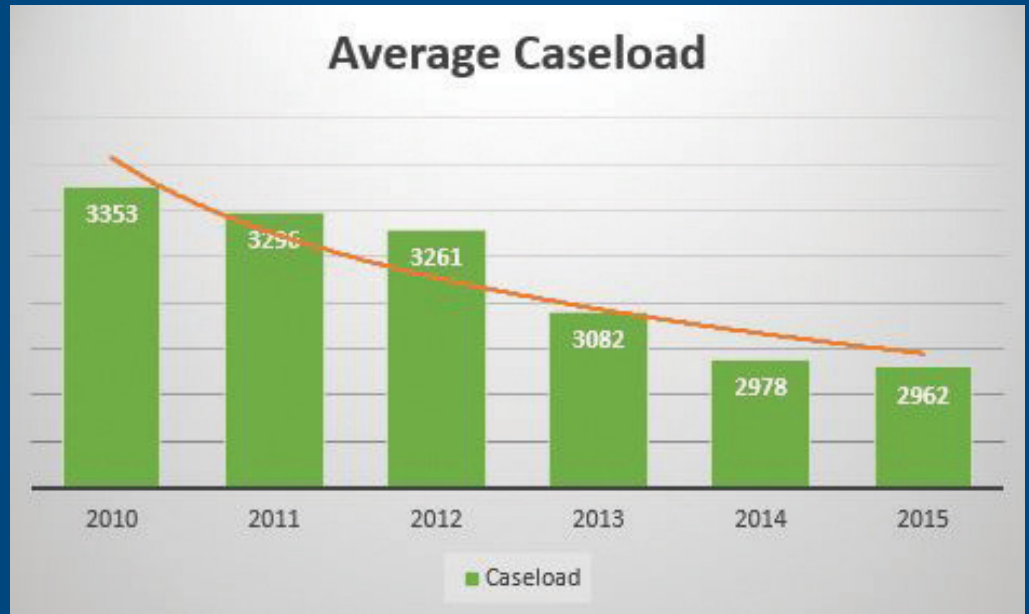
(11.7% since 2010)

16.27% of the cases that terminated each month terminated due to employment earnings

15% of the existing caseload achieved full-time or part-time employment and received reduced assistance due to earnings

Income and Employment Support

Employment & Social Services administers the Ontario Works program. In 2015, 6,328 individuals and families were assisted with emergency, income and employment supports. The Ontario Works caseload has declined 11.7% since 2010.



Chatham-Kent Employment Resource Centres

Employment Resource Centres, in Chatham and Wallaceburg, had 14,722 job-seeker visits in 2015. The Employment Resource Centres provide free help with job searching, education and career exploration.



Chatham-Kent Workforce Planning Board

A Micro Lending Program was launched that offers a low Interest loan (of up to \$5,000) to individuals with a solid business plan, who may not be eligible to access traditional lending products. Our partners include: Prosperity Round Table, United Way, Small Business Centre, Chatham Chamber of Commerce, Community Futures Development Corporation, Main Street Credit Union, as well as private business. For more information on the program please visit www.ckworkforcedev.com.

60,648 times individuals and households were assisted with community supports and services to increase housing stability

Shelter Security & Homelessness Programming

Employment & Social Services administers a range of housing security and homelessness programming. As living expenses rise and incomes fluctuate, more people in our community are facing insecure housing and homelessness situations.

In our Chatham-Kent Housing and Homelessness plan we are working to create programs and services across eight key Shelter Security program areas.



Chatham-Kent Shelter Solutions provides financial and counselling support to those experiencing housing emergencies, helps stabilize families and prevents homelessness

1648 households were assisted to remain housed in 2015



Housing Services | Meet the Jacobs

Homeowners Pete and Anna Jacob, 11-month-old baby Seth and Pete's mother, June, live in a semi-detached home in Chatham. Prior to having his leg amputated, Pete worked in a factory making a modest living. Through Ontario Renovates their home now has an energy efficient furnace, new windows, doors, replacement of galvanized piping and a modified accessible bathroom.

Grant \$2,875.85 for accessibility improvements | Loan \$15,188

“The program has allowed us to live in a much safer and healthier environment. The renovations are spectacular and have allowed my husband and mother-in-law to take care of themselves with ease. Words cannot describe how truly appreciative I am for being given the opportunity to participate in this program.”

Anna



Ontario Renovates: 34 private low income homeowners were provided with financial assistance for energy efficiency upgrades, repairs and/or accessibility improvements to their homes.

- + McNaughton Manor Tenants have started a gardening group. With approval of CKHS, this gardening group undertook the construction of a garden shed under the supervision of on-site maintenance staff, and roofing donated by a private vendor
- + McNaughton Manor is Chatham-Kent's largest public housing building with 120 rental units. A major roofing upgrade was completed with 50 year steel shingles installed
- + Exterior concrete sidewalk and accessibility ramp improvement projects were completed at Westcourt Villa, ensuring full accessibility for Unit 51, which is the Health and Family Service's Community Relations Worker project hub
- + IAH-E - Home Ownership Program (IHOPE) assistance
 - 27 applicant households received an IHOPE forgivable loan towards owning their own home in CK
 - Habitat for Humanity Chatham-Kent received \$25,000 in IHOPE assistance for its second build
- + Strategic and triaged application assessment reduced vacancy rates for our Private Non-Profit (including Co-op) Housing and reduced applicant wait times

As of December 31, 2015, 49 households received Housing Allowance to reside with a private landlord

The waitlist for Rent-Geared-to-Income Housing was reduced by 18.2%

Processing times for applications for Rent-Geared-to-Income were reduced by 46%

There are 1,592 social housing units in Chatham-Kent



Seniors Services

**13% increase
in new hire
retention was
experienced
in 2015**

**Liaises with the
11 seniors centres
and Senior Advisory
Committee**

**The staff of
Riverview
Gardens cannot
do it alone...**

**Over 8,000 hours
were provided
by our dedicated
volunteers**

**Hosted 149
students from
post-secondary
programs, as well
as 8 high school
co-op positions**

Riverview Gardens

Riverview Gardens is home to approximately 320 residents in need of long-term care services. This includes a variety of personal, medical, dietary, social, spiritual and recreational services and activities that support the individual needs of our residents. In 2015, 126 new residents were admitted to the home either for permanent residency or a short-term/respite stay. We continue to have a lengthy waitlist, which currently is comprised of approximately 60 residents who are in need of our services.

We continually strive to meet or exceed local and provincial averages in indicators relating to the long-term care sector. During 2015, a senior centre tour was conducted to answer the question, "Is there a better, more equitable way to deliver programs and services for older adults in Chatham-Kent?" The subsequent report highlighting the 11 recommendations was approved by Council.

Staff of Riverview Gardens participated in many community fundraising initiatives throughout the year. We launched our Mentoring Program in 2015 to help newer staff adjust to the routines of Riverview Gardens. We will continue to assess the effectiveness of this new program with a goal to increase retention rates of new hires at Riverview Gardens. A 13% increase in new hire retention was experienced in 2015.

Seniors Services also liaises with the 11 Seniors Centres, Senior Advisory Committee and Municipal Council. Council was presented with the Chatham-Kent Age Friendly Action Plan and recommendations in 2015, as well as a detailed report with recommendations for the Seniors Centres.



A tour of the eleven senior centres was conducted during the summer of 2015 to answer the question, “**Is there a better, more equitable way to deliver programs and services for older adults in Chatham-Kent?**” The tour was conducted by the General Manager of Health and Family Services, the Director of Seniors Services and Municipal Council Representatives.

Based on the findings of the tour, a report was presented to Chatham-Kent Municipal Council in December of 2015 and a number of recommendations were made to support Seniors Centres in Chatham-Kent.

Public Health



2,859 kids received oral health screening

1,078 children received
no-cost dental care

571 expectant and new moms attended our **Building Healthy Babies** program

All tobacco retailers and schools were inspected for their compliance with the **Smoke Free Ontario Act**

1,384 restaurant inspections

Chlamydia remains
the highest reported
sexually transmitted
infection (STI) in
Chatham-Kent—
Testing is as easy as
peeing in a cup and
treatment is free!

Chatham-Kent is one of 45 communities across Ontario to receive provincial funding from the Healthy Kids Community Challenge fund. This community partnership is receiving \$825,000 over three years from the province to put towards this initiative. That means that new ideas and programs are coming to Chatham-Kent – things that make it easier for you and your family to be active and eat healthier. Lots of good things happen when our kids move more – they're happier, they sleep better, and they do better in school. Being active doesn't have to mean planned, structured exercise, or something complicated. Children are active by nature. So let's get out there Chatham-Kent, and RUN. JUMP. PLAY. EVERY DAY.

Advocating for Kids

Physical literacy provides children with the skills, confidence, and motivation to be active for life and it is extremely important for healthy growth and development. In 2015, the Chatham-Kent Public Health successfully advocated for, and passed a resolution on, the development of physical literacy in educational and childcare settings. This included recommendations which aim to improve the quality and consistency of both physical education and active play opportunities in schools and childcare centres. This resolution was adopted by the Association of Local Public Health Agencies representing all 36 Public Health regions across Ontario and was supported by a number of key provincial and national stakeholders in sport, recreation, education and health.

Tick Surveillance

Lyme disease is on the rise in southern Ontario and is transmitted by infected black legged ticks. These ticks are well-established at Point Pelee and Rondeau Provincial Park. Ticks become active after the winter and that is why our Public Health inspectors were doing active surveillance this spring. Active surveillance involves dragging a cloth through thick, grassy areas to determine if ticks are present. They were at Wheatley Provincial Park trying to determine whether ticks had spread there.

Vaccine Preventable Diseases Program

Total number of shots provided by Public Health Nurses in 2015: **5474**

1979 of those were at on-site clinics at the Public Health Unit Clinic Services location and **3495** of those were at off-site school and community clinics throughout Chatham-Kent



Infrastructure & Engineering Services

PUBLIC WORKS

Gravel Road Resurfacing
Applied 169,000 tonnes of aggregate to over 564 km

Applied 650 tonnes of cold mix to potholes

Repaired/replaced 120 culverts

Repaired 221 water main breaks

Replaced 1,410 signs due to failed reflectivity

ENGINEERING AND TRANSPORTATION SERVICES

Managed 29 lifecycle/capital projects *(see photo)*

Transit Boarding

Accessible – 35,000
Conventional – 237,000
Inter Urban - 16,000

Municipal Airport
6,200 flight movements



64 Traffic Signals
(Repair and Maintain)



Mechanized Spray Patching
35 km completed

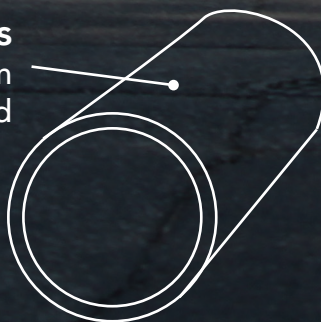
Crack Cleaning & Sealing
25.3 km completed

New Sidewalk Construction
1.88 km new sidewalk

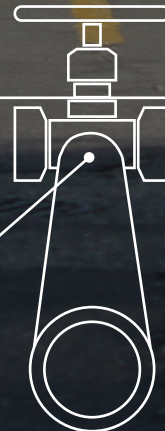
Sidewalk Repairs
4.93 km sidewalks replaced

Road Centre Line Painting
970 km/yr.

Storm Sewers
and 230 m sewer replaced



Watermain
13.89 km watermain replaced



IES Annual Budget \$71 million
Land Area Supported 2,494 sq. km



Bridges
12 projects

15 Pedestrian Signals
(Repair and Maintain)



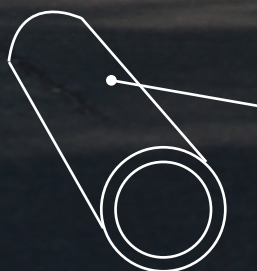
Speed Limit Change
80 to 90 km/hr – Longwoods Road

Urban Resurfacing
13.3 km completed

Rural Resurfacing/Hot Mix Paving
44.8 km completed

Surface Treatment
24 km completed

Concrete Repairs
888 m curb



Sanitary Sewers
1.27 km sewer replaced

ASSET MANAGEMENT AND DRAINAGE

**\$1.5 million spent
on building
lifecycle projects**

**\$2.4 million spent
on utilities**

**Repair and
maintenance of
650 municipal
vehicles**

**529 drainage
maintenance projects**

WASTE MANAGEMENT

**Weekly garbage
collection from
34,000 households**

**Operation of 8 rural
transfer stations**

**Facilitation of
toter cart rollout
for all curbside
residents**

**1,284
building
permits**

**139 planning
applications**

**650 record
searches**

**60 Freedom
of Information
requests**



ACCOUNTABILITY

TRANSPARENCY

GOVERNANCE

Legislative Services

The Legislative Services Department is comprised of the Legal Services, Municipal Governance, Building Development Services and Planning Services divisions.

Accountability and Transparency

- Completed a by-law library accessible by all employees and ongoing work to make all by-laws available to citizens on the website.
- Council Chamber upgrades completed. New electronic voting system being used by Council.
- Over the past couple of years, an extensive review of the original 2005 Official Plan was undertaken through a comprehensive stakeholder engagement exercise. This resulted in several amendments to the Official Plan to reflect changing circumstances. These changes were approved in 2015 and the Official Plan has been rebranded as an *Action Toward Sustainability* and is now organized around the four pillars of sustainability—Health, Economy, Culture and Environment.

Efficiency and Fiscal Responsibility

- Completed Building Development Services service review and rebranding.
- Completed the Business Licence Service review and new Consolidated Business Licence By-law.
- Implemented a fundraising committee for the new Animal Shelter.
- Renewal of the Municipal Insurance Policy. This included a cost savings on insurance premiums of approximately \$400,000. These savings are based on the significant reductions in claims reported to the insurer and the total value of claims paid, which can be attributed to the internal management of claims over the past few years.
- Provincial Offences Court implemented a process which augmented the informal early resolution of Part 1 matters. With the new process, before a trial notice is sent out, a letter is sent with a specific date and time to call the prosecutor to discuss early resolution. If the defendant calls and it is resolved, it is put to a resolution date.
- In 2015, a Service Sustainability Review Process (SSRP) was undertaken on the Development Review service process under the Planning Act. Based on the recommendations of the SSRP, it was decided by Council that Planning Services would take over full responsibility of the Development Review service process starting in mid-2016. This service had previously been contracted out since amalgamation.

EFFICIENCY

DEVELOPMENT

GROWTH



Think clean and green. Please recycle me!
To compost, simply remove the binding and shred.