

ANNUAL REPORT **2016**



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CHATHAM-KENT MAYOR RANDY HOPE

In 2016, the years of planning, re-tooling and hard work began to pay off in Chatham-Kent.

Our municipal commitment to economic development, coupled with the spirit of entrepreneurship, as shown by our business communities, has resulted in a dramatic turnaround in employment levels.

In a few short years, we have reduced our unemployment rate of 13 per cent to half that number. In 2016, we had 12 straight months of month-over-month decline and we now sit below the provincial average for unemployment.

Our public assistance numbers have decreased as well.

Our real estate industry had a record-breaking year in 2016, with an average of nearly 30 homes each week being sold, yet our housing prices remain a fraction of those in more urban areas.

Optimism surrounds an economy where employers are searching for qualified, trained employees. We are working with local educators to fulfill those needs as witnessed by the nearly \$8 million investment and partnership with the Federal Ministry of Innovation, Science and Economic Development and St. Clair College to establish the National Powerline Training Centre in Chatham-Kent.

One of our most notable accomplishments of the year was being named Canada's very first Welcoming Community for Syrian Refugees by Immigration, Refugees and Citizenship Canada. Chatham-Kent continues to embrace those of all cultures who come here in search of a better life.

We put the finishing touches on **CK Plan 2035** and it was ratified earlier this year. This ambitious plan sets out our four key goals of achieving economic prosperity, having a healthy and safe community, embracing our people and culture and ensuring environmental sustainability.

Randy R. Hope
Mayor/CEO | Municipality of Chatham-Kent

“Chatham-Kent continues to embrace those of all cultures who come here in search of a better life.”

CHATHAM-KENT COUNCILLORS 2016



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



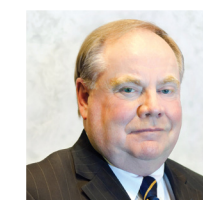
Bob Myers
Ward 6, Chatham



Steve Pinsonneault
Ward 3, East



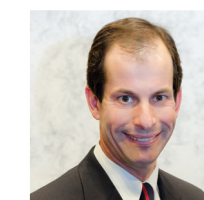
Derek Robertson
Ward 6, Chatham



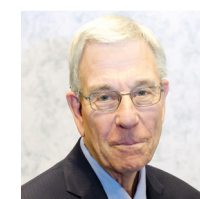
Doug Sulman
Ward 6, Chatham



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

Municipal administration, under the direction of Chatham-Kent Council, made great strides during 2016 toward developing a 20-year plan for the community. **CK Plan 2035** is a blueprint for a community vision that takes the best features of Chatham-Kent today and merges it with the aspirations of citizens as to what we can achieve.

During the year staff met with a diverse group of community organizations and stakeholders to develop a plan that is truly a reflection of citizens’ objectives. The plan touches on where we want to be socially, economically and culturally. More importantly, its aim is to provide a series of meaningful touchstones and objectives so we can measure our progress and adjust our priorities as time moves on.

In addition to **CK Plan 2035**, we were able to utilize for a full year our Integrated Planning and Reporting Process. This process, established during 2015, standardized annual business plans throughout the Municipality, allowing a greater focus on strategic planning and the annual budget process.

Using the information allowed Council the ability to pass the 2017 budget after only two sessions, greatly streamlining the process. Part of our municipal governance is the strategic management of the Municipality’s more than \$3 billion in assets.

As Canada’s 12th largest municipality by area, we have more than 800 bridges, 4,000 municipal drains, thousands of kilometers of roads, water and sewage lines, ten arenas and more than 100 other buildings. Incorporating both long and short term strategies, community needs and lifecycle projections, we have embarked on a comprehensive asset management plan to ensure we meet our responsibilities in making sure Chatham-Kent’s assets continue to be protected for current and future generations.

Don Shropshire
Chief Administrative Officer | Municipality of Chatham-Kent

“**CK Plan 2035** is a blueprint for a community vision that takes the best features of Chatham-Kent today and merges it with the aspirations of citizens as to what we can achieve.”

PREAMBLE AND CONTEXT 2016

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 more than 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

JOBS

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

FINANCIAL PLANNING IS THE KEY TO COMMUNITY HEALTH

There is perhaps no aspect of government more important than the prudent and strategic use of financial resources. Without sound fiscal management, it is impossible for a community to sustain itself, to grow and to thrive.

In order to ensure taxpayers get the most value for their money, it is imperative Council and municipal managers develop strategic planning, business plans, financial planning and performance measurements. Toward that goal, Chatham-Kent has implemented an integrated planning and reporting process featuring a long-term strategic financial plan. The plan takes goals of the community and plots them in a manner which allows for both the ongoing operation of the Municipality and the aspirations of its citizens.

The process provides municipal government with the insights and information 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.” Balancing the needs of the present while allowing flexibility to meet the goals of the future is an exercise which can’t be left to chance.

By installing an ongoing system of monitoring and review, the Municipality is able to constantly track its course and ensure goals can be met. Such a system also allows for the openness and transparency demanded of government by residents. Being able to demonstrate the financial goals are being met provides citizens with the confidence that the community is moving in the desired direction.

With the adoption of **CK Plan 2035**, Council concluded nearly two years of public consultation and set four broad priorities for the next two decades. Chatham-Kent residents have set as their goals economic prosperity, creation of a healthy and safe community, development of people and culture and environmental sustainability.

The financial means to make those goals a reality rests within the adherence to strong financial planning to ensure the resources exist to make Chatham-Kent the community its residents want.



COMMUNITY CONTEXT

2011-2016 Population Change

CK -2%



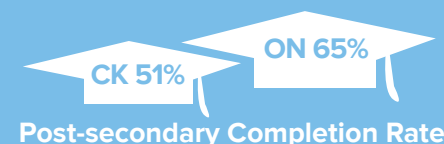
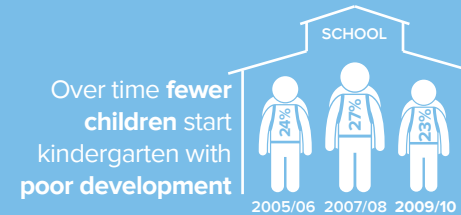
ON +4.6%

A higher % of seniors live in CK
Since 2011, there has been an 3% increase

CK 21.1%

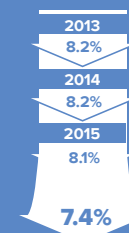
ON 16.7%

LEARNING & EDUCATION

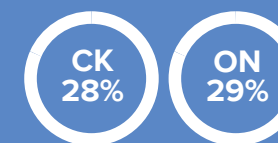


WORK & ECONOMY

Unemployment rate in CK is decreasing



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



Fewer 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%)

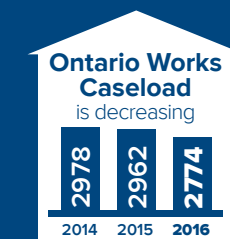


3 of 5 people are overweight (ON 52%)

Fewer people in CK report their life as being stressful



HOUSEHOLD FINANCES



CK 8%

Households experience food insecurity (ON 9%)

CK COUNTS: 2016 Snapshot of Quality of Life in Chatham-Kent.

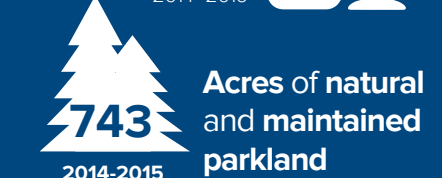
Measuring what's important where we live, learn, work and play!

For more information visit www.ckcounts.ca

Infographic reflects the most recent data available as of September 18, 2017



ENVIRONMENT



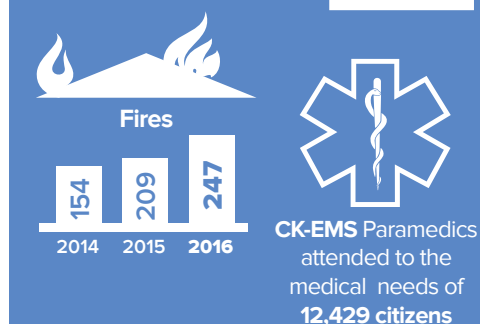
COMMUNITY BELONGING

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



Median charitable donation went up to \$360 in 2015 from \$350 in 2014 (ON \$360 in 2015)

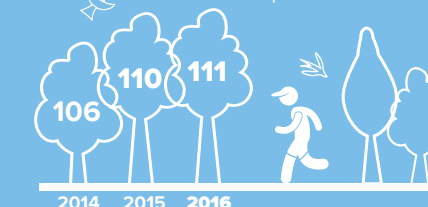
SAFETY



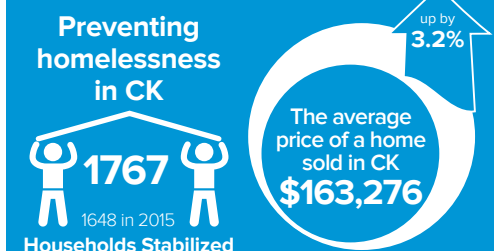
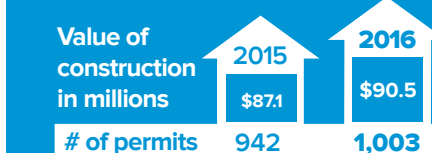
LEISURE & CULTURE

In 2016, people accessed low-cost/no-cost recreation opportunities 83,916 times

Kilometers of walking trails (pathways within parks and trails)

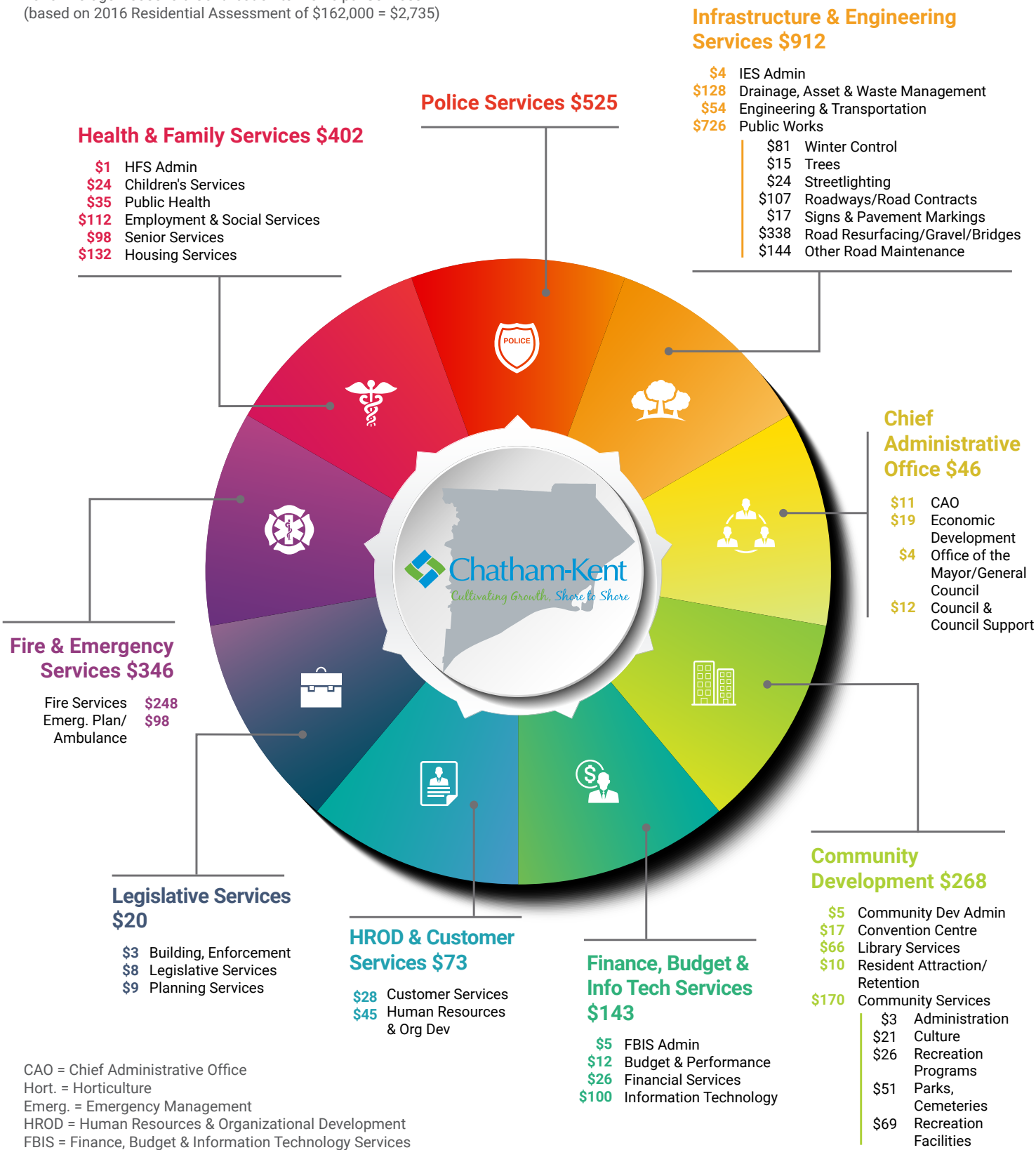


HOUSING



WHERE YOUR TAX DOLLARS GO

2016 Average Household Contribution to Municipal Services
(based on 2016 Residential Assessment of \$162,000 = \$2,735)



Customer Services

- 85,281 calls (79,759 in 2015)
- 8,273 Service Ontario transactions (7,787 in 2015)
- 102,196 processed payments (110,102 in 2015)

Did you know...

1,798 provincial health cards were processed for Service Ontario at the Dresden Municipal Centre

874 driver related transactions were processed (i.e. renewals, replacements, abstracts)

5,577 vehicle transactions were processed (i.e. renewals, transfers, registrations)

Goals

Provide timely and accurate response to customer inquiries across all municipal business units.

Accomplishments for 2016

Virtual Call Centre / Common Call Centre

Microsoft Skype for Business was deployed as an enterprise voice solution across the Municipality's Customer Service and Health and Family Services teams. This resulted in a resilient, centrally located phone system that leverages existing fibre data networks. All existing phone numbers were maintained and migrated into a Virtual Call Centre to allow for balanced workloads, resource efficiencies, consistent hours of operation, and call reporting for improved customer service.





Economic Development Services

-  **7.3% unemployment rate**
(8.1% in 2015)
-  **1,003 building permits issued**
(942 in 2015)
-  **\$146.9M collected in tax assessments**
(\$143.3M in 2015)

Goals

- To accelerate and sustain the growth of a strong and vibrant economy.
- To foster private sector investment in the community.
- To promote the Municipality as an investment location.
- To work with partners to provide support and expertise to create economic growth, jobs and overall wealth creation.
- To create opportunities for citizens to have meaningful, and financially-viable employment to support their families.
- To provide entrepreneurs with the tools needed to start and grow their businesses through information and research, seminars and workshops, business advice, and networking opportunities.

Accomplishments for 2016

Employment Community Improvement Plan

The Employment Community Improvement Plan collaborated with community stakeholders and developers to create an Employment Community Improvement Plan that provides financial incentives for new and expanding companies. The plan consists of three different grants, the Tax Increment Grant, the Development Charge Grant or the Planning and Building Permit Grant, for eligible companies with more than 10 employees who are looking to expand by at least 5,000 sq. ft. Smaller footprints for expansion will be considered on a case-by-case basis if they involve innovation and technology. Applicants can apply for all three grants on a single project.

Small Business Centre

The Small Business Centre assisted in 96 business starts creating 140 jobs. Staff received over 670 inquiries and provided 254 consultations with local entrepreneurs. The Summer Company program provided training and mentorship to students returning to school in the fall. In addition to mentorship and guidance, students have the opportunity to receive an award of up to \$3,000 to assist with start-up costs and working capital over the course of the summer. The Small Business Centre guided four students through the program successfully in 2016.

Dajcor Announcement

In December, Dajcor Aluminum Ltd. received \$2.48M from FedDev Ontario to increase production at its Chatham facility. This announcement was made on behalf of the Honourable Navdeep Bains, Minister of Innovation, Science and Economic

Development and Minister responsible for FedDev Ontario. Dajcor Aluminum manufactures aluminum components for a variety of sectors including automotive, light rail transit, construction and many others. This repayable contribution, through FedDev Ontario’s Investing in Business Growth and Productivity initiative, will help Dajcor Aluminium adopt innovative technologies and enhance its facilities. With the upgrades, the company will be able to manufacture more complex and high-quality aluminium components such as transit door assemblies, ventilation systems and LED light enclosures. Dajcor Aluminium will also be able to diversify and expand into new global markets.

Out of the Box Cheque Presentation

Jeremy Eagen, Owner of Out of the Box—Custom Laser Engraving, was 1 of 13 successful Chatham-Kent small business recipients of \$5,000 in grant funding through the Starter Company program. Starter Company is a provincially-funded program designed to assist enterprising young people between the ages of 18-29, who are not students at school, launch a new business or expand an existing one. Entrepreneurs who successfully complete the program have the opportunity to apply for up to \$5,000 in provincial grant funding.

International Delegation Hosting

Economic Development Services’ regularly welcome international delegations to the community. While these visitors are in the Municipality, visitors are shown all the attributes that makes Chatham-Kent a great place to make their investment. These delegation visits have led to a number of very viable potential investments. In 2016, Chatham-Kent welcomed nine incoming delegations.

Chatham-Kent ranks No. 2 among “The Most Affordable Places to do Business in Canada”

Produced by two of the country’s best-known business media outlets, Canadian Business and PROFIT, the 2016 Canada’s Best Places for Business ranking factors in more than 20 indicators of cost, market trends and business friendliness collected from various sources and participating municipalities. The ranking is designed to help entrepreneurs and executives make smarter decisions on where to start, expand or relocate their enterprises.

Chatham-Kent Market Expansion Fund

Provided tradeshow assistance to 19 CK companies looking to expand their global markets, representing six countries. These companies also acted as CK brand ambassadors for our community.

Did you know...

3 job fairs were organized supporting 3 local companies where they could meet potential new employees.

200 corporate visits were made with local manufacturers to introduce area companies to funding opportunities.

We participated in and provided financial support to determine the feasibility of growing a sustainable ginger crop in Chatham-Kent.

We partnered with the Lambton-Kent District School Board to provide an introduction to the skilled trade opportunities to over 3,000 students on Manufacturing Day.

In 2001, Chatham-Kent had 30 acres of greenhouses. In 2016, Chatham-Kent had 344 acres, meaning investments of over \$250 Million in greenhouse development.

Community Attraction and Leisure Services



maintained 628 acres of parkland



reduced maintenance cost by \$94,000



constructed 857 metres of new trails and reconstructed 3 kilometers of existing trails



Did you know...

2,800 Canada 150 tulips were planted by Horticultural staff.

400+ citizens enrolled in three new free community walking programs in Wallaceburg, Ridgetown and Blenheim.

24 community special events were held in rural CK communities for over 8,600 community members.

108,000 trees were planted through CK Greening Strategy.

13 wetland restoration projects were completed.

Accomplishments for 2016

We installed an accessible beach mat in Eriean and boat launch in Jeanette's Creek.

Grass cutting in park was reduced by 4% through establishing prairie grass plantations, which reduces operational costs and adds to environmental sustainability.

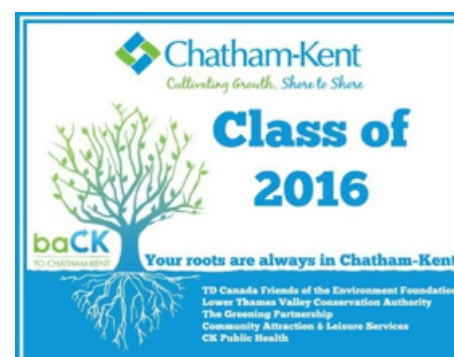
In collaboration with Infrastructure and Environmental Services, we designed a long-term solution to end the chronic flooding issues in Maple Leaf Cemetery.

During the "Your roots are always in CK" campaign, 12 trees were planted to commemorate the Class of 2016.

We restored 188 damaged monuments through the CK Cemetery Restoration Project.

Through a partnership with Public Health, water coolers were provided at Jaycee & Kingston Parks, eliminating approximately 10,000 plastic water bottles.

We administered over 200 special events ranging from small family gatherings to events of municipal significance.





Community Attraction and Leisure Services



welcomed more than 51,000 guests and hosted 523 events at John D. Bradley Centre



planned and supervised more than 108,000 participant-hours of summer camps



opened the Thamesville Splash Pad and Ridgeway Fit Park



Did you know...

Over 2,000 people visited ArtSpace and over 4,000 walked through the Thames Art Gallery.

50,000 guests attended 130 events at the Chatham Capitol Theatre.

597 participants registered for Special Populations programs.

17,500 participants accessed free open swims through community sponsorships.

75,000+ people used the Blenheim and Wallaceburg pools.

Accomplishments for 2016

Chatham-Kent was designated Canada's first official "Welcoming Community" by the Department of Immigration, Refugees, and Citizenship Canada after submitting a successful Community Partnership Settlement Plan outlining Chatham-Kent's ability to assist in refugee resettlement efforts and newcomer settlement; Chatham-Kent welcomed 9 Syrian refugee families in 2016.

A welcome party was hosted in September for 100 international students from 19 countries who were studying in Chatham-Kent in conjunction with 12 community groups.

396 free skates were offered at the 10 CK arenas in partnership with local businesses, organizations, Public Health and Social Services.

Chatham-Kent Museum placed 10,000 images of artifacts on "our Ontario" website and received an OGS Award of Merit for the "Gathering our Heroes" project in partnership with the IODE and Jerry Hind.

The Thames Art Gallery worked on diversity in art experiences promoting an inclusive environment, including programs and exhibitions from various cultural backgrounds and community initiatives such as Breaking Barriers.



Funded by:
Immigration, Refugees
and Citizenship Canada

Canada's First
Welcoming Community
Chatham-Kent | LivingCK
Cultivating Growth. Shore to Shore

Financé par :
Immigration, Réfugiés
et Citoyenneté Canada



Goals

We encourage CK residents to engage in the virtual world.

We strive to proactively provide programming that informs, inspires and enriches lives of CK residents.

We create a socially inclusive space for all.

We are a gateway to culture and heritage.

We have welcoming and accessible spaces.

Library Services

Accomplishments for 2016

We support healthy and active commu

- Play Packs got families moving 150 times in 2
- 13 Story and Swim programs offered for 503
- 337 people enjoyed Storytime in Motion blend movement and literacy
- CKPL joined the craze for Pokemon Go and e patrons to get moving and play, reaching 100

We reach beyond library walls.

- 219 home service patrons enjoyed 8,269 item to them at home
- 176 virtual cards created for patrons with barr accessing their public library
- 7 outreach events reached 631 seniors to high library services available to them – for free!

We are part of a welcoming community

- 3,460 multilingual items available at CKPL
- 19 languages available in the collection
- 275+ items in CKPL's literacy collection support English language learners with vocabulary, and test preparation materials
- 216 hours of Settlement Services offered at branch locations
- Tours and library card memberships offered newcomers to help them get acquainted with their new home and learn about services offered

DID YOU KNOW?

366,926
visits across
11 branches



4,337
new patrons
registered



696,331
materials
borrowed

58,650
questions
answered



1,433 programs offered

123,397
electronic
materials
downloaded



21,589 program attendance

163,880
holds placed



103,582
hours of wifi and
computer use

305,192 website views



1,008,622
online catalogue hits
at search.ckpl.ca



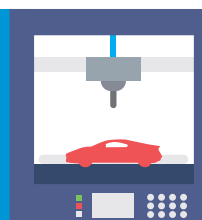
819,728
total materials borrowed



CKPL Grows!

Seed Library lent 415 seed packets to gardeners so they could grow healthy fruits and vegetables

393 patrons were
certified to 3D print at
CKPL and 99 patron
prints were completed





Fire & Emergency Services

Chatham-Kent Fire and Emergency Services (CKFES) is comprised of three operational services as required by Provincial Acts and managed efficiently under one umbrella to provide service throughout the 2,500 km² of Chatham-Kent.

Fire Services are mandated under the Fire Protection and Prevention Act and delivered through a composite structure of more than 400 personnel (fulltime & volunteer) organized in four (4) branches: Fire Prevention, Public Education, Training and Suppression.

EMS or Land Ambulance Services are the responsibility of single or upper tier municipalities with the standards for service delivery covered under the Ambulance Act. The delivery of Land Ambulance Services is through a contract with approximately 100 paramedics (fulltime & part time) as approved by council.

Emergency Management (EM) is a legislated responsibility under the Emergency Management and Civil Protection Act to ensure readiness in the event of a natural or manmade disaster. The program components include: community risk analysis, hazard identification, disaster planning and exercises, response and recovery strategies, as well as managing the Municipality's Emergency Operations Centre (EOC).

Accomplishments for 2016

CHiRP: The objective of the CHiRP program is to inform the community about the importance of smoke and CO alarms in their homes, regular maintenance, as well as home escape planning and being prepared for emergencies. Firefighters from all 19 stations have delivered door hangers to homes across CK and as a result, the fire service has been getting daily calls and website referrals for home alarm checks.

CK Fire Paramedic Chief Ken Stuebing said the program was developed by Public Educator Whitney Burk. "CHIRP fits perfectly with our emphasis on fire prevention," Stuebing said. "We're committed to public education and safety and we urge anyone with concerns about their alarms to contact us."



Did you know...

CKFES provides public education in the areas of fire safety, home safety, community health, public access CPR & Defibrillation, fire safety for children in schools, and overall risk and hazard avoidance.

CKFES provides prevention services through fire prevention and inspection in both homes and businesses making the community safer and preventing emergencies.

16,813 homes were visited during CHiRP program.

398 motor vehicle collisions were attended by CKFES.

CKEMS came in contact with **12,429** patients.

CKFES had **3,333** fire related calls – including structure fire/commercial fire calls, illegal burning and false alarms. 247 of these were working fires.

Goals

CKFES is an all-hazards community safety department with the responsibility to care for the community through prevention, public education and response. We protect from harm what matters most to our communities and its people. Careful coordination and overlap in all areas makes for a well-integrated and effective public safety and pre-hospital health care service. The cornerstones of our department are Public Safety and Service, Workplace Safety, Public Trust and Brand Integrity, Teamwork and Leadership.





Children's Services



provided financial assistance to more than 2,800 children for child care/early education programs



provided financial assistance to nearly 500 special needs children for community child care programs



Did you know...

We have **2,675** licensed centre-based spaces in Chatham-Kent, as well as **45** licensed home-based locations and **854** licensed school age spaces.

2,326 children were served using regular fee subsidy monthly.

1,068 children are currently waiting for childcare.

Accomplishments for 2016

CK Children's Services partnered with various community groups to better align services for families such as Special Needs Strategies.

We participated in various community events with a variety of community partners, including the Infant/Toddler Extravaganza in Wallaceburg; Learn, Share, Grow in Chatham; Family Literacy Day; National Day of the Child; Safe Treating at CK Safety Village and Positivity Day.

We participated in Babes and Books, a program that uses music, rhymes, reading and more to bring together babies and senior citizens, building both community and development skills in all ages.

We participated in Family Literacy day by providing books to families, distributed hats and mitts to families for National Day of the Child, participated in Safe Treating at CK Safety Village, purchased and bagged books to give to the child care centres for Positivity Day.

We supported Employment and Social Services by organizing sign-up clinics for the Canada Learning Bond.

Goals

We provide subsidies, support advocacy, and assistance to ensure that children in Chatham-Kent have a healthy, safe and happy childhood.

We ensure integration of special needs children into community child care programs.

We offer the A.L.L. for Kids Program (Activities, Lessons and Leisure), which helps with the cost for registering eligible children into recreational activities.





Employment & Social Services

-  **helped 1,757 individuals and families stabilize and secure housing** (1,618 in 2015)
-  **moved 351 individuals from homelessness to stable housing** (369 in 2015)
-  **reduced Ontario Works caseload from 2,962 (in 2015) to 2,850**

Goals

We provide services to increase wellness and independence, and reduce the effects of poverty for the people of Chatham-Kent.



Accomplishments for 2016

Ontario Works Caseload

Caseload numbers continue to decline with a 4% decrease from 2015. The average Ontario Works caseload for 2016 was 2,850 cases. This decline is similar to the decline in the unemployment rate for Chatham-Kent, which was 5.8% in November 2016, the lowest rate in the past 10 years. This is a positive statistic for Chatham-Kent, demonstrating the great work done by the Employment & Social Services Case Managers, the Employment Resource Centre Team and the Homelessness Prevention Team.

Employment Resource Centre (ERC)

In 2016, the CK ERC moved into a new, modern location in the downtown core of Chatham. This move allows the ERC to be co-located with the Chatham-Kent Workforce Planning Board and Adult Language and Learning Services, providing great synergies in one location. The ERC's mandate is to help people with employment, education, training and job referrals leading to self-sufficiency. There were 9,265 visits to the CK Centre in 2016 and an additional 4,846 visits to the Wallaceburg Employment Resource Centre, totalling 14,111 visits between the two sites.

Canada Learning Bond (CLB)

A Canada Learning Bond Community Committee was created to collaborate with community partners and municipal divisions in order to spread awareness of the Canada Learning Bond, a free federal grant for eligible families.

The vision of the committee is that "Chatham-Kent is a community that values learning: where everyone has the opportunity for post-secondary education", whose mission is "To make enrollment in the CLB a focal point to rally the community in promoting higher education."

In 2016, an additional 312 children signed up for the Canada Learning Bond. This is 25% of the children who are eligible to receive this benefit in Chatham-Kent, up from 23% in 2015.

Chatham-Kent Workforce Planning Board (CKWPB)

Throughout 2016, the CKWPB held many successful events. In celebration of Small Business Month, the CKWPB hosted a Dragon's Den style lunch called "Dining in the Den" to promote entrepreneurialism and the Microloan program. The CKWPB continues to gather and share labour market information.

Portable Housing Benefit for Survivors of Domestic Violence

In 2016 Employment & Social Services was one of 22 municipalities in the Province selected to pilot a Portable Housing Benefit for Survivors of Domestic Violence. This is a two-year pilot program that helps survivors of domestic violence access safe and affordable housing. This program will provide survivors of domestic violence waiting for a social housing unit a portable housing benefit so they can immediately find safe and affordable housing in their community. From September to December 2016, eight households were enrolled in this program and have secured safe and affordable stable housing in the community of their choice within Chatham-Kent.



Did you know...

25% of eligible children in CK are accessing free CLB RESP money.

There were **14,111** visits to the Chatham-Kent Employment Resource Centre.

Approximately **7,500** individuals and families in CK received Ontario Works.

Chatham-Kent Shelter Solutions program provided **\$813,103** in financial assistance to **1,757** households in CK ensure residents remained housed.

The Short-Term Housing Allowance Program provides assistance to low-income households. In 2016, 61 households were assisted. 93% of these households remained stably housed after the housing allowance ended.



Housing Services



928 people applied for Rent Geared to Income (RGI) (756 in 2015)



184 RGI applicants were successfully housed (258 in 2015)

Did you know...

CK owned and maintained **706** rental units.

On average, **1,365** households benefited from the 'rent geared to income' program.

Half of all housing requests were for one bedroom units.

The greatest demand for geared to income housing is for single adults age 16 to 49.

Accomplishments for 2016

In 2016, Housing Services completed a mapping exercise and business review to improve process and efficiencies, allowing for more time to be spent with tenants.

Tenant advocacy resulted in a significant reduction in evictions and an improvement in the maintenance of affordable housing.

Support of social inclusion events assisted in providing opportunities for tenants to improve their quality of life. Housing Services also provided space and tools necessary for tenants to grow their own food in community gardens thus encouraging outdoor activity and giving many shut-ins a reason to leave their housing unit.

Housing Services also offered opportunities for social interaction through activities and educational events hosted in the common rooms at each location, ranging from board games, picnics, cooking classes to specialized speakers relating to family and health matters.



Goals

Chatham-Kent Housing Services provides safe, affordable and inclusive housing in CK.

We advocate for prospective and existing tenants to give them a sense of well-being and increased self-esteem.

We develop partnerships with other agencies to expand housing to participation in social and educational events, removing barriers such as transportation and decreasing social isolation.





Public Health Services



3107 students (JK, SK and grade 2) in publicly funded schools received oral health screening



100% of tobacco vendors in CK were compliant with the Smoke-Free Ontario Act



a total of 1,480 restaurant, bakery, butcher shop and supermarket inspections were completed
(for results visit <https://checkit.chatham-kent.ca/>)



Goals

The Chatham-Kent Public Health Unit works every day to strengthen our community by helping to prevent the start and spread of outbreaks and disease, by promoting healthy lifestyles, and by protecting the health of Chatham-Kent through inspection and enforcement, public policy and community partnerships.



Accomplishments for 2016

Baby friendly Community Health Facility

The CK Public Health Unit received re-designation as a Baby friendly Community Health Facility. This international designation, launched by the World Health Organization and UNICEF, aims to give every baby the best start in life and is a globally recognised quality standard that acknowledges the health unit for offering an optimal level of care for mothers and infants.

Enforcing the Electronic Cigarettes Act

On January 1, 2016 it became illegal to sell or supply electronic cigarettes and component parts to anyone under the age of 19. Retailers and proprietors are required to post signs. Tobacco Enforcement Officers visited retail locations to distribute signage and educate them on the new legislation. Youth test shoppers visited retailers to ensure compliance. By the end of 2016 all vendors were in compliance with the new Act.

Chatham-Kent's Healthy Kids Community Challenge (Super Kids CK)

Super Kids CK encourages children to Run. Jump. Play. Every Day. This challenge focuses on physical activity through active outdoor play, sport, active transportation, and structured activities. Free skates and swims, funding for ALL for Kids and other agencies, play packs, social media training for community organizations and physical literacy training for early child educators and teachers were provided through this initiative.

Healthy Kids Community Challenge 2016, the second year of the challenge, was themed Water Does Wonders and encouraged families and children to avoid sugary beverages and to drink more water.

Immunization 2020

The provincial government announced Immunization 2020, strengthening the publicly funded immunization program. In the first year of the plan, access to the HPV vaccine was expanded to grade 7 boys and to people 26 years of age and younger who identify as gay, bisexual, as well as men who have sex with men, including transgendered people. Changes also included the provision of the shingles vaccine to adults 65-70. All of this has made for a busy 2016 for public health nurses administering immunizations in schools and at in-house clinics.



Did you know...

Over 4000 lbs of fresh, local produce was delivered to 21 schools, reaching over 4900 students with our Farm to School program.

We launched a weekly quit smoking clinic. Want to quit? You may be eligible for FREE support to quit smoking through the health unit.

We provided 4055 grade 7 and 8 students with hepatitis B, Menactra and HPV immunizations.





Seniors Services



95% of residents and their families are satisfied with the care they received (97% in 2015)



99% of permanent beds were full (99% in 2015)



Goals

We strive to provide exceptional, resident-focused care while respecting and protecting those who call Riverview Gardens their home.

We strive to improve care and services for seniors and those requiring long-term care in the community by networking with other health care agencies and organizations.

Did you know...

317 permanent beds and 3 respite beds were available to residents.

97 new residents came into our care.

1,000 snacks and meals were provided every day.

65,000 lbs. of laundry were washed every month.

71% of residents were over the age of 80.

Accomplishments for 2016

Municipal Support for the Senior Advisory Committee was transferred from Seniors Services to the Chatham-Kent Public Health Unit late in 2016. This transfer better supports the goals of the Senior Advisory Committee and helps promote collaboration between the Age Friendly Advisory Committee and the Senior Advisory Committee.

Riverview Gardens celebrated its 10th anniversary in 2016. An open house was held and memories were shared. At this event, Riverview Gardens received the Reader's Choice Long Term Care Home of 2015 award by the Chatham Daily News.

We provided assistance to residents requiring financial support for admission to Long Term Care through the subsidy processes.

We were also able to reduce the use of anti-psychotic medications by almost 20% between 2015-2016 through the collaboration of medicine, nursing and pharmacy.

Resident transfers to the emergency room for assessment remained below the Erie St. Clair LHIN average.





Infrastructure & Engineering Services



16,812 mt or 35% of waste was diverted from landfills (16,009 mt in 2015)



Chatham-Kent has 20% of all municipal drains, 5% of all bridges and less than 1% of the population in the Province of Ontario.

Did you know...

Asset Management Team takes care of over **1 million** square feet of buildings.

Public Works spent **19,905 hours** on grass cutting (not including contractors)

Inspected a total of **3,471 km of roadway** within CK

Inspected over **850 bridge structures** throughout CK

Accomplishments for 2016

ENGINEERING

Parry Bridge Restoration Project

The Parry Bridge restoration called for extensive rehabilitation of the structure, which resulted in temporary lane closures as well as a period of full bridge road closure. There was minimal impact to pedestrians as the sidewalks were able to remain open for almost the entire duration of the project. The project was completed on time and on schedule.

Kent Bridge Road Emergency Repairs

A transport truck travelling over the Thames River bridge on Kent Bridge Road suffered a drive shaft failure which punctured the fuel tank and spilled several hundred litres of diesel fuel.

The Engineering Division along with Public Works and local contractors were able to complete necessary emergency repairs including waterproofing, milling and repaving of the bridge and other affected areas. The bridge was reopened to vehicles within 3 weeks of the incident.

PUBLIC WORKS

Public Works reduced overtime by \$288,000 in 2016 compared to 2015.

The number of Active Citizen Requests has been reduced to 6,728 requests, a reduction of 575 compared to 2015.

WASTE MANAGEMENT

To celebrate National Waste Reduction Week in October, Waste and Recycling Services and Progressive Waste Solutions partnered to provide free recycling boxes and a reusable bag to residents at events held at the Harwich Transfer Station and the Wallaceburg Public Works Yard. Participation far exceeded expectations and resulted in 4,738 recycling boxes being handed out which equates to approximately 2,369 households receiving new larger recycling bins for their recyclables.

Despite poor weather, the annual household hazardous waste day event was a big success based on the 1145 vehicles that delivered hazardous waste to the locations in Chatham, Tilbury and Wallaceburg. Waste and Recycling Services invested more money in advertising for the event and it clearly worked.

Record high volumes of leaf and yard waste were received at the nine municipal leaf and yard depots including the Chatham Depot which serviced nearly 28,000 visitors or more than 100 cars per operating day. As a result, staff worked with Engineering staff to increase the site's capacity by 34% in anticipation of similar volumes in the future.

AIRPORT

The Chatham-Kent Airport increased its flight operations to 6,756 movements, an increase of 602 compared to 2015.

FLEET SERVICES

Fleet Services during 2016 expanded the number of vehicles with AVL (Automated Vehicle Location) in an effort to monitor vehicle patterns and report efficiencies and financial savings where possible with vehicle tracking.

An additional \$1.9 million worth of equipment above standard annual amounts was purchased to bring the fleet closer to full lifecycle. In doing this, economies of scale in purchases as well as maintenance savings were realized which will continue into the coming years. In 2016 Fleet Services began a process with all user departments to achieve the best possible utilization of equipment. This process is ongoing into 2017 and a full report is being developed to bring the entire Fleet inventory closer to full lifecycle in the next two years.

The Fleet group is moving towards new state of the art equipment with all new capital purchases. An example of this would be the four new graders which no longer have steering wheels but are driver controlled with "Joysticks".

Did you know...

1,145 vehicles delivered household hazardous waste to one of three locations.

28,000 vehicles dropped off leaf and yard waste to the Chatham Depot.

36,004 households now use garbage toter carts to dispose of their household waste and keep our communities cleaner.

Chatham-Kent residents generated 30,818 metric tonnes of garbage in 2002 versus **25,905 metric tonnes** in 2016.

The percentage of waste diverted away from landfill by the community in 2016 was approximately **35%**.

Infrastructure & Engineering Services

PUBLIC WORKS

Gravel Road Resurfacing
Applied 181,000 tonnes of aggregate to over 595 km

Applied 450 tonnes of cold mix to potholes

Repaired/replaced 80 culverts

Repaired 181 water main breaks

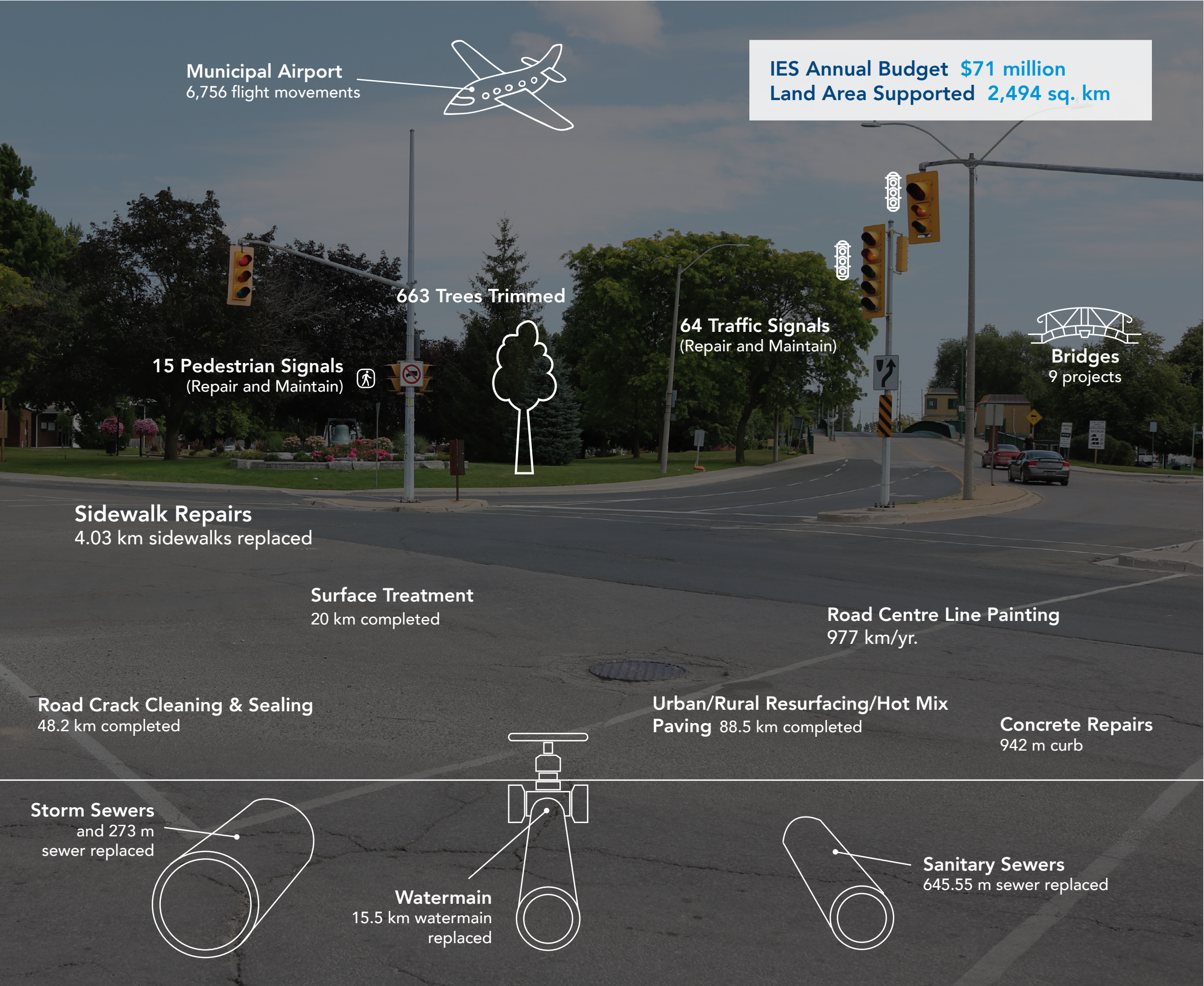
Replaced 1,455 signs

ENGINEERING AND TRANSPORTATION SERVICES

Managed 29 lifecycle/capital projects (see photo)

Transit Boarding

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



ASSET MANAGEMENT AND DRAINAGE

\$1 million spent on building lifecycle projects

\$2.4 million spent on utilities

Repair and maintenance of 670 municipal vehicles

582 drainage maintenance projects and 49 capital drainage projects

WASTE MANAGEMENT

Weekly garbage collection from 36,004 households

Operation of 8 rural transfer stations

4,738 recycling boxes distributed - 36,004 households use the new tote



Finance, Budget and Information Technology Services

Accomplishments for 2016

We continued with the development of taxation software to maximize efficiency and provide self-service to ratepayers.

We also implemented an electronic filing system for property tax accounts to enhance access to information, including the redesign of the pre-authorized payment filing system in accordance with retention by-laws, which decreases physical storage space and provides efficient customer service.

Working in conjunction with other departments, we put into place new and existing software with a goal to more effectively and efficiently process payments, enabling more value-added analysis.

Integrating Services

The Information Technology Services team worked with the Municipal Public Works and Public Utilities Commission to integrate the Ontario1Call and our internal work order system to automate the processing of over 35,000 annual locate requests. These departments are now able to meet legislated requirements efficiently and Ontario1Call (Call before you Dig) requests are processed and tracked to ensure the public request is resolved within the required service level.

Consolidation and Digitization of Data to Streamline Business Processes

The Information Technology Services department worked with the Legislative Services team to consolidate municipal property information across the Municipality and across business units to support the Request for Proposal (RFP) for all Municipal/PUC snow plowing requirements. This supported corporate goals of providing services in the most efficient and effective manner.

Information Technology Services also worked with the Public Utilities Commission to implement an Emergency Compliance Analysis Application. This assists the PUC in managing water related services and ensures that residents are notified in the event of a water related emergency.

Data Refresh of OPP/Municipal 911 Dispatch System

Information Technology Services worked with Police and Fire Services to provide data and analysis for 911 dispatch and its effort to enhance response time, and facilitate situational awareness for decision-making.

Standardization of Technology through Strategic Direction and Implementation

Information Technology Services deployed public access computer devices for Library Services, Employment and Social Services and Economic Development. New mobile devices were deployed for Fire Services, Public Works, Engineering and Building and Planning Services.



Chatham-Kent Council finalized the 2016 budget and approved a 1.99% tax impact. The tables on the following page give a high level overview of where the process started and what Council approved.

Did you know...

687 income tax receipts were issued for donations valued at \$203,610.

362 public projects were undertaken resulting in the need for tenders and quotes.

\$240,000 in property tax rebates to charitable organizations

ITS supports **109** locations and over **56** businesses in technology related support items.

There were over **600** unique software applications on our computers. Each of these must be evaluated, configured and deployed to end users.

There were over **1 million** Public Web Portal Sessions, just under 500,000 users in 2016.

Goals

- To develop and maintain process controls.
- To provide administrative support to assure optimal cost, quality, accountability and objectivity.
- To manage the sale of properties, surplus to municipal needs, leading to a decrease in the maintenance and liability costs to the Municipality.





Finance, Budget and Information Technology Services

Municipal Operations:	Tax Impact	
	Tabled	Approved
Municipal departments (less service reductions)	1.58%	1.47%
Police Services	0.38%	0.38%
Infrastructure Renewal (Asset Management Plan requirement & phase-in)	1.0%	.50%
Legislated Changes	0.33%	0.13%
Community Initiative Fund	0.0%	-0.49%
TOTAL	3.29%	1.99%

Indicator	2015	2016	Target
Outstanding Debt as % of Own Source Revenues	48.8%	42.6%	< BMA Group Avg, Current 40.4%
Financial Position - Net Assets (Liabilities)	45,355,393	71,565,538	> 0
Assessment Growth	0.89%	0.73%	>1%
Reserve to Debt Ratio	1.33	1.48	>1.0
Unpaid property taxes as % of current year levy	6.76%	6.92%	<10%
Debt as % of Debt Capacity (set by province)	26.4%	25.8%	<80%



Legislative Services



building permits value increased by 3.965% to \$90,539,511 in 2016 (\$87,086,136 in 2015)



number of building permits increased by 6.475% to 1,003 in 2016 (942 in 2015)



Did you know...

CK has \$1.44 of reserves for every \$1 of outstanding debt.

CK's net financial assets have improved from -\$69.2M in 2010 to \$71.5M in 2016.

The Province of Ontario sets a debt limit for every municipality. Chatham-Kent is currently at 25.8% of that debt limit.

Unpaid taxes represented 6.92% of the annual levy at the end of 2016.

Assessment Growth in 2016 was 0.73%.

Did you know...

6,325 completed building inspections.

1,113 permits were issued.

763 by-law enforcement issues were investigated.

10,000 dog tags were sold.

Council passed approx. 300 by-laws.

13 properties were sold, creating \$97,475.44 in revenue for CK.

140 claims were closed and 185 new claims were opened.

Goals

Partner with the community in achieving the goals of safe and efficient construction for all buildings in CK.

The Legislative Services Department is comprised of the Legal Services, Municipal Governance, Building Development Services and Planning Services divisions. In May, 2016, Planning Services became responsible for processing, reviewing and providing recommendations to Council and the Committee of Adjustment regarding all development applications under the Planning Act.

Accomplishments for 2016

Provided input for appointment of CK's first Integrity Commissioner, an important action in terms of CK Plan 2035's goal of open and transparent government.

Acted as fundraising coordinator for new Chatham Animal Shelter, an endeavour with a \$1.5 M target.

Researched recent changes to Election Act for 2018 municipal election including ranked ballots. December 12, 2016, Council approved the existing first-past-the-post election model for the 2018 municipal election be maintained.

Building Development Services is tasked with ensuring that structures in CK conform to municipal bylaws to ensure a safer community. More than 700 by law enforcement issues were investigated by 7 building inspectors. They face the challenge of ensuring that the \$90 million plus in construction undertaken in CK last year is undertaken in compliance with all municipal and provincial safety regulations and standards.

Did you know...

2223 legal trials were held at the POC.

There were 12,787 Part 1 tickets and 1009 Part 3 tickets filed at the POC by Police forces.

Planning Services reviewed and approved 18 site plan applications which represented 100,000 sq. ft. of new non-residential development.

Municipal Governance processed 57 Freedom of Information requests.



Legislative Services
2016 At-A-Glance

LEGAL

Collected approximately \$500,000 in fines through the Provincial Offences Court. This benefits the community by generating revenue and acts as a deterrent which enhances public safety and contributes to justice.

Provide legal advice to Council, Mayor and related corporations which helps protect the financial resources of the Municipal corporation and contributes to all of Council's Directions.

Legal Services drafted or reviewed 343 contracts in 2016. Accurate and comprehensive contracts negotiated in the Municipality's favour ensure that the CK does not suffer financial losses resulting from the actions of third party suppliers or other organizations.

PLANNING

Core services provided by Planning Services are Long Range Policy Planning, Development Review/Planning Approvals and Heritage Planning.

Reviewed 150-200 planning application, including land severances, minor variances, site plans, subdivisions, official plan and zoning by-law amendments.

Entered into a contract with the Upper Thames River Conservation Authority to perform legislated risk management services under the Clean Water Act, 2006.

MUNICIPAL GOVERNANCE

Pet & Wildlife Rescue (PAWR) was awarded the contract for Animal Control Services for Wards 2 & 6 in late 2016.

Implementation of governance changes through updates and amendments to the following by-laws: Council Procedure By-law, Delegation of Authority By-law, and updates to the policies pertaining to Code of Conduct from Council Members and the Integrity Commissioner.

BUILDING

The goal of the Property Standards By-law is to ensure the safety of citizens and the esthetic desirability of the the entire community.

Building Development Services works with those constructing buildings to ensure that buildings meet the requirements of the Ontario Building Code, zoning and by-law enforcement. Safety of construction is of paramount importance in order to protect the safety of the public.

Have faced challenges with the retention and recruitment of qualified Building inspector/by-law enforcement officers immediately due to a combination of normal employment turnover and changes in provincial legislation regulating the position.





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