

Municipality Of Chatham-Kent

Chief Administrative Office

Corporate Initiatives

Information Report

To: Mayor and Members of Council

From: Amy Wilcox, FCPA, FCMA, PMP
Manager, Corporate Initiatives

Date: May 10, 2021

Subject: Corporate Annual Report 2020

That Council receive this report for information.

Background

The Annual Report is a comprehensive report on a company's activities throughout the preceding year and is intended to give Council and the citizens' information about the Municipality's activities.

Annual reporting provides opportunities for public access to reporting mechanisms and helps meet the information needs of both local governments and the public by promoting greater understanding of municipal responsibilities and priorities. The philosophy behind the annual report is that providing citizens with better information makes for enhanced citizen engagement and transparency. Implicit in this principle is that greater accountability will lead to the promotion of better services and continuous improvement in service delivery, as well as improving taxpayer awareness and knowledge of municipal services.

Consistent with the principle that municipalities are accountable to the public, the Annual Report is another means of communicating progress to Council and the community.

Comments

Transparent reporting has become crucial for public sector organizations. More than ever, municipalities must ensure their activities add value and work towards achieving the goals as outlined in CK Plan 2035 and Council's Term Priorities. The Annual Report provides the Municipality the opportunity to report on the progress on these priorities and the ability to share non-financial information with Council and the community.

The Annual Report has been prepared and will be presented to Council and posted on the Municipal website.

Consultation

The Annual Report was reviewed and is supported by the following members:

1. Chief Administrative Officer
2. General Manager, Community Development
3. General Manager, Corporate Services
4. General Manager, Community Human Services
5. General Manager, Infrastructure and Engineering
6. Chief Financial Officer, Finance, Budget and Information Technology Services
7. Fire Paramedic Chief, Fire and Emergency Services

Financial Implications

There are no direct financial implications resulting from this report. The Annual Report provides a means for Council and the community to assess the Municipality's progress.

Prepared by:

Reviewed by:

Amy Wilcox, FCPA, FCMA, PMP
Manager, Corporate Initiatives

Don Shropshire
Chief Administrative Officer

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2020.docx

ANNUAL REPORT 2020

www.chatham-kent.ca

NEVERTHELESS WE PERSISTED

Stronger & More Resilient



Mayor
Darrin Canniff

From the **Mayor**

One of the best parts of my job as Mayor is being a cheerleader for Chatham-Kent. At first glance, it's easy to think we didn't have a lot to celebrate in 2020, but that would be wrong.

It's been said you never really know your character until it's been tested. This year we were tested – and we faced those challenges successfully. In each case, when faced with adversity, we came together as a municipality and a community.

We started 2020 with a state of emergency, as the high water levels of Lake Erie continued to pound away at our south shore. We successfully rehabilitated the dike along Erie Shore Drive and we will continue to press upper levels of government to bring forth resources to do what is best for Chatham-Kent and its residents.

Less than a month later, COVID-19 became our second emergency, testing both our ability to deliver municipal services, as well as the will of our community in the face of a deadly pandemic. We responded by redeploying municipal employees to where they were needed most and adjusted services when we could. Our community stepped up with efforts such as The Gift and the May 16 Miracle, showing Chatham-Kent is second to none in taking care of each other.

As we continue to emerge from the pandemic, we do so stronger and more resilient. We will help each other recover and continue to make Chatham-Kent the inclusive, progressive and caring community we want it to be.

I am proud of my hometown, now more than ever.



Mark Authier
Ward 1



Michael Bondy
Ward 6



Anthony Ceccacci
Ward 2



Marjorie Crew
Ward 6



Joe Faas
Ward 4



Amy Finn
Ward 6



Aaron Hall
Ward 5



Melissa Harrigan
Ward 1



Karen Kirkwood-Whyte
Ward 6



Mary Clare Latimer
Ward 2



Jamie McGrail
Ward 4



Brock McGregor
Ward 6



Carmen McGregor
Ward 5



Steve Pinsonneault
Ward 3



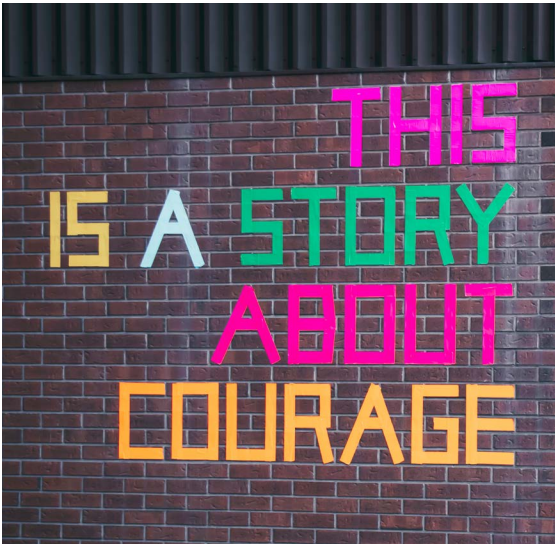
Doug Sulman
Ward 6



Trevor Thompson
Ward 2



John Wright
Ward 3



A Brighter Tomorrow



Chief Administrative Officer
Don Shropshire

From the **CAO**

This year presented unparalleled challenges both locally and globally. Each of us was tested in ways we never would have considered before the COVID-19 pandemic.

The Municipality of Chatham-Kent was no different. Our employees were faced with the task of providing more than 100 services in the face of the greatest global health threat in a century. Our employees came through impressively.

Except for responsibilities we could not perform due to public health concerns, we continued to provide services such as repairing roads, removing downed trees and fixing water main breaks.

We continued to provide housing to as many people as possible. We helped those in need find food, shelter and a wide variety of social support.

Fires were extinguished. Those who needed transportation for medical care received it. Our streets and roads were patrolled and protected by police. Hundreds of municipal employees were redeployed to help in long-term care, short-term shelters and assist Public Health with increased demands. Our employees showed the same kind of resilience as our community.

We should be proud to live in Chatham-Kent, as we turn the corner toward a brighter tomorrow.

A handwritten signature in black ink that reads "D Shropshire".



Mission

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

Vision

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

2020 Annual Report

CKPLAN2035 Progress Summary

In 2017, Council cast a vision to make Chatham-Kent a welcoming, healthy, prosperous community that is culturally rich and naturally innovative. As a way to accomplish this vision, they adopted a new plan for the future, **CK Plan 2035**, an 18 year plan to take Chatham-Kent into the next generation.

This report highlights the strategic priorities found in **CK Plan 2035** and Council Term Priorities for 2018-2022 and showcases the progress that has come from these initiatives in 2020.



Council Strategic Priorities



Economic Prosperity

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



Healthy & Safe Community

Chatham-Kent leads in healthy public policies and is one of the healthiest and safest communities in Ontario.



People & Culture

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



Environmental Sustainability

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

Guiding Principles



Financial Sustainability



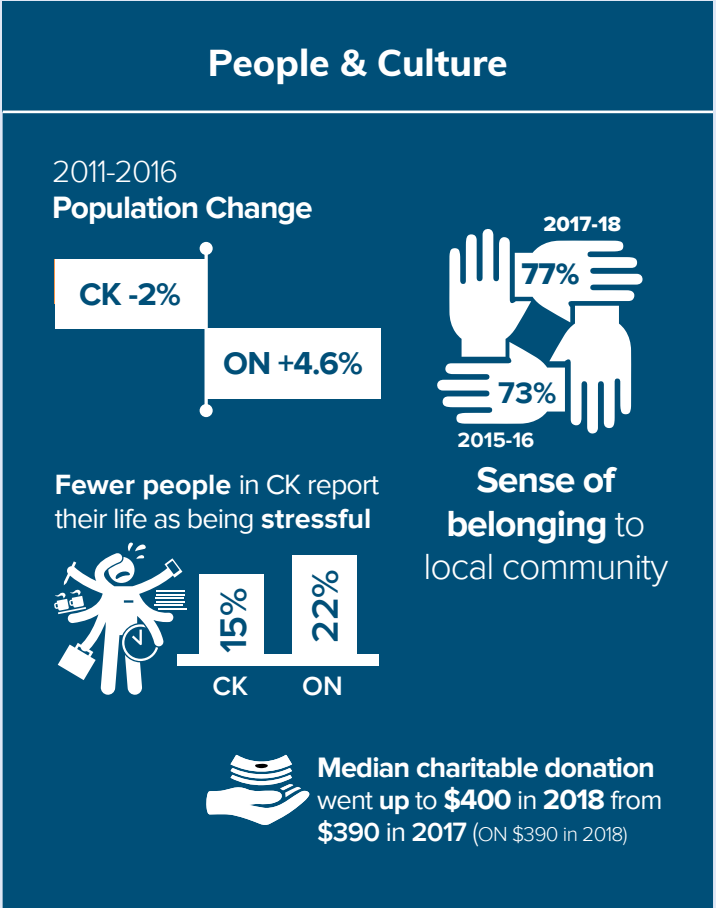
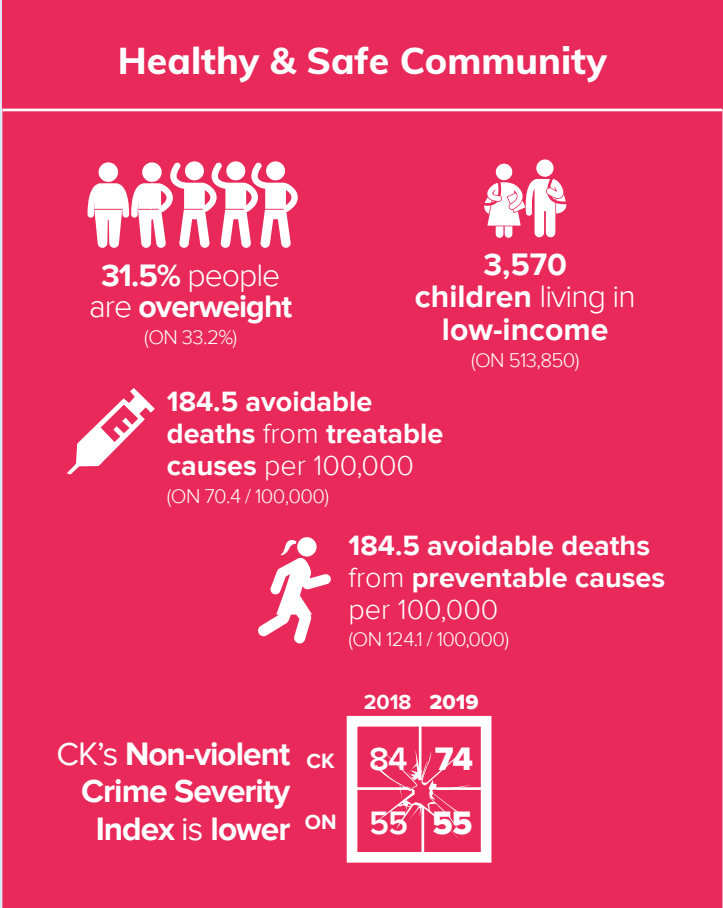
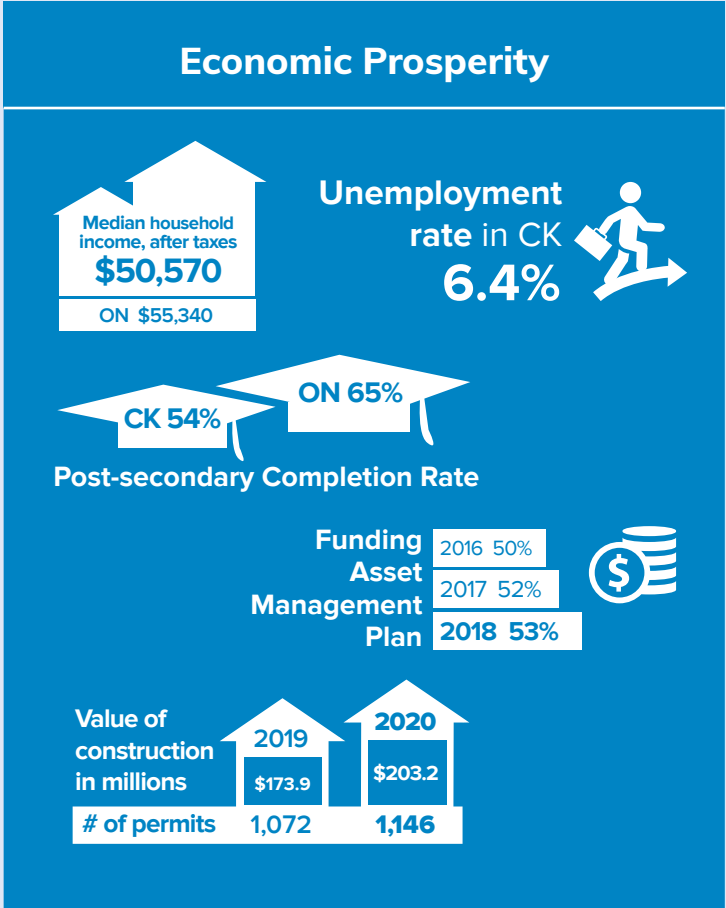
Open & Transparent Government



Resiliency

2020 Annual Report

CKPLAN2035 Progress Report



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



“ We have been accelerating our efforts to streamline processes and the challenges of COVID-19 really put us to the test. ”

I am proud of the work my team put in to support local business and plan for growth in 2020. The ability to adapt to a busier year in the face of a pandemic proved the value of my group's plan to eliminate red tape and seek continuous improvements.

We have been accelerating our efforts to streamline processes, and the challenges of COVID-19 really put us to the test.

I'm very proud of our planning, building and economic development teams. We continued to operate and offer full services at a time when some other municipalities did not.

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

The new Chatham-Kent Community Improvement Plan was approved by Council in 2020 as an aggressive tool to encourage development initiatives and stimulate new investment by offering tax assistance

and other grants to large apartment and affordable housing projects, along with new commercial and industrial builds.

The number of planning applications are up significantly. Building permits worth more than \$202 million were issued, including 273 new residential permits valued at nearly \$100 million. In addition, we are seeing different types of housing developments come forward, such as apartments.

The last two years have been strong from a residential standpoint. The number of residential permits and value compared to 2018 has doubled and we processed them at a time when we couldn't deal face-to-face for most of the year.

At the same time, economic development officials pivoted to provide assistance to business sectors that faced unprecedented restrictions in how they operate. We are the most local form of government so the business community turned to us right away. Several initiatives were undertaken by the Municipality to try to mitigate the effect of COVID-19 on Chatham-Kent small businesses.

The team has provided training and support, and processed \$805,500 in grants since the beginning of COVID-19. These grant dollars are helping our local businesses with PPE, digital transformation and seed money for new and expanding small businesses. In addition, we have directed local businesses to government programs that help with rent, employee benefits and other operating expenses. At the same time, staff conducted more than 120 meetings with individuals considering starting a new business.

COVID-19 made 2020 a difficult year for our attraction and tourism strategic plans. These teams worked hard to strategize and focus on offering direct support to local operators and promoting local tourism within social guidelines.

Over \$90,000 in funding from the Federal Economic Development Agency helped launch a "See You in CK" hyper-local campaign to encourage residents to safely explore their community. To directly support operators, 300 COVID-19 toolkits were distributed, and the "Dream Day in CK" contest injected \$10,000 into local tourism-oriented businesses.

The Resident Attraction team worked hard to promote Chatham-Kent as an excellent community in which to live. They launched "Work Anywhere, Live CK" campaign to encourage remote workers to relocate and distributed 260 welcome packages to potential newcomers.

We've moved into 9th place on U-Haul's Canadian Growth Cities list.

We want our young people to stay here. We want to attract new residents and talent. Efforts in this area are fundamental to our vibrancy, survival and growth as a community.

In 2021, additional work will begin on other initiatives to appropriately plan for growth over the longer term, such as a review of development charges, specific development areas and the Municipality's Official Plan, which directs decisions on land use over time.

Bruce McAllister
General Manager
Community Development



Economic Prosperity

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

Supporting Local Business during a Global Pandemic

Adapting to the changes COVID-19 brought to Chatham-Kent, we worked hard to eliminate red tape and provide support to our local businesses.

- ❖ Applied and received grants to help supply local business with personal protective equipment (PPE) so they could meet the provincial requirements for safe operation under unprecedented restrictions.
- ❖ Invested in digital transformation and provided resources for new and expanding small businesses throughout our community.
- ❖ Implemented the Council-approved Growth Strategy to support enhanced quality of life in Chatham-Kent through increases in population, jobs and new tax assessment.
- ❖ Offered tax assistance and other grants to large apartment and affordable housing projects, along with new commercial and industrial builds as a result of the Community Improvement Plan approved by Council.

6.4%

unemployment rate



120+

prospective new business consultations



Secured **\$806,000** in government grants to distribute to local businesses



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



5,942

building inspections



1,146

building permits



“Chatham-Kent will be stronger on the other side of COVID-19.”

That hopeful phrase is a combination of gratitude, admiration and pride in the community as Chatham-Kent navigates through the ongoing pandemic.

Our employees have been getting up each day, getting things done and getting through. Time seems to be irrelevant. It's hard to know what day it is. They all seem to be the same whether you are a student with online learning, a mom with a new baby, a grocery store clerk or a municipal employee providing much needed services to our community.

It's been day after day, seven days a week. It is not only the people I work with, the entire community has pulled together. Every single one of us in Chatham-Kent has been impacted by COVID-19 in some way.

If nothing else comes out of COVID-19, we have realized we are better together. We can't do this alone. It took not only municipal efforts but collaboration with multiple community partners to deliver much needed services.

During the first wave of the pandemic, the initial message was for people to stay home. I know it's hard to stay home when you don't have a home. Our staff and our community partners came to the table very quickly, opening a shelter in under two weeks.

The Emergency Rapid Re-housing Program is still running 24/7 with between 30-50 individuals sheltered each night. It's intense and hard work, but sad at the same time. We are often the last hope for people needing services, but it is so rewarding when staff are able to work with people as they secure permanent housing.

Staff at Riverview Gardens long-term care home are a passionate bunch, as are the staff working in each of Chatham-Kent's long-term care and retirement homes. It takes a tremendous amount of diligence and dedication to keep all their residents safe and well cared for.

Staff from the Chatham-Kent Public Library were redeployed to assist at Riverview Gardens and in the temporary homeless shelter. They put their programs on hold to ensure some of our most vulnerable were taken care of. For that I will forever be grateful.

Public Health staff have been working seven days a week and are missing family time to ensure the community is safe. Our case management and contact tracing staff are leaving no stone unturned. All Public Health staff, regardless of discipline, have stepped in to assist with the pandemic. This will continue well into the future as we are set to begin the largest vaccination program in our lifetime.

Staff dealing with housing issues and those who work in our Child Care and Early Years program have had to find new ways to work. Mobilizing emergency child care, working with our partners and finding ways to deliver programs in a virtual way have all taken a great deal of creativity and dedication.

The collaboration that happened in 2020 was heartwarming. Everybody put their own agendas aside and came together for a common purpose. Working to ensure nobody was left behind, United Way brought community partners together. Gaps in services

were identified and duplications streamlined.

The ability of different groups and agencies to come together with a common goal may be the lasting legacy of COVID-19.

It was a long, hard year, and on the other side of COVID-19, Chatham-Kent needs to be better than normal. The foundation for that effort is the community.

Every single day, people in Chatham-Kent get up, they go through their day and they continue to support each other. We need people to take care of people – that will never change.

Dr. April Rietdyk
General Manager
Community Human Services

“**The business of emergency service did not change. We just changed the way we did business.**”

Only weeks after I assumed the position of Chatham-Kent Fire Chief, I was faced with a pair of challenges that would both change and reaffirm the role of first responders in our community.

I was named chief at the end of 2019 and it wasn't too long before we were involved in Erie Shore Drive. Unlike a fire, this was a slow-moving situation but you could see it coming. Once the State of Emergency was declared there wasn't any time to lose.

Within 48 hours of being notified of the potential dike failure, emergency personnel had visited more than 400 homes along the roadway and in Eriean.

Everybody was doing their part preparing residents and ourselves for the worst. The most difficult part was letting those residents in harms way who understandably couldn't leave that there was the potential firefighters may not be able to help them. It was 18 or 19 hours per day and we assisted in relocating some vulnerable people.

Shortly thereafter, there was a meeting of fire station chiefs at which it was disclosed that a crew had attended a case of what became COVID-19 just before the pandemic was declared. People were genuinely frightened. At that point no one knew just how transmissible the virus was.

Working with EMS colleagues, Chatham-Kent fire chiefs were faced with a “herculean task” of rewriting procedures, criteria, risk assessment, training and securing Personal Protective Equipment that would meet COVID standards to keep firefighters and those they serve safe.

We had what we needed to move forward within three days. It was inspirational and it happened due to an immensely talented team of chiefs and cooperation. It cemented our relationship with EMS. We relied on them heavily.

My group was faced with a real issue. What if we lose a quarter or half of our members –what do we do? Emergency services we were in contact with across North America were in the same situation with some completely isolating senior staff.

Through it all we showed up to every single call, we continued our help of vulnerable people and

we had one of the lowest sickness levels in some time. Everyone did their part and I couldn't be prouder.

The role of career and volunteer firefighters was inspirational. They came in, went on calls and went back to their families.

When you're done at a fire scene you can go back to the station and decontaminate, but if you've been exposed to the virus you can't decontaminate. With that in the back of their minds, they did their jobs and served the community.

Community fire safety messaging continued, in a different fashion. We aren't doing the CHIRP cold call door knocking but we are available for service if asked. We held virtual fire station tours, did virtual classroom visits, brought in the NARCAN program, rewrote training manuals and even opened a dedicated training centre although we can't use it due to COVID.

I actually think that when we come out of COVID we will be stronger. The business of emergency service did not change. We just changed the way we did business.

Chris Case
Fire Chief
Fire & Emergency Services



Healthy & Safe Community

Chatham-Kent leads in healthy public policies and is one of the healthiest and safest communities in Ontario.



Ensuring a Safe Community for All Residents

COVID-19 brought unique challenges, allowing us to work with members of the community to ensure Chatham-Kent stays strong now and for the next generation.

- Opened and operated the emergency homeless shelter in under two weeks.
- Operated the Emergency Rapid Re-housing Program, helping people find permanent housing solutions.
- Collected a variety of personal protective equipment from community members and groups for distribution among medical and vulnerable workplaces in Chatham-Kent including:

Gloves	33,950
Masks	19,831
Face Shields	744
Ear Savers	100
Intubation Boxes	25

469

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



423 home visits were conducted by Chatham-Kent Fire Services during the Erie Shore Flooding



260 individuals were helped to secure **permanent housing**



220+ virtual programs and videos were offered through web and social media platforms



1,410 families participated in **Camp in Box**



“ This year, filled with the COVID-19 pandemic on top of a dangerous environmental emergency, is one we will never forget. ”

On February 29, 2020, Council declared a state of emergency along the shores of Lake Erie due to the possibility of a catastrophic dike collapse along Erie Shore Drive.

Municipal review of the dike showed weaknesses that were confirmed by independent engineering reports. A detailed study showed a 40% chance the dike could collapse. Such an event threatened human life, dozens of homes, 1,600 acres of farmland and the village of Erieau.

With the record high water levels, we became increasingly concerned with the forces and damage to the dike structure. To confirm our calculations, a second opinion was sought from an industry expert who had global experience in this type of situation.

The task of relocating residents from their homes began promptly following the report. We had incredible support from our colleagues in engineering, housing, police and fire services who mobilized efforts and enabled people to evacuate the area. Local businesses and residents also stepped up by providing moving trucks, meals, construction material, equipment and storage. The community really came together in a time of need.

Construction began immediately following the road closure on March 9. Municipal staff began the task of shoring up the dike to prevent a collapse.

This work was very dangerous and time sensitive. On two occasions, we had to shut down operations to ensure the safety of our employees. The wind was incredibly strong, the area was flooding and the ground was shaking from the pounding waves.

Timing was of the essence as the structure was at risk of failure under the current conditions. Immediate action was required. We found the skills internally and purchased the necessary equipment to do all the work in-house.

Four days after the project began, the Municipality declared its second state of emergency due to the COVID-19 pandemic. The pandemic added another challenge

to the project. We had to quickly determine a way to get the job done safely in the new world of COVID-19. At that time, there was little information on the virus. This added to the complexity of an already challenging situation.

The skills, ability and professionalism of municipal employees allowed for completion of the work ahead of schedule and under budget. We had projected it could take six weeks to complete shoring up of the dike.

There are variables in any project that can cause delays. In this case, the weather was a primary concern. Construction material delivery was also a huge risk that we were able to overcome thanks to the support of our local landfill company.

The work was completed on March 27. We finished on a Friday and a major storm hit Sunday. We were very fortunate.

The completion of a project of this magnitude with a team of dedicated professionals, ahead of schedule and under budget, is a highlight of my career.

I am very proud of our team. It is amazing what can be accomplished when everyone works together for a common cause. The experience, skill and dedication of our municipal staff is something I will always remember.

Thomas Kelly
General Manager
Infrastructure & Engineering Services

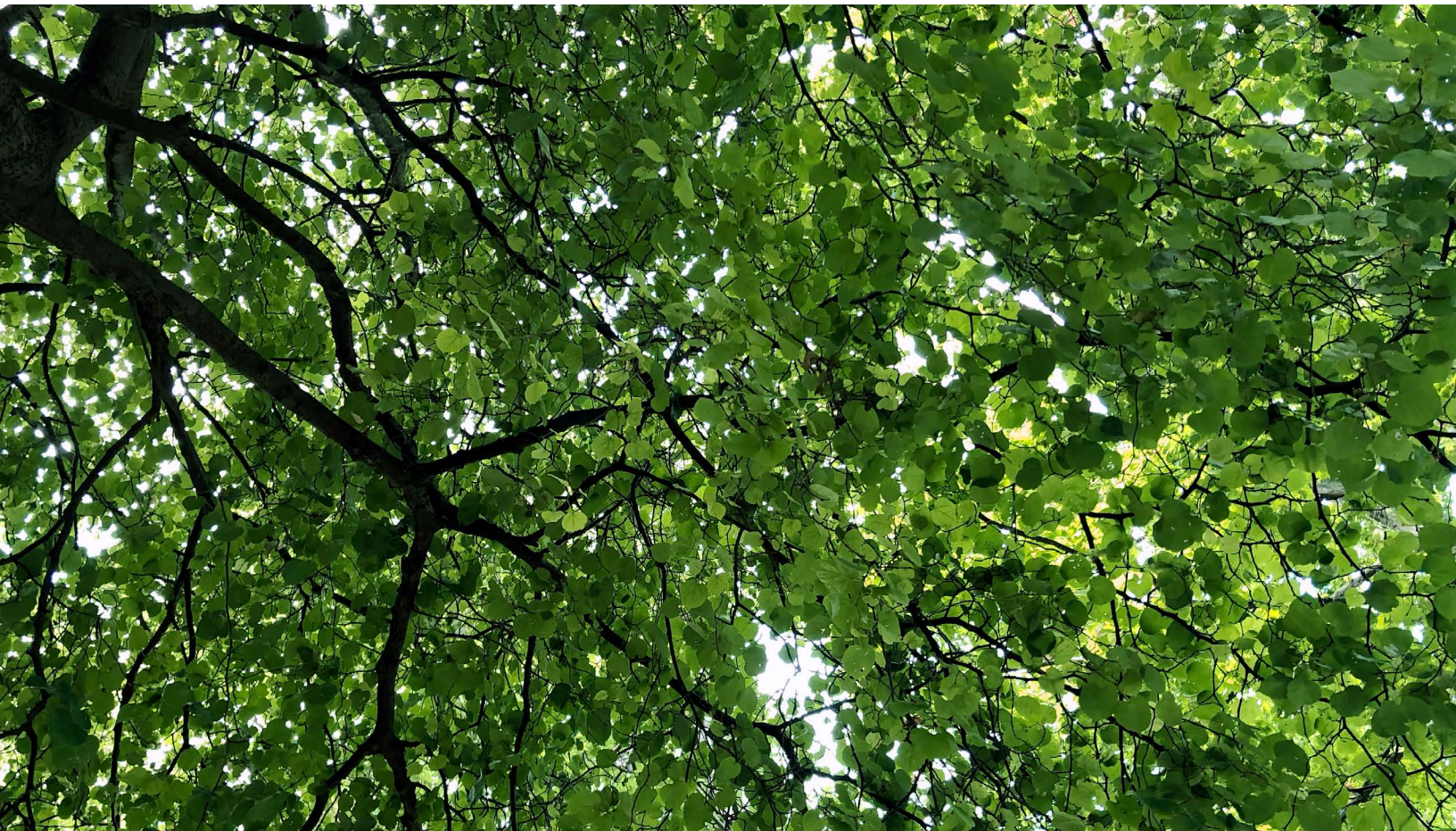


Environmental Sustainability

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

Protecting Ecosystems and Investing in Our Land

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



63,218 trees were planted in partnership with the Lower Thames Valley Conservation Authority



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



Joined the **Partners for Protection Program**, a national program that provides guidance and support for municipalities to develop and implement climate action plans.



“ We had to make a very quick pivot to ensure our employees could be productive so our community could still count on us. ”

The best indication of how successfully Chatham-Kent's financial and information technology sectors navigated the COVID-19 crisis is that virtually no one inside or outside of the municipality noticed any interruptions in services. We're like a hockey referee. If you don't notice us, it means we're doing a good job.

The expectation in today's society is that the transfer of and access to information is virtually instantaneous. If a web page takes three seconds to load, we all think that's too slow. If we can't call up a report in the blink of an eye, there must be something wrong with the system. That expectation put pressure on both sectors when the pandemic was declared last March.

Long-term plans for an increase in remote working capability became an immediate priority.

We'd been working toward greater capacity for working remotely, but we had to drastically accelerate the process. We were under enormous pressure to get people up and running at multiple locations, allowing some employees to work from home while also spreading people out at multiple facilities.

It had to be done right away or services would have stopped.

Even though ITT and finance work behind the scenes, they provide the backbone of the system to allow service delivery.

Caseworkers need access to their files to work with employment services clients, the meds system at Riverview Gardens has to be operating and the 9-1-1 centre needs to be able to bring up locations on their maps. If the systems don't work, it becomes much more difficult for the job to get done. Every branch continued as normal even though it wasn't normal.

We are a business. People expect us to pay our bills on time. Even a two week delay in paying our bills would have impacted the many small and larger businesses we deal with in the community.

Even though Council moved to delay tax installments and waive some penalties, staff still had to ensure the invoices were prepared and sent.

The gradual transformation to digital from paper processing helped, but staff deserve much of the credit. The workforce did an amazing job in adapting.

While coping with the day-to-day operations of the municipality, our departments were still involved in larger-scale initiatives.

We were able to keep going with programs Council considered important and work through things, knowing we will come out of this at some time, and we have to be ready when we do.

The world has changed, but it hasn't stopped. We have to continue our push for more efficient use of budget dollars to deliver the high level services demanded by residents.

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



Financial
Sustainability

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

Promoting Effective
Stewardship to Protect
the Next Generation

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



Performance Indicators					
Indicator	Target	2019	2018	2017	2016
Outstanding Debt	Total outstanding debt as a percentage of revenue generated within Chatham-Kent.				
	< 40.4%	26.1%	30.7%	35%	42.6%
Financial Position	Net Financial Assets (Debt) represents total financial assets less liabilities on our balance sheet.				
	> 0	157,962,715	134,876,022	98,674,516	71,565,538
Assessment Growth	Assessment growth indicates new taxes raised as a result of property development.				
	> 1%	1.38%	1.43%	0.85%	0.73%
Reserve to Debt Ratio	Reserve to debt ratio indicates how many dollars we have in reserves for every dollar of debt owed to a creditor. This ratio is an indicator of how much money we are setting aside for future needs and our flexibility to react to adverse or unexpected events.				
	> 1.0	2.67	2.17	1.73	1.48
Unpaid Property Taxes	Unpaid property taxes as a % of the current year levy is an indicator of residents ability to pay.				
	< 10%	2.58%	3.83%	6.49%	6.92%
Debt as % of Debt Capacity	The Ministry of Municipal Affairs limits the amount of funds municipalities can contribute towards debt repayments. The limit is around 25% of annual operating revenues.				
	< 80%	21.0%	21.9%	21.7%	25.8%

2020 numbers will be available summer 2021

“ Our employees could have run from this... or run into it. They chose to run into it. ”

The response from directors, managers and front-line staff was immediate. The attitude was not if we could provide a service, it was how we could provide it.

The only services the Municipality did not continue to provide were those determined by health officials or the province as unsafe. More than 300 municipal employees were redeployed to work either from home or at other essential services.

We had to shift resources to allow Riverview Gardens and our temporary shelter to open and stay open. Being able to come up with technical and logistical solutions to allow our employees to work safely and productively was critical, bridging the gap for employees who otherwise would have had income interruptions. This helped the local economy.

Employees have told me personal stories about how pitching in to help during the crisis has changed their lives. It takes a lot for people to step into roles they haven't done before. Even with training and support, it wouldn't happen without their full cooperation.

The behind-the-scenes efforts meant front-line workers could continue to provide essential services such as marriage licences, death registrations, burial permits, bus passes and health cards.

We adapted how we provided services short order. Our residents needed these services.

The Municipality's operation of Service Ontario was a model noted across the province. Many centres closed. We did not. At one time we had more clients from outside Chatham-Kent than local residents. We had customers from as far away as Vaughn.

The launch of the 3-1-1 service carried on and made it much easier for those who needed municipal service to get it.

Legislatively, Chatham-Kent took the steps to ensure Council could meet and carry on business in a public fashion. Many municipalities pressed pause – again, we did not.

Although residents couldn't make physical deputations due to COVID-19, written deputations were presented during Council meetings shown on YourTV and the Municipal Facebook and YouTube channels.

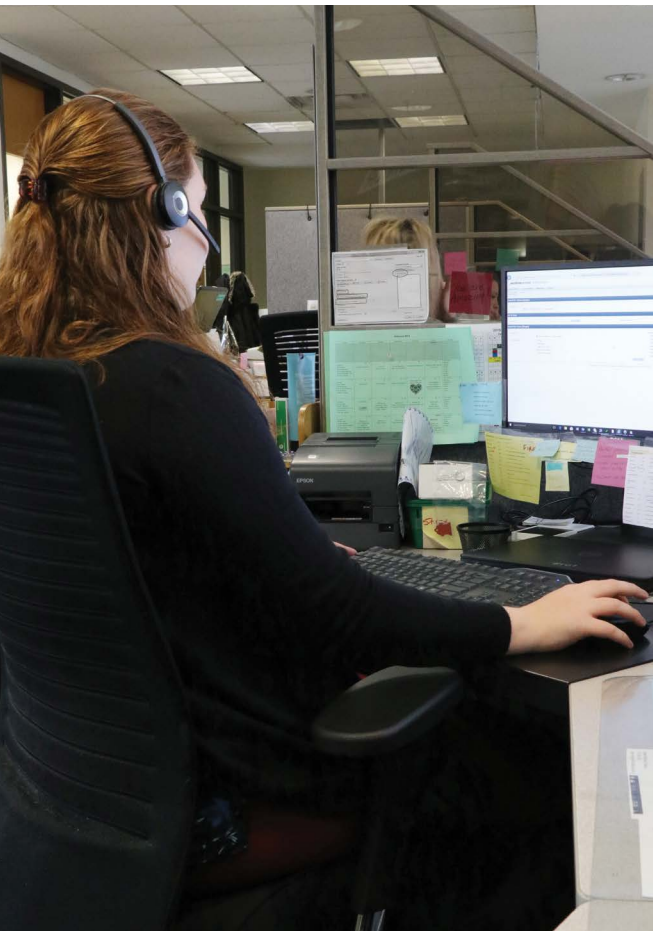
We all want to return to operations as they were before the pandemic, but for us it's about making sure we can effectively serve our residents. Chatham-Kent is small enough many of us know each other. The people we serve are our friends, neighbours and families. I'm proud of the passion our employees have for our community.

Cathy Hoffman
Chief Human Resource Officer
General Manager
Corporate Services



Open & Transparent Government

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



Continuing Exceptional Customer Service

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

- ❖ Launched the 3-1-1 customer phone service to make reaching our services easy for our residents.
- ❖ Processed 62,947 transactions and assisted 18,884 walk-ins at our Service Ontario locations.
- ❖ Maintained 24-hour customer service response during the Erie Shore Drive state of emergency.
- ❖ Hosted 15 projects on Let's Talk Chatham-Kent with 430 residents signing up for the first time to participate in the online community engagement tool.

662,777

visits to the municipal website



50.6% were mobile users

30,000+ visits to **Let's Talk** community engagement tool

268,281 services were provided to residents by Customer Service



84 Freedom of Information (FOI) requests



21,500

total service requests



7,176 active citizen responses (ACRs)



Chatham-Kent Services

let's talk  CK

Corporate Social Media

 7,383 followers

 5,016 followers

 2,685 followers



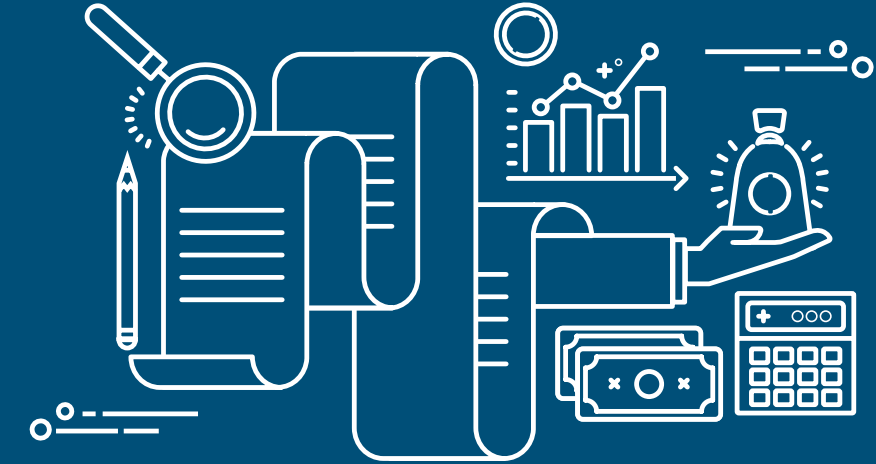
YOUR TAX DOLLARS AT WORK

The average household in Chatham-Kent contributed **\$2,975** in property taxes to municipal services in 2020.

(Based on 2020 residential assessment of \$168,383)



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



\$2,975 goes a long way to provide the services our community needs. Here's how it breaks down...



\$34

Mayor & CAO Office

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



\$100

Corporate Services

Customer Services \$26
HROD \$60
Municipal Governance/Clerk \$14



\$189

Finance, Budget, Information Technology & Transformation

Administration \$6
Budget & Performance \$11
Financial Services \$30
Information Technology \$126
Convention Centre \$16



\$526

Police Services



\$375

Fire & Emergency Services

Fire Services \$259
Emergency Planning/Ambulance \$116



\$1,164

Infrastructure & Engineering Services

Administration \$5
Drainage, Asset & Waste Mgt \$187
Engineering & Transportation \$68
Public Works \$767
Parks & Recreation \$137



\$62

Community Development

Administration \$5
Building Development \$4
Legal Services \$22
Planning Services \$11
Economic Development \$20



\$525

Community Human Services

Administration \$3
Child Care & Early Years \$25
Public Health \$49
Employment & Social Services \$82
Seniors Services \$98
Housing Services \$124
Community Attraction & Leisure \$73
Chatham-Kent Public Library \$71

CAO = Chief Administrative Office

HROD = Human Resources & Organizational Development



Infrastructure Improvements in 2020

Surface Treatment
11.6 km completed

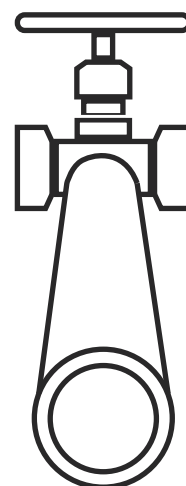
Road Crack Cleaning & Sealing
5.13 km completed

**66 km Urban/Rural Resurfacing/
Hot Mix Paving completed**

**23.8 km Cold in Place
Recycling completed**

Sidewalk Repairs
3,204 sq m sidewalks replaced
617 sq m new sidewalks installed
920 trip hazards repaired

Watermain
0.4 km new
0.75 km replaced
3.04 km extended
151 breaks



 **17 Pedestrian Signals**
(repair and maintenance)

 **66 Traffic Signals**
(repair and maintenance)

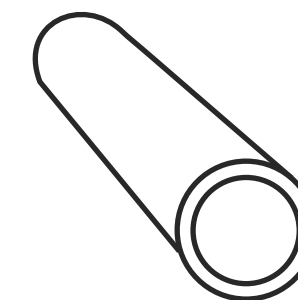


Storm Sewers
0.05 km of sewer
replaced
0.95 km of sewer
extended

Micro Road Surfacing
23.3 km

Concrete Repairs
4,454 m curb

Road Centre Line Painting
976 km



Sanitary Sewers
0.68 km new
0.27 km replaced
0.74 km extended



Think clean and green. Please recycle me!

To compost, simply remove the binding and shred.



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