

Municipality of Chatham-Kent

Chief Administrative Office

Information Report

To: Mayor and Members of Council

From: Deb Furlan
Coordinator, Strategic Planning

Date: April 25, 2016

Subject: Status of the CK Plan 2035 Working Draft Development

This report is for the information of Council.

Background

The CK Plan 2035¹, when fully developed, will be the overarching strategy document that supports the integration and consolidation of Chatham-Kent's key studies, plans, strategies and planning processes, and will more clearly articulate the Municipality's long-term strategies over a 20-year horizon (2035).

CK Plan 2035 Key Strategies are intentionally general, and will be developed further in future implementation documents. Within each Key Strategy, Directions are presented. Directions are visionary, broad-based statements and flexible enough so that over time implementation strategies can be adjusted accordingly. The Directions flow from the objectives / policies of the CK Official Plan or are informed by other strategy drivers, such as those identified in other key studies, plans or strategies; Council's directions and through updated market intelligence and best practices.

This plan is Chatham-Kent's future community strategic plan. A strategic plan is neither strategic nor is it a plan unless it moves people, money and things. Thus, the development of the CK Plan 2035 is a part of the Integrated Planning and Reporting Cycle (IPRC) which will bring improved strategy and discipline to the delivery of public services. All IPRC phases must be fully implemented to allow the strategy development process to drive decision making and track the Municipality of Chatham-Kent's investments in the community over time. Continuous, decision-focused integrated planning and reporting will help the municipal Executive Management Team to streamline its agenda and work with business units to make quality business-strategy decisions.

Municipal implementation of the fully developed and approved CK Plan 2035 will occur through concurrent phases of the IPRC as listed below:

¹ Attachment 1: CK Plan 2035 Working Draft

1. **CK Plan 2035** – Council establish a twenty year plan for Chatham-Kent that will be used to guide decision making and resource allocation.
2. **Business Planning** - The development of action plans to meet the priorities and performance targets established for the current term of Council.
3. **Resource Allocation** - The allocation of resources to the action plans through the budget process.
4. **Measuring Strategic Progress** - This will include the further refinement and development of municipal program-level performance measures that align with these population-level community indicators.
 - A. **Measuring Municipal Operational Performance** – See here for more information: <http://www.chatham-kent.ca/measuringourprogress/Pages/PerformanceManagement.aspx>
 - B. **Measuring CK Quality of Life** – CK Counts is a planning tool that measures CK Quality of Life. It illustrates that no single organization, however innovative or powerful, can accomplish large-scale social change by itself. No single strategy or program of the Municipality of Chatham-Kent is expected to be responsible for moving a community-level indicator. Rather, the combined efforts of all community stakeholders and residents are required for this level of community change. See here for more information: www.ckcounts.ca

Comments

Members of the Municipal CK Plan 2035 Development Team are:

1. Manager Corporate Initiatives	IPRC Project Lead
2. Director Planning Services	Policy Lead
3. Public Health Educator, and Coordinator, Chatham-Kent Community Leaders Cabinet	Health in All Policies Lead
4. Coordinator, Strategic Planning	CK Plan 2035 Development Project Lead

Throughout the past six months, the Chief Administrative Officer supported by the Municipal CK Plan 2035 Development Team, has completed stakeholder engagement with the Executive Management Team (EMT) and Senior Management Team (SMT). Consistent feedback was received from stakeholders. They were:

- Pleased to be engaged and involved and understand the purpose of the CK Plan 2035

- Excited about the creative ideas and the future possibilities with the consolidated approach
- Concerned about transitioning from talk to action; political will/financial resources; politics / budget; size and breadth of the plan – Directions must be prioritized; reporting and tracking actions status
- Happy with and valued the engagement with peers; exposure to elements of the plan; seeing how each department adds to various Key Strategies and the synergies between departments and business units
- Supportive of and agree with the eight strategic issues as presented by the Strategic Priority Advisory Committee of Council in Fall 2015
- Concerned that the current vision statement is not realistic. To date, the majority of persons we have consulted have stated that although they feel that the vision statement defines what we want our future community to be, they feel that it is not achievable. The vision statement should be reviewed by Council as part of the development of the CK Plan 2035.

Future public participation is being planned to occur throughout the months of May and June. The purpose of this engagement is to create the awareness in the community of the CK Plan 2035 – what it is? Why it matters? How is it going to be actioned? - supplementing the input already received. Administration believes that the current draft of the CK Plan 2035 is indeed an accurate reflection of the overarching strategy document that is supporting the integration and consolidation of Chatham-Kent's key studies, plans, strategies and planning processes, and will more clearly articulate the Municipality's long-term strategies over a 20-year horizon (2035). A secondary purpose for future public participation is to get a sense of how the community see their role in implementing the plan.

Consultation

Stakeholders agree that development of the CK Plan 2035 is an important component in becoming a strategy-driven Municipality. The Strategic Priority Advisory Committee, Planning Services support staff, and the Corporate Initiatives Office of the CAO also provided guidance and direction throughout this phase.

Financial Implications

The resource implications and municipal staff time to prepare the process and develop the CK Plan 2035 are covered in existing operating budgets.

It is anticipated that there will be additional human resource and technology cost to develop and implement other phases of the IPRC as well as the resulting implementation and maintenance of the CK Plan 2035. This information would be subject to the approval of Council and will be addressed at a future date in the form of a Report to Council.

Prepared by:

Deb Furlan
Coordinator, Strategic Planning

Reviewed by:

Amy Wilcox
Manager, Corporate Initiatives

Reviewed by:

Don Shropshire
Chief Administrative Officer

Attachment 1: CK Plan 2035 Draft Working Document

cc: Amy Wilcox, Manager Corporate Initiatives
Bruce McAllister, Director Planning Services
Karen Loney, Public Health Educator, and Coordinator, Chatham-Kent
Community Leaders Cabinet
Deborah Furlan, Coordinator, Strategic Planning
Executive Management Team Members

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CK Plan 2035
Development Draft

working document

last revised April 20, 2016

CK PLAN 2035

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PURPOSE

The CK Plan 2035:

- Is an overarching strategy document that supports the integration and consolidation of Chatham-Kent’s key studies, plans, strategies and planning processes to more clearly articulate the Municipality’s long-term strategies over a 20-year horizon (2035) – see Figure1.
- Acts as a conduit to integrate and align these key studies, plans and strategies¹ to the Chatham-Kent Official Plan.
- Contributes to the people of Chatham-Kent’s long-term prosperity, quality of life, and range of opportunities in which to live, learn, work and play.

The CK Plan 2035 is intended to be a flexible, living document that can be responsive to community needs over time.

This plan strives to connect with and encourage community planning for everyone in Chatham-Kent that reaches beyond the Municipality of Chatham-Kent’s investments as it is recognized that no municipal government, however, innovative or influential, can accomplish large scale social change – it takes the entire community. We need to focus on CK as a collective, and commit to a common agenda for solving specific challenges and put in place the right supports to align activities. **Question – how can the private and voluntary sectors be represented in this framework?**

Figure 1: To effectively achieve the Chatham-Kent vision, we will collectively need to blend and consolidate our past planning successes with a new approach.



¹ Studies, Plans, and Strategies Sharepoint List can be found at: <http://www.chatham-kent.ca/StudiesPlansStrategies/Pages/StudiesPlansStrategies.aspx>

VISION STATEMENT

A Vision statement is a declaration of:

- The future as the community would like it to be
- How the community wants Chatham-Kent to be seen

The current vision statement is

“Chatham-Kent will be the fastest growing sustainable* community in Southwestern Ontario²”

Once the Chatham-Kent Plan has been developed and validated by stakeholders, then we will revisit the current vision statement and consider adjusting it, if deemed necessary.

**** Sustainable Community Development is commonly defined as:***

Development that meets the needs of the present without compromising the ability of future generations to meet their needs.

Source: Chatham-Kent Official Plan

² **Vision Statement** Council approved Fall 2009

CK UNIQUENESS

In the fall of 2012, Municipal Council received a Community Branding³ presentation. As stated in this presentation, a strong brand will immediately identify your strengths and unique qualities.

Chatham-Kent uniqueness responds to two questions: ***“How is Chatham-Kent unique?”***

From the research conducted in 2012, to support the development of the new Chatham-Kent Brand the following unique qualities of Chatham-Kent were identified:

- World class agriculture
- Top producer of fresh vegetables in Ontario
- Surrounded by water, Lake Erie, Lake St. Clair and the Thames, Sydenham and Snye river systems
- Chatham-Kent has the largest fresh water commercial fishing port in the world
- Three Ontario Provincial Parks – preserved natural beauty, (i.e., Clear Creek Forest, Rondeau Provincial Park, and Wheatley Provincial Park)
- Affordable housing
- Safe community Quiet roads and no traffic congestion
- Chatham-Kent is a rural and urban composition

³ Link to the Community Branding Presentation for additional information: [http://www.chatham-kent.ca/SiteCollectionDocuments/CAO%20Communications/CK%20Branding%20Council%20Presentation%20October%202012%202012xx\[1\].pdf](http://www.chatham-kent.ca/SiteCollectionDocuments/CAO%20Communications/CK%20Branding%20Council%20Presentation%20October%202012%202012xx[1].pdf)

CK VALUES GUIDING STRATEGY DEVELOPMENT

Five values guide strategy development:

1. **Think Sustainable** - Economic, cultural, healthy, and environmental sustainability will be an underlying consideration for all of the planning that we do.
2. **Demonstrate Bold Visionary Leadership** - Ability to make difficult choices balancing the needs of the present while supporting the needs of the future.
3. **Be Collaborative, Engaging and Inclusive** - To be successful, we will take a collaborative, engaging and inclusive approach to planning, working with and within the community, Council and Administration.
4. **Be Accountable** - The decisions we make as a municipality will conform with and support the CK Plan 2035. Being open and transparent in our decision making will allow all the general public in Chatham-Kent to see that the values, vision, and priorities of the Plan are being adhered to in every decision we make.
5. **Be Creative and Innovative** - We will place a high value on creativity and innovation in all the planning we do so that we can find new and effective ways to meet the challenges and opportunities that will present themselves to Chatham-Kent over the next 20 years.

CK PRIORITIES

1. STRATEGIC

Strategic priorities are those factors that define what must go right for Chatham-Kent success. **Strategic Priorities are:**

- Bold Visionary Leadership
- Community Engagement
- Chatham-Kent Brand
- Resilience
- Effective and Efficient Governance and Management
- Sustainable Land Use
- Environment
- Agriculture and Rural Development
- Financial Sustainability

2. PLANNING – 20 YEAR HORIZON

Planning priorities are reflected in the Chatham-Kent Official Plan⁴ and are based on a 20 year planning horizon, currently from 2011 to 2031. **Planning Priorities are:**

- Health
- Economy
- Culture
- Environment

3. INVESTMENT – FOUR (4) YEAR HORIZON

Investment priorities were established by Municipal Council⁵ in December 2014 to reflect how we will make our community attractive to people who wish to live, learn, work, and play in Chatham-Kent and still keep our taxes competitive. Council agreed that financial sustainability of the corporation is critical to assist the community in reaching its goals. Council understands that a sustainable future for Chatham-Kent is achieved through disciplined savings and fiscal restraint. Understanding that not all the wants of the community can be delivered at once.

Investment Priorities are: Jobs; People; and Health

Financial Sustainability is a Critical Success Factor and is defined as a financial system that can adequately cover operating costs, maintain in good repair existing assets, replace assets where appropriate, fund future growth and service improvements, anticipate inflation and changes in standards and technology, all financed over an appropriate period of time. Council suggested that a strategy that looked beyond the 4-year political term is important.

⁴ Additional information about the CK Official Plan can be found here: <http://www.chatham-kent.ca/PlanningServices/OfficialPlan/Pages/TheOfficialPlan.aspx>

⁵ Council Directions received by Council on Dec 15, 2014 – report linked here for additional information: http://www.chatham-kent.ca/Council/CouncilMeetings/Lists/Council%20Meetings/Attachments/613/M.December_15_2014_Minutes.pdf (pg 22 to 25)

CONTEXT FOR PLANNING

SWOT Analysis (as presented to Council Nov 17, 2014)

This SWOT analysis is our strategic balance sheet. The purpose of the SWOT analysis is to provide information on our strengths and weaknesses in relation to the opportunities and threats we face. The main challenges facing Chatham-Kent, but it is not exhaustive:

- Relatively small population and assessment growth
- Declines in sources and amounts of revenue
- Economic restructuring
- Social program pressures
- Climate change

To respond effectively to changes in the environment, we must understand our external and internal contexts so we can develop a vision and a strategy that link the two. We need to weave together our understanding of our organization and our actions to develop a future.

S TRENGTHS	W EAKNESSES
<ul style="list-style-type: none"> - Highly skilled population - Strong planning frameworks - Solid municipal processes - Managed debt/strong balance sheet - History of successful implementations - A commitment to measurement - Demonstrated progress - Low cost of living - Safe communities 	<ul style="list-style-type: none"> - Large geography - Health challenges higher than provincial average - Median household income lower than provincial average - Some infrastructure challenges - Limited job opportunities - Average education levels lower than province - Market awareness
O PPORTUNITIES	T HREATS
<ul style="list-style-type: none"> - Investment in new sectors - Industrial Community Improvement - Technology and Social Media - Provincial upgrading - Infrastructure Improvement - Promotion of MOCK - Increased tourism - Increased foreign investment 	<ul style="list-style-type: none"> - Population decline - Global competition for resources (e.g. people and land) - Growing income disparity - Immigration challenges/roadblocks - Aging workforce - US State Incentives/Competition - Increased pressure to hold the line on taxes (i.e. 0%)

CONTEXT FOR PLANNING

Strategic Issues (as presented to Council October 19, 2015)

These are the strategic issues that must be managed for Chatham-Kent to achieve its mission and realize its vision.

1. Resilience
2. Population Growth
3. Economy
4. Health
5. Culture
6. Environment
7. Fiscal Prudence and Financial Sustainability
8. Governance and Management

THE STRATEGY

The Strategy serves as the foundation for the CK Plan 2035 to make the Chatham-Kent vision a reality. Specifically, it describes the Key Strategies and detailed Directions to guide decision-making over the next 20 years. Founded on the concept of resiliency, Chatham-Kent will become a strategy-driven community guided by a dynamic CK Plan. The intent of the Strategy is to ensure that Chatham-Kent maintains the ability to detect, prevent, handle and recover from disruptive challenges and be responsive to new and emerging strategic priorities.

Chatham-Kent's resilience will be based on the capacity of individuals, communities, institutions, businesses, non-for-profits, NGO's, charitable organizations and other systems within Chatham-Kent to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks that may be experienced. The Municipality needs to continue to invest in strategic reserves and mutual aid agreements to ensure the community has the capacity to respond to any future shocks.

In addition, Chatham-Kent's resilience will be based on the following principles:

- Be positive and aspirational
- Be proactive, not reactive
- Be fair and equitable
- Be charitable and philanthropic
- Be community-driven and connected
- Be informed, actionable and practical

Implementation over time of the CK Plan 2035 Key Strategies will ensure that Chatham-Kent is resilient and adaptable to change over time.

KEY STRATEGIES

To effectively achieve the Chatham-Kent vision, we will collectively need to blend and consolidate our past planning successes with a new approach. What follows are the Key Strategies that define this new approach. These

strategies give focus and a clear path that will lead us to the Chatham-Kent that we have collectively envisioned for 2035.

KEY STRATEGIES	
ECONOMIC PROSPERITY	Chatham-Kent is an innovative and thriving community with a diversified economy
A HEALTHY AND SAFE COMMUNITY	Chatham-Kent is a healthy and safe community with sustainable population growth
PEOPLE AND CULTURE	Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community
ENVIRONMENTAL SUSTAINABILITY	Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources
CRITICAL SUCCESS FACTORS	
FINANCIAL SUSTAINABILITY	The Corporation of the Municipality of Chatham-Kent is financially sustainable
OPEN, TRANSPARENT AND EFFECTIVE GOVERNANCE	The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership



THE STRATEGY

DIRECTIONS

Within each of the CK Plan Key Strategies, a list of Directions is presented. The Directions are visionary, broad-based statements and flexible enough so that implementation strategies can be adjusted over time accordingly.

The Directions flow from the objectives / policies currently enshrined in the CK Official Plan or are informed by other strategy drivers, such as those identified in other key studies, plans or strategies; Municipal Council’s Directions as well as contributions from the CK’s private, voluntary and other public sector partners, and through updated market intelligence and best practices.

Key Strategies	Directions
ECONOMIC PROSPERITY	18
A HEALTHY AND SAFE COMMUNITY	17
PEOPLE AND CULTURE	6
ENVIRONMENTAL SUSTAINABILITY	12
Critical Success Factors	Directions
FINANCIAL SUSTAINABILITY	7
OPEN, TRANSPARENT AND EFFECTIVE GOVERNANCE	7
Total # of Directions	67

KEY STRATEGIES AND DIRECTIONS

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ECONOMIC PROSPERITY

Chatham-Kent is an innovative and thriving community with a diversified economy

- The intent of this strategy is to ensure that Chatham-Kent:
 - Has infrastructure capable of sustaining existing and future residents and businesses.
 - Supports a healthy and viable agricultural industry as a cornerstone of its economy.
 - Promotes itself to target sectors as the investment destination of choice.
 - Advocates for business retention and expansion, including small and medium-sized enterprises, through the support of a diversified and creative economy.
 - Supports the development of a skilled workforce, strengthened to meet the needs of current and future employers.

DIRECTIONS

1. Support a sustainable business environment by promoting Chatham-Kent's competitive position relative to competing jurisdictions and advocate for Chatham-Kent as the investment destination of choice to targeted sectors supporting the creation of a diversified and creative economy.
2. Promote the Primary Urban Centres (Chatham, Wallaceburg, Blenheim, Tilbury, Ridgeway, Wheatley and Dresden) as the major focal points for growth and public and private sector investment in Chatham-Kent.
3. Protect and preserve the unique character of the Secondary Urban Centres (Thamesville, Charing Cross, Merlin, Mitchell's Bay, Bothwell and Pain Court) while providing opportunities for population and employment growth based on full municipal services.
4. Protect and preserve the unique character of established Hamlets (Highgate, Erieau, Erie Beach and Shrewsbury) while providing opportunities for environmentally sustainable economic growth.

5. Promote the sustainability of Chatham-Kent's shorelines by balancing community, economy and environmental considerations, to contribute to healthy and vibrant shorelines and communities.
6. Consistently use the Chatham-Kent Community Brand to help promote Chatham-Kent globally.
7. Strengthen the skillset of the workforce to meet the needs of current and future employers.
8. Encourage the development of small and medium-sized enterprises.
9. Encourage and accommodate economic activities that contribute to the protection and strengthening of the industrial land base in Chatham-Kent.
10. Maintain and monitor Chatham-Kent's Employment Land inventory to ensure that the supply meets the demand and to ensure Employment Lands are also strategically located.
11. Encourage private sector investment/re-investment in the re-use/redevelopment of underutilized and/or abandoned "brownfield" industrial lands in the Primary and Secondary Urban Centres for other viable non-industrial uses.
12. Encourage the development of modern information technology infrastructure to support opportunities for further growth and development of the knowledge-based economy.
13. Plan and protect road corridors to make provision for the future urban and rural road systems and facilitate the safe and efficient movement of goods in and through Chatham-Kent.
14. Ensure that cost-effective and adequate water and sewage treatment is provided to support, enhance and sustain Chatham-Kent now and in the future.
15. Support a healthy and viable agricultural industry as a cornerstone of Chatham-Kent's economy including local food production, distribution systems, farmers markets, farm-gate sales and agr-tourism in order to provide healthy and accessible foods that serve the needs of Chatham-Kent.

16. Ensure that non-agricultural uses that may result in conflicts with agriculture are directed to growth centres and less productive farming areas.
17. Promote Chatham-Kent as an International leader in natural gas and renewable energy generation, storage and transmission.
18. Examine opportunities to promote and develop regional economic development plans and strategies with partners that benefit all of Southwestern Ontario.

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A HEALTHY AND SAFE COMMUNITY

Chatham-Kent is a healthy and safe community with sustainable population growth

- The intent of this strategy is to ensure that Chatham-Kent:
 - Supports the investment in accommodating population growth.
 - Invests in services and programs that reduce poverty, promotes wellness, and enhance prosperity for all.
 - Supports access to quality education, good jobs, affordable housing, healthy food and health services, artistic, spiritual, and cultural amenities, recreational activities, meaningful civic engagement, and affordable, reliable transportation.
 - Is accessible and age-friendly.

DIRECTIONS

1. Use a Health in All Policies approach that takes into account the health implications of decisions in order to avoid harmful health impacts and reduce health inequities to improve Chatham-Kent's overall health.
2. Maintain a level of population growth that is sustainable within the context of Chatham-Kent's physical, social, economic and environmental resources with the goal of creating a strong civic image by improving the downtowns and sustaining great, safe neighbourhoods.
3. Reduce the prevalence of modifiable risk factors for chronic disease.
4. Implement policies and programs that give Chatham-Kent children the best start in life.
5. Encourage an appropriate mix of housing options, land uses and public service facilities, that promote healthy lifestyles such as physical activities, reduction of automobile dependency and more social interaction, with a focus on the Primary Urban Centres.
6. Encourage and promote intensification and redevelopment opportunities to maximize the use of existing infrastructure, educational institutions and public service facilities, where feasible, including the promotion of strategic alliances between complimentary land uses i.e. community hubs, with a focus on the Primary Urban Centres.

7. Improve infrastructure (both social and physical) and the built environment so that it is age-friendly and supports various modes of safe transportation (i.e., transit, active transportation, walking and cycling, and motor vehicle traffic).
8. Help plan, support and strengthen the local food system so that all people will have access to affordable, healthy and local food.
9. Support the development of a complete community for people of all ages and abilities and improve accessibility to ensure that the needs of all socio-economic groups within Chatham-Kent are served.
10. Invest in services, programs, and infrastructure that reduce poverty, homelessness and enhance prosperity.
11. Ensure that Chatham-Kent is a community that values parks, open spaces, has equitable access to affordable indoor and outdoor recreation facilities, programs, and opportunities and regularly participates to enjoy a healthy lifestyle.
12. Improve and maintain the existing housing supply and plan for a diverse range of housing choices to ensure the housing stock can accommodate an aging population, a variety of household types and sizes, a greater diversity of culture, a range of physical and mental disabilities, and can respond to fluctuations in these needs.
13. Promote, educate and create awareness of housing needs in Chatham-Kent and increase the supply of affordable housing.
14. Ensure the availability of emergency and transitional housing options for the community and promote an expanding range of housing support services (in urban and rural areas).
15. Support the continued development and expansion of transit service where feasible and provide safe, convenient and accessible transit service that meets the needs of the community, including children, youth, seniors and persons with special needs, and persons with disabilities.
16. Promote and facilitate a system of connected recreational trails to support active recreation.
17. Use contingency planning to protect Chatham-Kent from the adverse effects of either natural or man-made disasters.

PEOPLE AND CULTURE

Chatham-Kent is recognized as a culturally vibrant, dynamic and creative community

- The intent of this strategy is to ensure that Chatham-Kent:
 - Recognizes culture is an economic driver.
 - Maintains programs to recruit new residents and retain existing residents.
 - Provides opportunities for people to connect, partner and collaborate through culture, arts, recreation and community activities.
 - Encourages the further development and strengthening of tourism, cultural and recreation plans.

DIRECTIONS

1. Cultivate inclusive opportunities for people to connect through culture, arts, literacy, recreation, and community activity and use culture and creativity as an attraction/retention tool.
2. Promote Chatham-Kent as a welcoming community and improve cultural and ethnic awareness and sensitivity in order to increase newcomers' sense of belonging.
3. Attract and retain people with a focus on youth, immigrants and active retirees.
4. Protect and provide access to Chatham-Kent's rich heritage resources by promoting the diversity and encouraging the documentation, display, interpretation and celebration of the Chatham-Kent's heritage assets.
5. Continue to partner and coordinate with other levels of government, private agencies and individuals (i.e. local historical societies, genealogical societies, First Nations, etc.) in the conservation of heritage resources to assist in the implementation of heritage conservation policies.
6. Use a comprehensive tourism destination management approach to support existing tourist facilities and the establishment of new attractions, facilities and services to better serve existing tourist demand as well as emerging demand.

ENVIRONMENTAL SUSTAINABILITY

Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

- The intent of this strategy is to ensure that Chatham-Kent:
 - Protects and preserves significant land features and ground and surface water resources.
 - Fosters natural heritage conservation.
 - Supports the development of a climate change action plan.

DIRECTIONS

1. Foster a culture of natural heritage conservation throughout Chatham-Kent in order to increase and improve the health of the natural heritage system through protection and enhancement of natural heritage features, ecological functions and natural resources, including air and water, education, conservation and environmental stewardship.
2. Use an ecosystem/watershed planning approach to protect and enhance ground and surface water resources.
3. Protect people and property from natural hazards in Chatham-Kent.
4. Continue to work with the agricultural community to integrate agriculture, conservation goals and ecosystem services to increase natural heritage features and functions with the rural areas of Chatham-Kent.
5. Collaborate with agencies and non-profit organizations currently involved in natural heritage conservation in Chatham-Kent to ensure the most efficient use of limited resources to realize efficiencies through joint initiatives and sharing of information and expertise.
6. Increase the amount of canopy cover within the Urban Areas through the use of development standards/guidelines and stewardship efforts.
7. Enhance landowner recognition by acknowledging and celebrating the important work of existing stewards and creating interest for future stewards to participate in the program.

8. Demonstrate how the recommended implementation actions will assist in achieving the strategic actions/steps identified in the Rondeau-Erie Coast and Lake St. Clair Coastal Conservation Action Plans.
9. Implement green infrastructure strategies where possible and apply a Best Management Practices approach to stormwater management.
10. Effectively and efficiently manage solid waste throughout Chatham-Kent.
11. Improve energy efficiency, reduce greenhouse emissions and look to foster local energy solutions.
12. Minimize Chatham-Kent's carbon footprint and become a leader in climate change mitigation and adaptation initiatives.

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CRITICAL SUCCESS FACTORS

FINANCIAL SUSTAINABILITY

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

- The intent of this strategy is to ensure that the Corporation of the Municipality of Chatham-Kent:
 - Aligns budgets and business plans to CK Plan strategies.
 - Develops and maintains a multi-year, rolling financial plan.
 - Maintains infrastructure funding at a sustainable level.
 - Respects the intent of reserve funds.

DIRECTIONS

1. The Corporation of the Municipality of Chatham-Kent is guided by a Long-Term Strategic Financial Plan based on the following principles:
 - Focus on cost-efficient and effective service and program delivery
 - Maximize revenues through a variety of sources
 - The responsible use of debt
 - Ensure the Asset Management Plan is sustainable
 - Competitive property tax rates and user fees
 - Long-term financial planning is the basis of sound financial management
 - Growth must pay its appropriate share of growth-related infrastructure costs.
 - Make prudent investment
2. Continue to explore opportunity to collaborate or partner with other service providers in order to provide for the most efficient means of service delivery.
3. Investments will be made in new technologies that result in reductions in capital and/or operating costs.
4. Examine opportunities to maximize the usage of either new and/or existing public services facilities with multi-purpose functions in mind.
5. Ensure essential infrastructure funding remains at a sustainable level and continue to work with senior governments to encourage the implementation of long-term, sustainable infrastructure programs that will lessen the financial burden of asset management on municipalities.

6. Use best practices in promoting efficient development patterns; features and designs that lead to fiscal well-being by providing for proper sequencing of development to take advantage of cost efficiencies in capital investment and programming; minimize land and energy consumption, reduce greenhouse gas emissions and to provide a fair and equitable allocation of costs to developers and the public.
7. Ensure municipal budgets and business plans align to the strategies outlined in the CK Plan 2035, so that the vision can be realized over time.

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OPEN, TRANSPARENT AND EFFECTIVE GOVERNANCE

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

- The intent of this strategy is to ensure that the Corporation of the Municipality of Chatham-Kent:
 - As a municipality transforms itself into a single community.
 - Utilizes innovative governance and management practices.
 - Displays bold, visionary leadership through enterprising and courageous decision-making.
 - Implementation over time of the CK Plan 2035 key strategies will ensure that Municipality is resilient and adaptable to change over time.

DIRECTIONS

1. The Corporation of the Municipality of Chatham-Kent is an open, transparent and accessible government that works collectively with all stakeholders with respect and integrity.
2. Continue to examine and explore new opportunities to engage and communicate with stakeholders in order to make participation in municipal processes easier and meaningfully use stakeholder input in decision-making processes.
3. Foster an operational culture that will encourage and enable continuous improvement and the exploration and adoption of new techniques, technologies, products and ways of operating in order to improve results and lead progressive change.
4. Continue to consult with First Nation communities to examine opportunities to further promote education on First Nations and environmental history in Chatham-Kent and to explore and consider potential partnerships with First Nations.
5. Establish a review team to undertake the development of a Monitoring Program and to develop municipal key performance measures / CK Quality of Life measures in order to measure the success and progress related to the key strategies and directions of CK Plan

2035 and to provide input on major or complex planning matters and subsequent reviews of this Plan.

6. Think “long-term” in the context of the CK Plan 2035 when making planning decisions to ensure that all decisions and municipal projects align with Plan and use all appropriate mechanisms to implement it.
7. Collaborate with regional partners to lobby for and to prepare a Southwestern Ontario Growth Plan under the Places to Grow Act.

Draft

MISSION

The goal for community partners is to see their own mission within the CK Plan.

The Corporation of the Municipality of Chatham-Kent serves the community. The CK Plan 2035 can not be accomplished by municipal investment alone – it takes the entire community – however the municipality provides the corporate infrastructure to monitor track and maintain the plan.

The governance (Mayor and Council) and management of Chatham-Kent (municipal administration) are guided by the CK Plan 2035. The foundation of CK Plan 2035 is a Mission Statement.

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.

A Mission statement^[1] is a declaration of:

- The reason the organization exists
- The purpose for the organization

NEXT STEPS SUMMARY

1. Key Strategy Implementation Plan
2. Measuring Strategic Progress
 - a. Measuring CK Quality of Life
 - b. Measuring Municipal Operational Performance
3. Communication Protocols
4. Stakeholder Consultation - External
5. Multi-Year Rolling Financial Plan

To be determined

^[1] **Mission Statement** Council approved 2nd quarter 2003