



Municipality of Chatham-Kent – Strategic Plan

August 9, 2023

Strategic Plan at a Glance

Vision: Rooted in our values, united in our actions and growing to our potential.

Deliver Excellent Service	Grow Our Community	Promote Community Safety & Well-Being	Ensure Environmental Sustainability
<p>We will deliver excellent service by creating a capable, sustainable, and efficient administration that is connected to the community and our government partners.</p>	<p>We will grow our community with a focus on housing, infrastructure, services, workforce, and business expansion we need to thrive.</p>	<p>We will promote inclusion and the quality of life for “all ages and stages” in our community with investments and programming in arts, heritage, recreation, social and health services.</p>	<p>We will ensure the environmental sustainability of C-K by preserving the natural environment, reducing our carbon footprint, and increasing the resilience to climate change impacts.</p>
<ol style="list-style-type: none"> 1. Invest in staff. 2. Foster a culture of continuous improvement. 3. Improve communications and civic engagement. 4. Strategize intergovernmental advocacy. 5. Maintain financial sustainability. 	<ol style="list-style-type: none"> 1. Reduce barriers for affordability and attainability of housing supply. 2. Ensure an ample supply of available serviced land and strategic investments related to infrastructure maintenance, renewal, and expansion. 3. Strategic investments to diversify, rationalize assets and level of services. 4. Implement strategies to attract, retain and expand business and skilled workforce across all sectors. 5. Plan and advance Downtown Renewal Projects. 	<ol style="list-style-type: none"> 1. Collaborate and invest in arts, culture, and heritage. 2. Provide supports for vulnerable community members & emergency preparedness. 3. Coordinate emergency and health services for delivery of community safety programming / services. 4. Develop policies to create an “all ages all abilities” community. 5. Advance Diversity, Equity, Inclusion and Justice (DEIJ) & Truth and Reconciliation. 6. Explore new and enhance existing recreational opportunities. 	<ol style="list-style-type: none"> 1. Lead by example to reduce climate footprint & increase resiliency of Municipal operations. 2. Enhance community resiliency to climate change impacts. 3. Promote community transition to a cleaner energy future. 4. Preserve natural heritage. 5. Improve sustainable mobility.

Priority: Deliver Excellent Service

We will deliver excellent service by creating a capable, sustainable, and efficient administration that is connected to the community and our government partners.

1. **Invest in staff.**
 - a. Implement Comprehensive HR Strategy, including creating innovative workspace options & advance flexible work policies.
2. **Foster a culture of continuous improvement.**
 - a. Develop a formal commitment to continuous improvement and innovation.
 - b. Develop a program management & evaluation framework.
 - c. Expand digital strategies.
 - d. Enhance customer service.
3. **Improve communication and civic engagement.**
 - a. Establish a corporate communications division.
 - b. Implement a Committee of the Whole to establish a framework to focus on strategic priorities & community input.
4. **Strategize intergovernmental advocacy.**
 - a. Review the mandate of Council committees and develop a recruitment strategy.
 - b. Encourage Council delegates to attend provincial meetings.
 - c. Establish a framework and protocol for council members representing Chatham-Kent on committees.
 - d. Build excellent relations with our Indigenous partners.
5. **Maintain financial sustainability.**
 - a. Optimize 4-year budgets and business planning.
 - b. Explore partnerships and shared-service opportunities.
 - c. Consider new revenue and financing sources.

Priority: Grow Our Community

We will grow our community with a focus on housing, infrastructure, services, workforce, and business expansion we need to thrive.

- 1. Reduce barriers for affordability and attainability of housing supply.**
 - a. Investigate additional options to incent all forms of “non-market: housing,” including student housing.
 - b. Undertake feasibility / due diligence work on surplus municipally owned properties to ensure “shovel readiness” for future senior level funding streams.
 - c. Work with non-profit housing providers to ensure affordable housing options.
 - d. Employ the “Housing First Strategy” by investigating opportunities of surplus government / agency properties for housing as they become available.
 - e. Implement a “Yes in My Backyard” campaign to educate and garner support for a variety of housing options.
- 2. Ensure an ample supply of available serviced land and strategic investments related to infrastructure maintenance, renewal, and expansion.**
 - a. Complete work on a new Official Plan and other key Master Plans to appropriately manage growth and capital infrastructure investments.
 - b. Focus on immediate infrastructure investments that will leverage redevelopment, intensification and underserved designated land opportunities within urban growth areas before expanding into underserved greenfield (agricultural) lands.
 - c. Engage with utility providers to advocate and coordinate strategic investments to support growth.
 - d. Explore the airport as an economic driver.
 - e. Develop opportunities for growth along the 401 corridor.
- 3. Strategic investments to diversify, rationalize assets and level of services.**
 - a. Investigate ways to rationalize assets and level of service through the implementation of the Asset Management Plan using a community wide approach.
 - b. Deliver the Fire Master Plan and develop an implementation plan.
- 4. Implement strategies to attract, retain and expand business and skilled workforce across all sectors.**
 - a. Further develop enhanced concierge services for local businesses.
 - b. Enhance marketing strategies of the community as a place to make investments.
 - c. Support measures for talent attraction and retention, including immigrants.
 - d. Maintain / enhance quality of life aspects for an increasingly diverse population.
 - e. Work with community partners to increase education and training opportunities.
 - f. Establish an administrative Agricultural Advisory Committee with membership from various agricultural organizations.
- 5. Plan and advance Downtown Renewal Projects.**
 - a. Continue with the development of various downtown renewal projects and prioritize capital investments.

Priority: Promote Community Safety & Well-Being

We will promote inclusion and the quality of life for “all ages and stages” in our community with investments and programming in arts, heritage, recreation, social and health services.

- 1. Collaborate and invest in arts, culture, and heritage.**
 - a. Develop Official Plan policies focused on the strategic integration of public art into appropriate new developments.
 - b. Establish an Interdepartmental Public Art Team to accelerate municipal projects.
 - c. Update Cultural Master Plan.
 - d. Review and update Official Plan policies to define community goals and objectives related to Built Heritage Preservation.
- 2. Provide supports for vulnerable community members & emergency preparedness.**
 - a. Invest in strategies identified in the 3 pillars of the Community Safety and Well-Being Plan (Community Awareness and Integration, Mental Health and Substance Use, Housing and Homelessness).
 - i. People know where to get the services they need and when they need them.
 - ii. People can access local mental health and substance use supports and services.
 - iii. People have a safe place to call home.
- 3. Coordinate emergency and health services for delivery of community safety programming / services.**
 - a. Invest in an Emergency Operations Center.
 - b. Work with the Province on short-term and long-term solutions regarding gas wells issues.
 - c. Fostering partnerships with other health service providers and explore shared services.
- 4. Develop policies to create an “all ages all abilities” community.**
 - a. Engage community members when creating and developing policies.
 - b. Develop a Healthy Aging Strategy that addresses the full range of seniors’ services.
- 5. Advance Diversity, Equity, Inclusion and Justice (DEIJ) & Truth and Reconciliation.**
 - a. Invest in the DEIJ and Truth & Reconciliation programming / services prioritizing internal milestones first.
 - b. Take the lead in a community wide DEIJ event.
- 6. Explore new and enhance existing recreational opportunities.**
 - a. Undertake a new Parks and Recreation Master Plan that includes arena improvements and community partnerships for recreational service delivery.
 - b. Expand and improve program and infrastructure delivery.

Priority: Ensure Environmental Sustainability

We will ensure the environmental sustainability of C-K by preserving the natural environment, reducing our carbon footprint, and increasing the resilience of the community to climate change impacts.

- 1. Lead by example to reduce climate footprint & increase resiliency of Municipal operations.**
 - a. Integrate a low carbon / climate resilient approach to the municipality's asset management & capital replacement program (i.e., upgrade at end of useful life).
 - b. Develop a corporate energy program focused on reducing operational costs.
 - c. Establish a revolving (self-replenishing) energy efficiency fund and energy management information system to finance and monitor efficiency gains / cost savings realized by the corporate energy program.
- 2. Enhance community resiliency to climate change impacts.**
 - a. Complete a high-resolution heat island map to inform and prioritize heatwave resiliency measures (i.e. urban tree planting).
 - b. Develop programs to help residents and businesses identify and address vulnerabilities to heatwaves, flooding, and erosion.
 - c. Develop official plan policies, development standards and design standards focused on increasing the resiliency of the built environment to the impacts of climate change (i.e. naturalized stormwater facilities).
- 3. Promote community transition to a cleaner energy future.**
 - a. Introduce a cost-neutral energy efficiency retrofit financing program for residents and businesses.
- 4. Preserve natural heritage.**
 - a. Champion voluntary stewardship (ALUS program).
 - b. Integrate urban trees into the Asset Management Program (start with inventory and condition assessment).
 - c. Fund a permanent municipal street tree replacement and enhancement program.
 - d. Integrate natural heritage policies into Chatham-Kent's official plan as per provincial requirements.
 - e. Develop a municipal lands naturalization strategy to enhance nature and reduce operational costs.
- 5. Improve sustainable mobility.**
 - a. Integrate a Complete Streets design into all right of way projects.
 - b. Undertake a Sustainable Mobility Master Plan (cycling, transit, pedestrian accessibility, roadway infrastructure).
 - c. Prioritize sustainable mobility investments to promote safety, accessibility for vulnerable users and encourage alternative modes of travel.
 - d. Develop a municipal Electric Vehicle charger strategy.