



# **CHATHAM-KENT POLICE**

**2025-2028 STRATEGIC PLAN**



# TABLE OF CONTENTS

Message from the Chair	03	Four Cornerstones	09
Message from the Chief	04	Our Society	10
Introduction	05	Action 1, 2, and 3	
Consultations	06	Our People	12
Mission, Vision, & Values	07	Action 1, 2, and 3	
Strategic Priorities	08	Our Work	14
Areas of Focus	08	Action 1, 2, and 3	
Drugs & Related Crimes		Our Organization	16
Homelessness & Poverty		Action 1, 2, and 3	
Mental Health		Performance Indicators	18
Property & Violent Crimes		Future Trends	20
Road Safety		Community	23
Key Focal Points	08		
Health & Well Being			
Staffing Levels			
Training & Equipment			

# MESSAGE FROM BOARD CHAIR PAT WEAVER

On behalf of the Chatham-Kent Police Services Board and the Chatham-Kent Police Service members, we are pleased to present the Strategic Plan for policing in Chatham-Kent for 2025-2028. The strategic plan is a blueprint for the evolution of our police service in providing adequate and effective policing, through actions that reflect the needs, expectations, and values of our community. This plan is a product of extensive collaboration, reflecting input from community members, police personnel, and other stakeholders. Our mission remains steadfast: Together with our community, we are committed to making Chatham-Kent a healthier and safer place for all.

Guided by this mission are the four cornerstones for our continued success: **Our Society, Our People, Our Work** and **Our Organization**.

This strategic plan is our pledge to serve the community with honour, integrity, and courage, grounded in the principles of public safety, respect, compassion, and collaboration. Together, we can maintain a safe and inclusive community for all.

*Pat Weaver,*  
Board Chair



*From left to right:* Douglas Sulman,  
Councillor Marjorie Crew,  
Board Chair Pat Weaver,  
Vice-Chair Darlene Viera,  
Mayor Darrin Canniff





# MESSAGE FROM CHIEF KIRK EARLEY



The 2025-2028 Strategic Plan for the Chatham-Kent Police Service (CKPS) is a road map of our commitment towards fostering a safer, stronger, and more connected society. We approach every situation as an opportunity to collaborate with everyone we encounter, to uphold the highest standard of safety, and build trust across every neighborhood, organization, and individual we serve.

The profession of policing has evolved, requiring us to adapt to emerging challenges while remaining steadfast in serving the community, within our mission of making Chatham-Kent a healthier and safer place for all. Developed in partnership with our Police Service's board, our dedicated members, and through engagement with the incredible citizens of Chatham-Kent, our Strategic Plan is a testament to our collective determination to build a more inclusive and resilient environment for all.

Our 2025-2028 plan is rooted in four cornerstones: **Our Society, Our People, Our Work** and **Our Organization**. We are guided by principles centered on safety and well-being, accountability, equity, innovation, and creating an inclusive and progressive workplace delivering sustainable service excellence.

Our Service believes in the importance of being a team and working as one unified collective. Our greatest successes are achieved when we work as one with our community. Our new Mission, Vision, & Values are tailored to identify who we are as an organization, what we believe in and stand for, and this Strategic Plan builds on that platform.

We look to the future with optimism and that together with the CKPS Board, the Municipality of Chatham-Kent, our members, our partners, and the greater community, we will be progressive, innovative, and resilient in meeting the needs of our diverse society.

I want to express my deepest appreciation to the members of the Chatham-Kent Police Service for your hard work, courage, and dedication to public service. Together we will continue to make a positive impact and uphold the values that define who we are.

*Kirk Earley,*  
Chief of Police

*2025 - 2028 Strategic Plan*

# INTRODUCTION

With a compliment of 195 sworn officers, 70 civilian staff, and 25 special constables, and an operating budget in 2024 of approximately \$36.3 million dollars, we are the seventeenth-largest police service in Ontario. We serve approximately 111,000 citizens and 23 communities over 2,400 square kilometers, comprising the fifth-largest municipal geographic area in the province.

Our members speak 14 different languages representing various cultures. We have a total over 70 assets in our fleet including a state-of-the-art outdoor firearms range, training facility, a general headquarters in Chatham, and 5 substations spread out around the Municipality. Namely in Wallaceburg, Tilbury, Ridgetown, Blenheim, and our traffic facility located in Chatham.

CKPS is a primary Public Safety Answering Point (PSAP) which receives all 911 and non-emergency calls for our community. We accept approximately 200,000 phone calls each year, which is increasing at an average rate of 5% per year.

CKPS is funded by the Municipality of Chatham-Kent and governed by our Police Services board, whose role is to ensure adequate and effective policing is provided for the community of Chatham-Kent. The Police Services board is tasked with preparing and adopting a strategic plan for the provision of policing that addresses various subjects, objectives, priorities, and core functions of CKPS.

Chatham-Kent is an increasingly diverse community offering an inclusive, equitable space where people from varied backgrounds, perspectives and experiences can feel welcome and valued. With a growing population, speaking approximately 70 different languages and growing diversity, Chatham-Kent is becoming enriched with culture and a broad range of ideas fostering a more vibrant environment.



# CONSULTATIONS

To create a community driven focus over the next three years and ensure a well-structured workplace, CKPS conducted both a public and member survey. Together, the surveys encouraged our citizens and members to provide honest, unencumbered input designed to understand their needs, perceptions, and feedback relative to crime, social disorder, and policing in general. The contributions received will undoubtedly guide key decision making, the strategic direction of CKPS, and how we serve both our citizens and our members.

CKPS received responses through a confidential online system, as well as telephone calls conducted by an independent consultant. The consultant then produced an anonymized report highlighting key areas for CKPS to review as part of its strategic plan, outlining the focus for the service over the next three years.

The survey results, amongst other things, assisted in developing four key cornerstones of focus: **Our Society, Our People, Our Work** and **Our Organization**. Within the cornerstones, we will approach our challenges with honesty, integrity, and courage, and create a healthy work force and healthy community. We will educate our citizens on crime prevention, proactively collaborate with key partners to resolve crimes and antisocial behaviours, while also looking at innovative ways to ensure organizational success, demonstrating compassion, and professionalism in every interaction.





# MISSION

Together with our community, we are committed to making Chatham-Kent a healthier and safer place for all.

# VISION

Where the community and police service work together to foster a culture of safety, trust, and wellbeing, while adapting to the changing needs of Chatham-Kent.

# VALUES

Our VALUES are our core ethical principles and commitments that guide our actions and decisions. We will treat our citizens with respect and free from bias based on any difference including race, gender, ethnicity, religion, or socioeconomic status.



## **COMMUNICATION:**

We engage with our community with optimism that when we work together, we will all be more resilient, and inclusive than before.



## **TRANSPARENCY**

We maintain honesty and professionalism in all interactions, building trust through accountability.



## **INCLUSIVENESS:**

We respect and celebrate the diversity of Chatham-Kent, ensuring that all individuals are treated fairly and equitably.



## **INNOVATION:**

We embrace creative solutions and emerging technologies to better serve our community.



## **COMPASSION:**

We approach every interaction with understanding and empathy, recognizing the unique experiences of all.



## **PROFESSIONALISM:**

We strive for excellence in service delivery, continually seeking improvement in our practices and outcomes.



## **INTEGRITY:**

We conduct ourselves with honesty and fairness, upholding ethical standards, and ensuring that our actions reflect the trust placed in us by the community.



## **COLLABORATION:**

We believe in developing and maintaining strong relationships with our residents, businesses, and community partners, creating a more integrated Chatham-Kent.

# STRATEGIC PRIORITIES

In both the community and member surveys, we sought input on what respondents believe are the most significant concerns and challenges to policing today. Based on the results, CKPS has set strategic priorities to guide our actions, focus resources, and respond to the specific and changing needs of our community. These priorities reflect both traditional goals of law enforcement such as crime reduction and public safety, as well as innovative ways to look at how we enhance transparency, community engagement, and inclusivity.

## *THE COMMUNITY REPORT DETAILED THE TOP FIVE AREAS OF FOCUS FOR CKPS:*



To promote a supportive work environment that helps alleviate the stressors associated with policing, CKPS is investing in health and wellness programs and increasing staffing to support the growing and changing demands for service. In the next three years, we will continue to develop our mental health services including enhanced peer-to-peer support, and review our training needs to align with modern day policing and community demands.

## *THE KEY FOCAL POINTS FOR OUR MEMBERS ARE:*



*Our strategic plan creates four cornerstones representing areas of focus that engages key partners and citizens, and is designed to proactively address socioeconomic issues with a view towards success.*



# THE FOUR CORNERSTONES

*CKPS has created foundational principles that guide effective, fair, and responsive policing. The four cornerstones of focus are: Our Society, Our People, Our Work and Our Organization.* Together, the four cornerstones are designed to create a balanced and community-centered approach to policing that not only focuses on immediate public safety concerns, but also aims to enhance public trust, reduce crime, and look at innovative ways to strengthen the overall well-being of our community.

**Our Society** - We will collaborate with our citizens and partners to continue to transform the relationship between our service and the public into a partnership that emphasizes mutual respect, shared goals, and collective action. This collaborative approach will help to create safer neighborhoods, reduce crime rates, and develop resilient communities that feel empowered and protected.

**Our People** - To achieve the envisioned success, we must maintain a healthy workforce to deliver one of the most vital services in Chatham-Kent. The policing role is extremely challenging, and all our members face demanding situations daily. The physical, mental, and emotional well-being of our members directly impacts their effectiveness, decision-making, and overall job performance. This high-stress profession with frequent exposure to traumatic situations, physical dangers, and intense scrutiny, make wellness programs essential for both our members and the communities they serve.

**Our Work** - Effective crime prevention and strong community collaboration are foundational to creating safe, cohesive, and resilient societies. These principles ensure not only the reduction of crime but also the enhancement of trust and cooperation between CKPS and the communities we serve.

**Our Organization** – We will create a dynamic ecosystem in which we operate, encompassing social, technological, political, legal, and economic factors. Understanding our organizational focus and needs is crucial for adapting to evolving challenges, maintaining public trust, and effectively upholding the rule of law.



# OUR SOCIETY



**Our Objective** – In all that we do, CKPS will build a relationship with our citizens based on trust, transparency and professionalism, trademarks for effective policing and community cooperation. Recognizing that crime prevention is a collaborative effort, we need support wherever possible to identify and address issues, ideally before reaching the level of criminality. We will create a framework for community safety and wellbeing that will focus on the top five priorities as outlined in the public survey. We will continue to seek input and feedback from our citizens via ongoing surveys, as well as open and direct communication opportunities, and transparent reporting of service performance.

## **ACTION 1: STRENGTHEN PARTNERSHIPS WITH THE COMMUNITY**

We will work with partners to tackle complex issues such as drugs, homelessness, and mental health issues, by delivering solutions that go beyond law enforcement alone. We will play a significant role while collaborating with social services providers, healthcare providers, local governments, nonprofits, and community organizations, to provide compassionate and effective responses.

### **WE WILL:**

- Utilize evidence-based statistics to identify, and respond effectively, to calls for service and community crime trends
- Enhance outreach programs focused on youth engagement, crime prevention, and victim support
- Increase collaboration with community partners, diverse cultural organizations, and other key stakeholders, on opportunities for enhanced information sharing, shared responsibility, and integrated service delivery



## **ACTION 2: VICTIM SUPPORT**

We will engage in open dialogue to help understand community concerns, needs, and diverse cultural backgrounds, to provide the most reasoned and consistent responses with support to all. We will help individuals who have experienced trauma, crime, and other distressing events, to make them feel safe, heard, and supported.

### **WE WILL:**

- Develop creative and modern communication strategies to better understand the needs of our diverse community
- Increase support awareness, education, and advocacy for all impacted by crime and social disorder
- Take a strategic approach to successfully implement and evaluate crime prevention initiatives



## **ACTION 3: EDUCATION**

CKPS will take a proactive approach to crime deterrence by educating our citizens on how to prevent crime before it happens. By providing harm reduction measures including delivering innovative ways to report suspicious activity, we will empower our community members to protect themselves, reduce crime, and contribute to an overall safer environment.

### **WE WILL:**

- Enhance integrated partnerships for projects and support
- Drive initiatives to support our partners surrounding underlying social issues
- Increase our social media presence within and outreach towards our diverse demographics

# OUR PEOPLE

**Our Objective** – In order to provide the best possible service to our citizens, businesses, and partners, CKPS needs a healthy workforce and remains resolute and committed to member health, wellness, and resiliency. We will focus on supporting the physical, mental, and emotional well-being of all our personnel to help them manage the unique stresses and challenges of their roles. Promoting health and wellness in policing is essential, not only for the members themselves but also for the overall safety and effectiveness of the police service and the citizens we serve.

We will be mindful of our staffing levels with a focus on morale and member burnout. Operational stress is a significant concern due to the demands of our profession and our focus will be to care for individual and situational needs, while enhancing member resiliency.

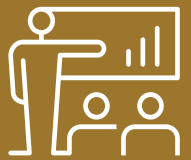


## **ACTION 1: WELLNESS AND SUPPORT**

CKPS will promote and support healthy lifestyles at work and at home, by offering functional wellness programs that build capacity and resilience. We have recruited a full-time wellness coordinator, and will maintain and develop programs in fitness, peer support, and stress management to provide all our members with the best possible tools to manage the day-to-day challenges of this high stress environment.

### **WE WILL:**

- Establish effective and sustainable resource planning to ensure member and public safety through meaningful participation in service and community events
- Promote initiatives to support cultural, physical, and psychological well-being and safety of our members
- Develop a health/wellness strategy that engages our members to cooperatively shape the health and wellness of the membership



## **ACTION 2: PROFESSIONAL DEVELOPMENT**

We will deliver high quality, evidence-based training that is contemporary, relevant, and real-world. We will prepare our officers to manage a wide variety of situations, protect public safety, and exercise critical judgment necessary to respond effectively, fairly, and safely.

### **WE WILL:**

- Support continued professional growth for all employees by providing the necessary resources for personal and professional development, leadership, and educational opportunities
- Increase investment in training and education as per legislative compliance but also to achieve the highest standards
- Dedicate resources to ensure timely identification of potential leaders for proper succession planning



## **ACTION 3: RECOGNITION AND COLLABORATION**

CKPS will facilitate effective two-way communication, and always encourage, track, and incorporate input from members. We will remove barriers to creativity and change, and will invest in our people with the intentions of improved performance, reduced turnover and long-term leave, and better community relations. Member surveys will be designed in-depth to review all considerations of the individual, departments, and overall service needs.

### **WE WILL:**

- Effectively communicate and implement service standards and expectations
- Develop, enhance, and implement a robust employee recognition and awards program
- Achieve consistent engagement of our members to receive timely feedback and input to drive service priorities

# OUR WORK

**Our Objective** – CKPS will work with all community members with a focus on preventing crime and delivering safety through community collaboration and partnerships. Our priorities will be proactive through evidence-based policing and enhanced resource allocation to focus on crime prevention and addressing issues before they occur or escalate. This approach emphasizes synergy amongst our service, our partners, and our citizens, to identify and address specific and changing needs and priorities of our society.



## **ACTION 1: COMMUNITY INVOLVEMENT**

Through public education and an initiative-taking media presence, we will encourage our residents to identify local issues and priorities. We will use all available resources and tools to address crime with particular focus on the areas of our community in most need.

### **WE WILL:**

- Find innovative ways to engage and access all corners of our community, striving to break down barriers
- Utilize evidence-based data to measure our ability to provide adequate and effective policing
- Develop modern communications strategies to increase collaboration with our citizens and partners

## **ACTION 2: EVIDENCE BASED POLICING**

We will responsibly adopt modern technology to understand how to better place our workforce for increased visibility and efficiencies. We will use research and data to inform policing practices and policies. We will implement these tools to enhance the effectiveness of our service by implementing strategies that are supported by scientific research and proven outcomes.

### **WE WILL:**

- Continuously review of our level of service and seek forward-thinking ways to enhance and optimize our organizational efficiencies
- Identify innovative technologies with expert guidance to find better ways to deliver our service
- Adopt sustainable practices that promote the best possible service delivery footprint



## **ACTION 3: ENHANCED RESOURCE ALLOCATION**

Evidence-based policing helps law enforcement agencies allocate resources more efficiently by identifying high-crime areas, trends, and effective strategies. This targeted approach ensures that limited resources are used in ways that maximize impact, leading to more efficient policing.

### **WE WILL:**

- Utilize evidence-based data to ensure efficient deployment of resources
- Explore opportunities with key community partners to enhance public safety and limit redundancies
- Expand communication strategies surrounding preemptive law enforcement initiatives and intelligence led policing



**Our Objective** – CKPS will foster an efficient, sustainable, and compassionate organization through foundational systems, asset management, and resource allocation to effectively support policing service excellence. We will forge strategic partnerships to help mitigate the effects of underlying social disorder challenges while strengthening leadership practices, enhance decision-making processes, and ensure effective governance and accountability.

We will create a culture that aligns with our Mission, Vision, & Values, promote collaboration, continuous improvement, innovation, and resiliency. CKPS will prioritize fiscal responsibility, sustainable practices, and asset management via streamlined processes and policies. We will prepare the organization for future challenges by leveraging technology and continuous innovation for organizational effectiveness.

# OUR ORGANIZATION



## **ACTION 1: CULTURAL COMMITMENT**

We will engage our key stakeholders to deliver coordinated care models that provide medical, mental health, and substance abuse treatment, within a single framework. Our Crisis Intervention Team includes mental health professionals and trained officers, and such teams can respond to incidents involving individuals in crisis, ensuring they receive appropriate care rather than enforcement, when warranted.

### **WE WILL:**

- Foster an effective, adaptable, and compassionate organization
- Engage all segments of our society to deliver comprehensive policing services for all, that are conscientious of diversity but consistent in approach
- Build a culture that balances organizational strategic goals with member wellness aligned with our Mission, Vision, & Values





## **ACTION 2: ORGANIZATIONAL FRAMEWORK**

CKPS will build foundational systems, physical assets, and resources, to aid in our ability to effectively serve and protect our communities. By recognizing and addressing today’s challenges, we will develop compelling strategies surrounding asset and resource allocation, human resources, technology, and community engagement tools, to improve public safety, foster community trust, and enhance the overall quality of life for all our citizens.

### **WE WILL:**

- Prepare the organization to adapt to emerging crime trends, underlying social disorders, and future challenges
- Conduct a needs assessment of organizational assets necessary to maintain the current level of service as well as anticipating the future needs of our community and members
- Review our staffing, training, technology, and property needs to operate effectively

## **ACTION 3: SUSTAINABILITY**

Sustainability in policing services assists in long-term operational effectiveness, community engagement and trust, and resource efficiency. Our goal is to effectively allocate resources required today, while assessing sustainable practices and frameworks to meet the needs of our members and the community for the future.

### **WE WILL:**

- Identify and engage in sustainable policing practices through data driven analytics
- Streamline internal processes, policies, and procedures
- Promote continuous improvement and innovation





# PERFORMANCE INDICATORS

We will use Key Performance Indicator (KPIs) frameworks to evaluate our performance, identify areas for improvement, and provide accountability to the citizens we serve. Regularly assessing these indicators enables us to adapt to changing needs, enhance public safety, and build trust with the community. Performance measures are tools used to evaluate effectiveness, efficiency, and alignment with the strategic objectives of the service. These measures will reflect both individual contributions and team outcomes, fostering accountability, transparency, and continuous improvement, as well as focusing on wellness and sustainability. We will continue with annual feedback, provide open, two-way communication and reporting, and revise our performance appraisals to reflect legislative requirements, as well as the changing needs from within our service.

We will develop dashboards that will show our citizens real-time calls for service, and how we perform against regulations and standards across our industry. We will show with transparency and honesty our effectiveness, efficiency, and overall performance in fulfilling our duties.

As well as clear crime analytics and clearance rate reporting, we will measure our response times and community satisfaction through feedback, surveys, and officer performance metrics, all while balancing with budget and fiscal obligations. We will show our citizens the responsible costs of providing our services and the value and benefits we bring to the community.

# THE FOUR CORNERSTONES IN ACTION:

Our Society, Our Work, Our People, and Our Organization



# FUTURE TRENDS

Advances in technology have significantly transformed policing practices, enhancing our capabilities to prevent, detect, and respond to crime and social disorder. These technological innovations improve operational efficiency, increase officer safety, and foster better community engagement.

Over the last three years, we have implemented and upgraded many technological solutions that have enhanced our response to crime and social disorder. Some more notable innovations include:

## ***Automated License Plate Recognition (ALPR)***

We can capture and analyze license plate information automatically to identify stolen vehicles, track wanted suspects, search for missing and vulnerable people, and enforce parking regulations.

## ***Drone or Unmanned Aerial Vehicle (UAV)***

We use our drones for aerial surveillance, monitoring large crowds, assessing crime scenes, and search & rescue missions. The drones provide real-time bird's eye view video feeds to officers on patrol giving accurate and efficient direction to members on scene, an invaluable resource for quick and effective resolution to a variety of incidents.

## ***Mobile Data Terminals (MDTs)***

All our front-line vehicles are equipped with MDTs allowing our officers to access multiple databases, report incidents, and communicate with emergency communications operators. All of these capabilities in this virtual mobile office improves response times and creates efficiencies in services rendered.



We will leverage service and technological advancements to stay ahead of challenges while building trust, enhancing public and officer safety, and delivering effective, ethical, and community-centered services.

### ***Closed Circuit Television (CCTV)***

Our new monitoring solution plays a significant role in modern policing and enhances public safety efforts. Implemented in several downtown core areas, this tool is used for crime deterrence, evidence collection, and investigative support. We have successfully used the technology many times to identify offenders as well as locate vulnerable missing persons.

### ***Next Generation 9-1-1***

Soon we will move to a new digital 911 network, replacing the current Canada wide analogue platform that is outdated, and limited in capabilities. The new service leverages modern technology to improve efficiency, response times, and accessibility when compared to traditional 911 services.

### ***Body Worn Camera***

This advanced solution is becoming widely adopted by many police agencies and is designed to improve transparency, accountability, officer safety, and interactions between the police and the community.

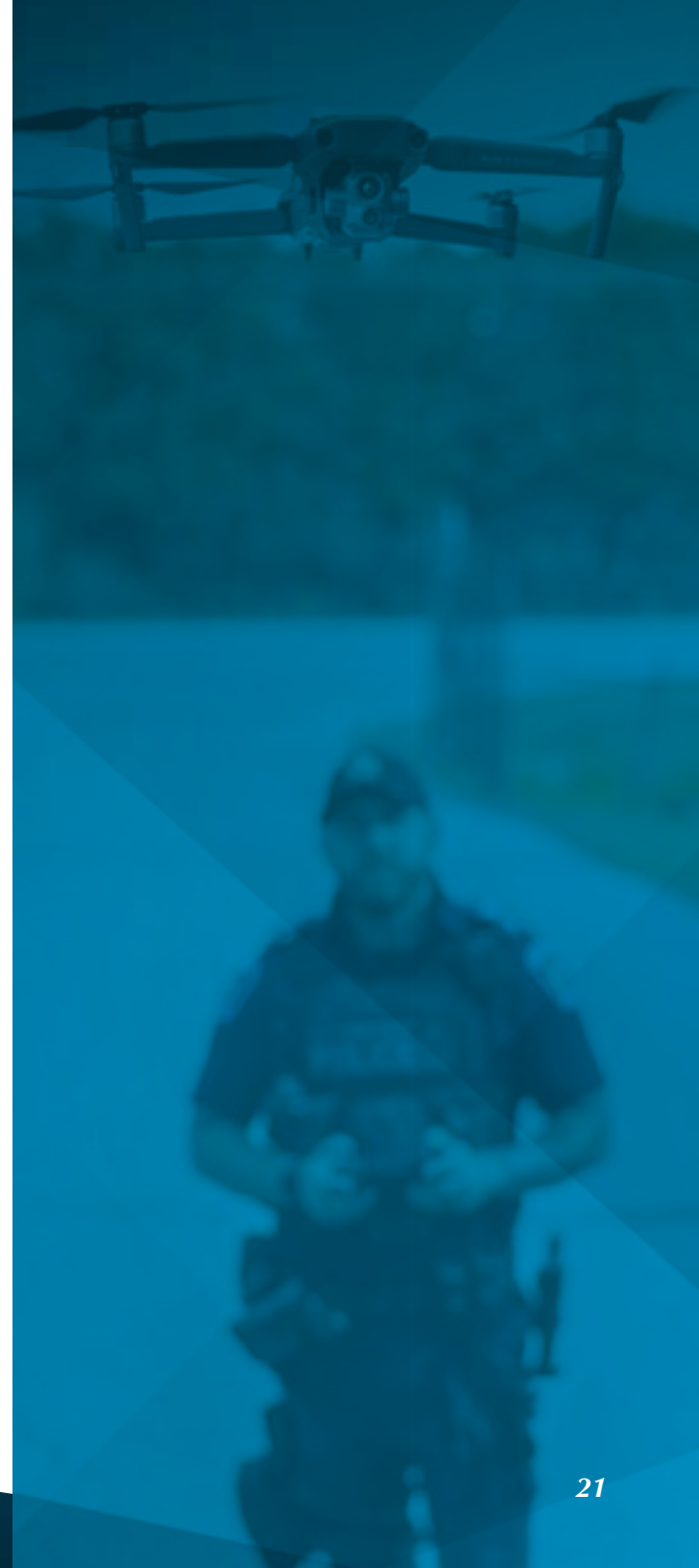
### ***Asset Real-Time Tracking***

Attaching RFID tags to police equipment such as firearms, body armor, radios, and vehicles, allows us to track the location and status of equipment in real-time, reducing the risk of theft, misplacement, or unauthorized use.

### ***New Taser models***

Modern Tasers offer extended range capabilities (up to 25 feet or more), giving officers greater distance between themselves and a suspect during a potentially dangerous encounter.

***We will continue to reassess the capabilities of our new tools, assets, and services, committing to continuous improvement over the next three years.***



## **We will continue to develop and promote:** *Wellness and Support Systems*

Creation of a dedicated support service investing in comprehensive wellness programs that address mental, physical, and emotional health. By prioritizing wellness, we can improve officer performance, reduce burnout, enhance community relations, and promote a healthier, safer work environment for all involved.

### *Recognition and Peer-to-Peer Systems*

This a crucial role in supporting wellness, improving morale, enhancing job satisfaction, and fostering a positive organizational culture CKPS. This system will help create a sense of appreciation, camaraderie, and mutual respect among members, especially important in high-stress professions like policing.

### *Corporate Communications Strategy*

We will develop practices to manage both internal and external communications effectively. Our policy will involve a wide range of activities, from public relations and media management to internal messaging and crisis communication, all designed to maintain transparency, build public trust, and support operational efficiency.

### *A Redesigned, Interactive Website*

This will play a vital role in improving communication, transparency, and engagement with our community, while also supporting officers' internal needs. The goal is to create a user-friendly, accessible, and secure online platform that serves both the public and police personnel efficiently.

Wellness, recognition, and communication, are essential components for the success and sustainability of any service-based organization, including law enforcement. These elements directly influence employee engagement, morale, productivity, and overall service quality.





# COMMUNITY

By prioritizing community involvement, policing will continue to evolve from being reactive to initiative-taking, with law enforcement and communities working together to create an environment of mutual support. We endeavour to create safer, more harmonious neighborhoods, by incorporating and enhancing a variety of initiatives including:

## ***RESTORATIVE JUSTICE PROGRAMS:***

We will bring together victims, offenders, and community members to address harm and find resolutions.

## ***YOUTH INITIATIVES:***

Youth initiatives in policing aim to build trust and positive relationships amongst police and our young individuals. These initiatives focus on reducing crime, improving safety, and properly empowering the youth in our communities. We will engage with our youth to help recognize harmful life patterns, negative relationships, and addictions through education and related programming.

## ***CRISIS INTERVENTION AND SUPPORT:***

By collaborating with our partners, we will provide integrated teams trained to work with mental health professionals in responding to individuals in crisis.

## ***COMMUNITY WATCH PROGRAMS:***

Residents collaborate with law enforcement to monitor and report suspicious activities in their area, for both our residential and business communities.

## ***CULTURAL AND DIVERSITY TRAINING:***

We will undergo training to better understand and engage with diverse cultural and social groups, as well as collaborate with faith-based organizations, cultural associations, and advocacy groups.



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*HONOURING OUR PAST AND  
LOOKING TO THE FUTURE*