

# Township of Chisholm Municipal Strategic Plan

Township of Chisholm

June 2016



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# Township of Chisholm Municipal Strategic Plan

## Executive Summary

Chisholm is a diverse community in northern Ontario, which has gone from a vibrant entry point to the north, with its access to lumber and waterways, to a quiet sprawling community of farms, homes and recreational industry. We are a community based in history and family values – one of tradition and progress all wrapped into one. With this vision of our township and a hope of making the decisions of council more proactive, a call was put out for residents of the community to come together and develop a strategic plan. This strategic plan would not only provide direction for the current and future councils, but also allow visioning on where Chisholm is going and how it will progress and maintain as the world and society changes along with us.

The strategic plan is a testament to the forward and progressive thinking of the Mayor and Council and the residents of Chisholm Township. This gathering of people worked hard to form a doable list of projects and plans that meet and exceed our vision, mission and short/long term goals. It is a list that will stay with the township as Councils come and go, as a guide for a community worth preserving and growing.

The strategic planning process began late in 2011, taking almost 20 months to formulate. The committee then put all the input together in a plan, attempting to include all the ideas put forth with a direction that would support the Vision and Mission Statements of our community. The Strategic Plan was adopted by Council in June, 2013.

The Committee came together in 2016 to review the Strategic Plan and make changes to it as required. This is the revised Strategic Plan Document.

## Vision & Mission Statements

A clear focus on Chisholm's strengths and weaknesses as a community and a township allowed the committee to formulate Vision & Mission Statements and set specific goals. When preparing these statements, the committee wanted to ensure that they reflected Chisholm as a whole and focused on all facets of the community's way of life. A Vision is a consensus view of the directions in which the community should be headed. The Mission Statement specifies Chisholm's mandate and it helps to channel and direct planning and decision making.

### VISION STATEMENT

**Chisholm is a vibrant family orientated community that cherishes its history, natural environment and rural roots. We are growing as a resilient and self-sufficient community promoting healthy lifestyles and sustainable economic development.**

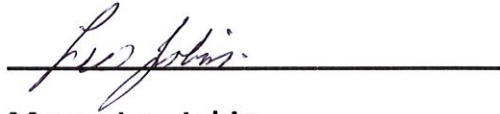
### MISSION STATEMENT

**To build a responsible and safe community dedicated to the preservation and development of our natural and human resources. To promote our uniqueness and to grow our partnerships through collaboration with our neighbouring communities.**





The undersigned elected officials hereby approve the plans and information as outlined in this Municipal Strategic Plan for the Township of Chisholm.



**Mayor Leo Jobin**



**Councillor David Hodgins**



**Councillor Chris Jull**



**Councillor Walter Ross**



**Councillor Nunzio Scarfone**

Members of the Strategic Plan Committee:

- Mayor Leo Jobin
- Councillor David Hodgins
- Councillor Chris Jull
- Councillor Walter Ross
- Councillor Nunzio Scarfone
- Don Butterworth
- David Dockendorff
- Clerk –Treasurer Linda Ringler, AMCT

We, the committee, would like to extend a special **thank you**, to the Office Staff of the Township of Chisholm for their continuous support and efforts to help produce this document.

## 1. Introduction

### **Purpose & Scope**

Where we see ourselves today and where we will be in the future will not always be the same picture. To maintain momentum and progress in our community, we need to come together and focus on the factors that will help and not hinder our movement into the future. A strategic plan will help the township do just that. Strategy is defined as a high level plan to achieve one or more goals under conditions of uncertainty. A Strategic Plan, if followed, will help achieve our long term goals. Strategic planning is different from long-range planning. Long-range planning builds on current goals and practices and proposes modifications for the future. Strategic planning, however, considers changes or anticipated changes in the environment that suggest more radical moves away from current practices.

The purpose of completing a strategic planning process is to ensure that the Township has a clear understanding of the direction it is headed. The plan looks at where we are today as a community, identifies where we would like to be in the future, and offers a plan of action in order to get there. A Strategic Plan is also intended to ensure Chisholm is positioning itself to meet not only the needs of today's community, but to ensure we are strategically positioned to meet the challenges of the future. Strategic priorities are used to focus direction in the daily operations of the Township as well as provide a framework to help with budget planning.

### **How We Got From There to Here**

A Committee was formed in 2012 to prepare a Strategic Plan for the Township. This Committee was comprised of all members of Council and two members of the public. Public input was sought during the process and the Strategic Plan was adopted by Council in June, 2013.

In 2016, the Committee came together to review the Strategic Plan and make changes as required.

During the review, the Committee made minor changes to the Strengths, Weaknesses, Opportunities and Threats (SWOT) to reflect the present situation.



## Strengths, Weaknesses, Opportunities & Threats (SWOT)

The committee reviewed the community's SWOT items and revised them accordingly.

Strengths	Weaknesses
<p><b>Location</b></p> <ul style="list-style-type: none"> <li>• Agricultural land</li> <li>• Forestry resources</li> <li>• Close to North Bay</li> <li>• Close to highway, rail and air</li> </ul> <p><b>Recreational Opportunities and Tourism</b></p> <ul style="list-style-type: none"> <li>• Crown land</li> <li>• Natural environment</li> <li>• Fishing/Hunting/Parks/Tourism</li> <li>• Developed trail</li> </ul> <p><b>Existing Facilities/Services</b></p> <ul style="list-style-type: none"> <li>• Safe (fire department and protective services)</li> <li>• Some Internet</li> <li>• Home Schooling available</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Diversity of population (skills, intellectual capital)</li> <li>• Pockets of affluent residents</li> <li>• Strong reserves</li> <li>• Strong sense of community</li> <li>• Good relationship with neighbouring communities</li> <li>• Resourceful people</li> <li>• Some surplus land</li> <li>• Business friendly</li> </ul> <p><b>Public Input</b></p> <ul style="list-style-type: none"> <li>• Growing Amish community</li> <li>• Businesses that serve local community</li> <li>• Space for new businesses</li> <li>• Church – Spiritual leadership</li> <li>• Family/small businesses</li> </ul>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• No community centre</li> <li>• People resistant to change</li> <li>• Participation in volunteer activities limited</li> <li>• Lack of employment opportunities</li> <li>• Limited internet/cell coverage</li> <li>• No core centre</li> <li>• NIMBYISM (not in my back yard)</li> <li>• Lack of youth</li> <li>• No School</li> </ul> <p><b>Municipal Restraints</b></p> <ul style="list-style-type: none"> <li>• High tax arrears</li> <li>• Infrastructure spread out over large area</li> <li>• Depleting aggregate resources</li> </ul> <p><b>Public Input</b></p> <ul style="list-style-type: none"> <li>• A certain amount of apathy</li> <li>• Family/small business</li> <li>• Lack of business properties to rent/Industrial/Business Park</li> <li>• Lack of rental properties</li> <li>• Lack of communication of programs in place</li> <li>• Lack of agriculture and other support businesses</li> </ul>

Opportunities	Threats
<p><b>Visitors and Tourism</b></p> <ul style="list-style-type: none"> <li>• Capitalize on cultural history</li> <li>• Create strategies for crown land (aggregates, tourism)</li> <li>• Promotion of recreation/tourism</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Available land for suitable development</li> <li>• Creative solutions for waste management</li> <li>• Alternative energy developments</li> <li>• Growth of agriculture sector</li> </ul> <p><b>Partnership</b></p> <ul style="list-style-type: none"> <li>• Regional collaboration</li> <li>• Collaborate with community organizations</li> <li>• Enhancing home-based businesses</li> <li>• Work with telecommunication providers</li> <li>• Increased collaboration with Powassan</li> <li>• Funding Support</li> <li>• Use of Forestry resources</li> </ul> <p><b>Public Input</b></p> <ul style="list-style-type: none"> <li>• Improvements of self-reliance/sufficiency and community 'helping hands'</li> <li>• Improve awareness of local supporting businesses</li> </ul>	<p><b>Natural and Human Caused Disasters</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Invasive species</li> </ul> <p><b>Municipal Restraints</b></p> <ul style="list-style-type: none"> <li>• Increasing financial responsibilities</li> <li>• Increased costs for infrastructure</li> <li>• Provincial downloading</li> <li>• Energy prices (increasing cost to population)</li> <li>• Lack of focus by other levels of gov't on Northern/rural communities</li> <li>• Reduced grants</li> <li>• Increasing regulatory framework</li> </ul>

Increasing Pressures	Decreasing Pressures
<ul style="list-style-type: none"> <li>• Increasing renewal (roads and bridges)</li> <li>• Roads need lifting</li> <li>• Waste management challenges</li> <li>• Infrastructure deficit</li> <li>• High reliance on fossil fuels</li> <li>• Community program development</li> <li>• Source Water Protection Compliance</li> <li>• Ditching/brushing</li> <li>• Telecommunication (internet, cell)</li> <li>• Public education for recycling</li> </ul> <p><b>Public Input</b></p> <ul style="list-style-type: none"> <li>• Increase in NIMBY (Not in my backyard)</li> <li>• More competitive issues between surrounding communities</li> <li>• Increasing apathy in certain areas</li> <li>• No town centre</li> <li>• Bedroom community</li> <li>• High Taxes and tax arrears</li> </ul>	<ul style="list-style-type: none"> <li>• Some bridges have been repaired</li> <li>• Investments in Public Works equipment</li> <li>• Capital needs have been identified</li> <li>• Human Resources policies in place</li> <li>• Investments in Fire Department equipment</li> </ul>



## 2. Goals

Goals reflect how we are going to preserve and promote our values. The goals are used to help prioritize projects and analyze how the projects align with our values. The more a project reflects our goals and promotes our values, the more importance it is given to be completed.

- **Maintain community safety:** As a community the safety of our residents and property is important and must be a focus of our move forward. One of the most popular reasons our residents are here in Chisholm is because of our way of life and the sense of safety they feel in their homes and community.
- **Improve our quality of life:** Chisholm residents take pride in their way of life and in today's fast paced world. It is so important to remember that quality of life not only focuses on how we live and where we live but also on improving the state in which we live. Projects and ideas need to include a progression and high standard of quality and not a reduction.
- **Preserve and promote natural resources:** Our resources, natural and otherwise, need to take first place in our focus for new projects and ideas. Chisholm has a vast inventory of waterways, farmland and Crown Land, and with it a responsibility to maintain these areas in a healthy way. Promotion of our area's natural wealth will in turn promote our community and all it has to offer.
- **Promote sustainable economic activity:** Chisholm has many businesses within its borders and the residents of Chisholm are increasing their "do business at home" approach to their daily lives. The growth of Chisholm over the years has been slow and steady. However, we do need to keep opportunities and options open for all economic activity which in turn will promote a more self-sufficient way of life.
- **Promote a strong sense of community and neighbourhood responsibility:** Chisholm has grown from solid roots in both timber and farming industries. It has been a way of life that not only promotes neighbours who help each other and know one another, but a way of life that depends on it. Our sense of community can be lost so easily with the growth of towns around us, and our continued dependency on the jobs and supplies obtained there. The residents of Chisholm have stated in their responses on our surveys and forums that this is important and needs to be considered as something we wish to maintain and grow.
- **Promote healthy family values:** Family values and healthy lifestyles are part of the foundation of a community that is safe and vibrant. Projects, ideas and focus must also take into consideration how they will affect our community's family values and how it will promote lifestyles that also protect our way of life.

### 3. Establishing Priorities

The Committee reviewed the priorities outlined in the original Strategic Plan and removed the projects that had been completed. At this time, some of the projects were removed from the priority listing.

#### The Evaluation Process

The remaining projects were allocated to the following four categories:

- A. Initiatives already started
- B. Initiatives the Township should commence and will be completed within Council's current term of office (two years)
- C. Long-term initiatives the Township would like to commence and complete within the next 5 – 10 years
- D. Initiatives that will not be pursued at this time as they are currently assigned a low priority or initiatives that have not yet been evaluated

All initiatives in categories A through D were evaluated by the Strategic Planning Committee using an Initiative Evaluation Card. Members of the Strategic Planning Committee independently evaluated all initiatives by assigning each a value of 1 to 3 where:

1. Indicates that the initiative is **unlikely** to help the township achieve this goal.
2. Indicates that the initiative is **likely** to help the township achieve this goal.
3. Indicates that the initiative is **very likely** to help the township achieve this goal.

### 4. Priorities and Actions

This section outlines the initiatives currently in progress or under consideration. Initiatives are grouped using the four categories stated above.

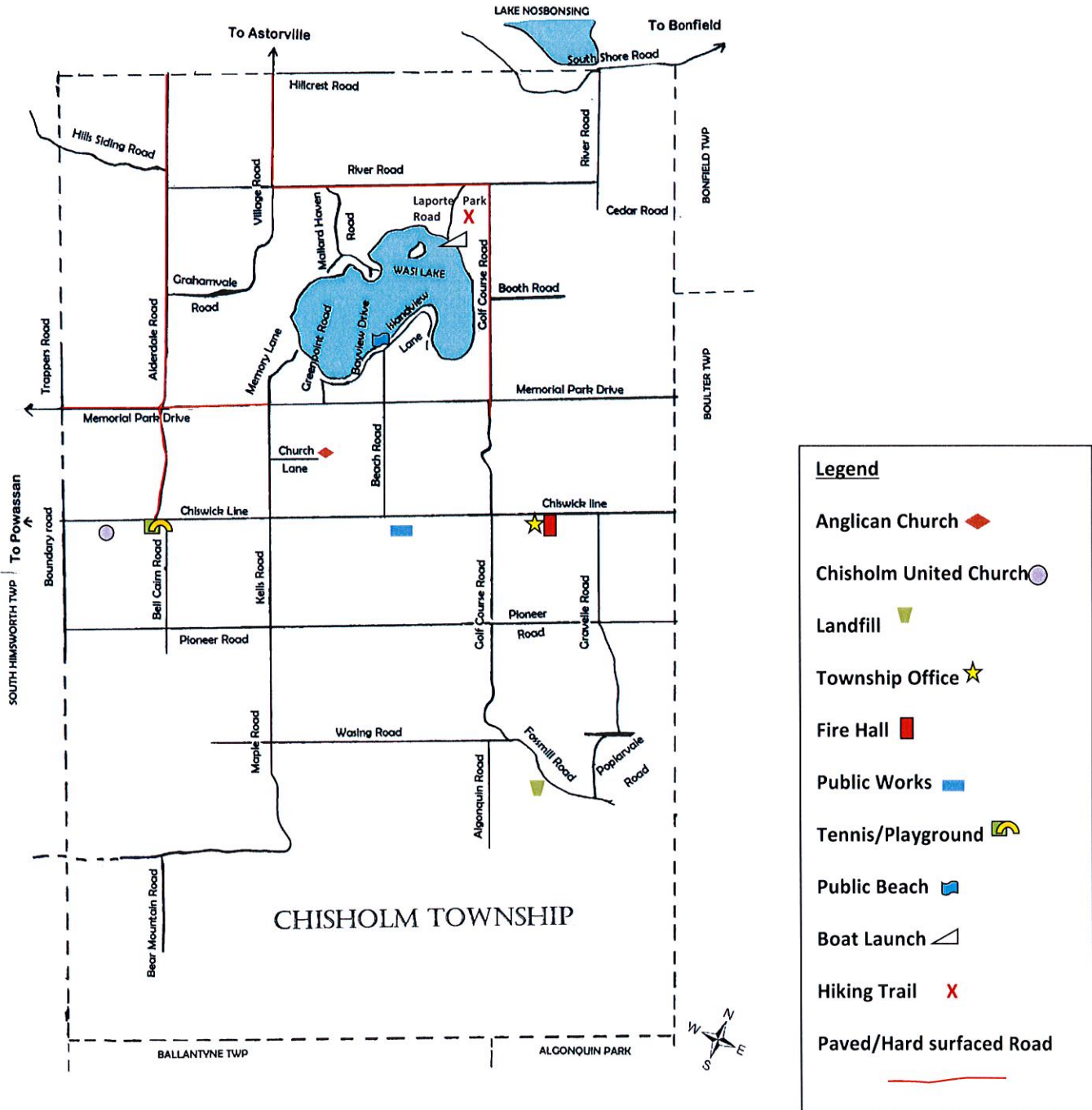
### 5. Implementation, Monitoring and Amendment

It is the responsibility of the Mayor and Council to distribute tasks and assign the resources required to implement the priority initiatives identified in this plan. In addition, the Township's goals, vision, and mission identified herein, shall be incorporated into the future planning, budgeting and decision making during the current term of Mayor and Council.

To aid in implementation, the Strategic Planning Committee shall change its scope to become an Implementation Committee. One task of this committee will be to perform a bi-annual progress report on the status of the high priority initiatives identified within this plan. At the time of these progress reports, adjustments can be made to the Township's initiatives and action plans based on recommendations by the committee. A decision to amend or update this strategic plan will be made at the discretion of the Mayor and Council. In addition to maintaining the strategic planning committee, a project lead or champion should be assigned to oversee the implementation of each high priority initiative. In some cases, an ad hoc committee may be established to oversee implementation of the larger more complex initiatives.



Commencing as soon as possible, it is recommended that a briefing discussion take place with potential funding agencies to heighten their awareness of the Township's planned direction and activities and explore opportunities for project funding. Following the formation of a new Council, this strategic plan should be revisited, as required.



**INITIATIVE EVALUATION TABLE  
FOR TOWNSHIP OF CHISHOLM PRIORITIES**

Based on the assigned values a simple decision matrix using the goal scores is used to prioritize the initiatives. The committee could have chosen to assign to some goals a higher priority or importance. For example, the goal of “Maintaining Community Safety” could have higher importance than “Promoting Sustainable Economic Activity”. If this was desirable, such value assignments should be established prior to evaluating the initiatives. For this initial evaluation, the committee chose to value all goals equally.



Category		Initiative Evaluation:	Community Safety	Quality of Life	Promote Natural Resources	Economic Activity	Sense of Community and Neighbourhood	Healthy Family Values	Score
A	1	Improvements to Golf Course Road	0.8	0.5	0	0.8	0.2	0	2.3
A	2	Township Website Improvement	0.2	0.2	0.5	0.5	0.5	0.1	2
A	3	Pavilion and Playground Area	0.3	0.8	0.1	0	1	1	3.2
A	4	Maintenance Memorial Park Drive from Kells to Boulter	0.8	0.5	0	0.8	0.2	0	2.3
A	5	Replace Memorial Park Bridge	0.8	0.5	0	0.8	0.2	0	2.3
A	6	Beaver Program	0	0	1	0.5	0	0	1.5
B	1	Marketing Plan for Chisholm Township	0.1	0.3	0.5	0.5	0.3	0	1.7
B	1.1	Improve Township Entrance Signs	0.3	0.1	0	0.4	0.6	0.1	1.5
B	2	Conduct Drainage Study for Township	0.3	0.1	0.2	0	0	0	0.6
C	1	Update Traffic Study for Planning	0.8	0.8	0	0.4	0.4	0	2.4
C	2	Resurface Alderdale Road from Chiswick to East Ferris Boundary	0.8	0.5	0	0.8	0.2	0	2.3
C	3	Resurface River Road from Alderdale to Village	0.8	0.5	0	0.8	0.2	0	2.3
C	4	Pave Memorial Park Drive from Golf Course to Kells	0.8	0.5	0	0.8	0.2	0	2.3
C	5	Pave Chiswick Line from Golf Course to Boundary	0.3	0.8	1	0.5	0.5	0.5	3.6
C	6	Pave Memorial Park Drive from Trappers to Alderdale	0.8	0.5	0	0.8	0.2	0	2.3
D	1	Community Centre	0.2	1	0	0.3	1	0.8	3.3
D	2	Improve Internet and Cellular Service	0.5	0.4	0	1	0.5	0.5	2.9
D	3	Skating Rink/Baseball Diamond	0.2	1	0	0	0.8	0.8	2.8
D	4	Promote - Local Farmer's Market	0	0.3	0	1	0.6	0.5	2.4
D	5	Remove Wolf & Coyote Moratorium	0.6	0.2	0.5	1	0	0	2.3
D	6	War Vet Memorial Plaque / Cenotaph	0	0.1	0	0	1	1	2.1
D	8	Restructure Landfill and Recycling Policies & Resell Reusable Items	0	0	0.1	0.1	0.1	0.3	0.6
D	9	Curbside Garbage Pickup for all	0	0	0	0	0	0	0

## Appendix A

### A - Initiatives Already Started

The following 'A' priority initiatives have commenced and will be completed within the current term of office:

- A1. - Improvements to Golf Course Road
- A2. - Township Website Improvement
- A3. - Pavilion and Playground Area
- A4. - Maintenance Memorial Park Drive from Kells to Boulter
- A5. - Replace Memorial Park Bridge
- A6. - Beaver Program



*A1 - Improvements to Golf Course Road*

		Target Date	2016-2018
Description		Improvements to Golf Course Road, including the incorporation of a cycling route on the road.	
Actions		Dig out worst sections of road and patch with asphalt	
Achieving our Goals	Community Safety	✓	The safety of vehicular traffic is enhanced by travelling on a smoother road surface. Emergency vehicles can travel faster to get to an emergency.
	Quality of Life	✓	More travel to cultural & other activities in North Bay due to better road conditions. Reduced vehicle repair costs. More money for other things.
	Preserve Natural Resources	✓	Hard surfaced road negates the need for gravel applications and preserves aggregate resources.
	Sustainable Economic Activity	✓	Better and easier access to various businesses, i.e. Golf Course, Lodges, etc.
	Promote Sense of Community	✓	People travelling and living on Golf Course Road will be happier because of the improved road.
	Healthy Family Values		n/a

*A2 - Township Website Improvement*

		Target Date	Ongoing
Description		Township Website Improvements	
Actions		Make easier to navigate. Redesign home page. More information posted on home page and other areas.	
Achieving our Goals	Community Safety	✓	Provide timely safety information to residents. Post Township emergency plan. Provide bear wise information. Advise of road closings and/or maintenance.
	Quality of Life	✓	Provide residents with up to date information on community events and activities.
	Preserve Natural Resources	✓	Provide information for residents and visitors highlighting natural heritage facilities and activities.
	Sustainable Economic Activity	✓	Publish information regarding local business resources, business events (farm meetings), and recreational opportunities within the township.
	Promote Sense of Community	✓	Keep residents abreast of what is going on in the community so that they have an opportunity to participate and contribute.
	Healthy Family Values	✓	Promote local organizations and activities such as churches, WI events, Farmer's Market.



*A3 - Pavilion and Playground Area*

	Target Date	2016
Description	Pavilion and Playground area	
Actions	Remove existing building and install pavilion and playground equipment.	
Achieving our Goals	Community Safety	✓ Create a safe environment, shelter and safe equipment for children to play on.
	Quality of Life	✓ Provides another place and opportunity for families to 'play together'.
	Preserve Natural Resources	✓ Preserve the beach area as a place for families to enjoy.
	Sustainable Economic Activity	n/a
	Promote Sense of Community	✓ Creates another place to hold community events.
	Healthy Family Values	✓ Promotes family activities where all can participate.

*A4 - Maintenance Memorial Park Drive from Kells to Boulter*

		Target Date	To Be Determined
Description		Improve maintenance of Memorial Park Drive from Kells to Boulter	
Actions		Perform proper maintenance	
Achieving our Goals	Community Safety	✓	Improve road condition for all seasons. Improve emergency vehicle access.
	Quality of Life	✓	Memorial Park Drive is a main artery into Chisholm. Improve access to Powassan and North Bay
	Preserve Natural Resources		n/a
	Sustainable Economic Activity	✓	Improve access for local businesses and commute to work outside township.
	Promote Sense of Community		n/a
	Healthy Family Values		n/a



*A5 - Replace Memorial Park Bridge*

	Target Date	2016
Description	Memorial Park Bridge Replacement	
Actions	Full repair	
Achieving our Goals	Community Safety	✓ Improve road condition for all seasons. Improve emergency vehicle access.
	Quality of Life	✓ Memorial Park Drive is a main artery into Chisholm. Improve access to Powassan and North Bay
	Preserve Natural Resources	n/a
	Sustainable Economic Activity	✓ Improve access for local businesses and commute to work outside township.
	Promote Sense of Community	n/a
	Healthy Family Values	n/a

*A6 - Beaver Program*

		Target Date	To Be Determined
Description		Remove a significant number of beaver to reduce beaver related problems, and remove old dams causing drainage problems.	
Actions		Develop an out-placement strategy.	
Achieving our Goals	Community Safety	✓	Reduce flooding and soft shoulders on some roads.
	Quality of Life	✓	Reclaim land suffering from excessive flooding due to beaver dams.
	Preserve Natural Resources	✓	Allow streams to go back to their natural beds. Allow wildlife to return to recovered land.
	Sustainable Economic Activity	✓	Beaver out-placement creates employment. Reclaimed land can create economic activity – farming. Reducing beaver population will reduce drainage/flooding problems and thereby reduce expenditures on costly infrastructure (roads) and property damage.
	Promote Sense of Community		n/a
	Healthy Family Values		n/a

## Appendix B

### **B – Initiatives the Township should commence and will be completed within Council’s current term of office (four years).**

The following ‘B’ priority initiatives have been identified and will be completed within the current term of office.

B1. - Marketing Plan for Chisholm Township

B1.1 - Improve Township Entrance Signs

B2. - Conduct Drainage Study for Township



*B1 – Marketing Plan for Chisholm Township*

	Target Date	To Be Determined
Description	Create a Marketing Plan for Chisholm	
Actions	Identify the target audience. Identify the optimum mechanism to influence that audience.	
Achieving our Goals	Community Safety	n/a
	Quality of Life	✓ Attracting the right mix of people and business to Chisholm will contribute to the strategic objectives of the Township.
	Preserve Natural Resources	✓ Attracting families and businesses that appreciate the natural environment in Chisholm will nurture and enhance those attributes.
	Sustainable Economic Activity	✓ The right kind of economic benefits will flow when the right businesses and families are attracted.
	Promote Sense of Community	✓ Involve community in logo/slogan search.
	Healthy Family Values	✓ Promotion of our community will also promote our family values and way of life.

*B1.1 - Improve Township Entrance Signs*

		Target Date	To Be Determined
Description		This project will see the improvement in the signage at the key entrances to Chisholm	
Actions		Form committee/group to review appropriate signage. Obtain funding for the signs.	
Achieving our Goals	Community Safety		n/a
	Quality of Life	✓	People will know when they are safely in Chisholm
	Preserve Natural Resources		n/a
	Sustainable Economic Activity	✓	Signs can be a form of advertisement for Chisholm.
	Promote Sense of Community	✓	Pride of place Promote awareness of our heritage and environment.
	Healthy Family Values		n/a

*B2 – Conduct Drainage Study for the Township*

		Target Date	To Be Determined
Description		This project would see the development of a detailed drainage study of the townships principle water problem areas. Recommendations flowing from that study could guide the township in managing this important infrastructure.	
Actions		Develop and Request For Proposal (RFP) Identify funding. Review candidates.	
Achieving our Goals	Community Safety		n/a
	Quality of Life		n/a
	Preserve Natural Resources	✓	Create more consistent land conditions.
	Sustainable Economic Activity	✓	A drainage plan would facilitate more cost-effective infrastructure improvements when drainage related problems occur.
	Promote Sense of Community		n/a
	Healthy Family Values		n/a



## Appendix C

### **C - Long-term initiatives the Township would like to commence and complete within the next 5 – 10 years.**

- C1. - Update Traffic Study for Planning
- C2. - Resurface Alderdale Road from Chiswick to East Ferris Boundary
- C3. - Resurface River Road from Alderdale to Village
- C4. - Pave Memorial Park Drive from Golf Course to Kells
- C5. - Pave Chiswick Line from Golf Course to Boundary
- C6. - Pave Memorial Park Drive from Trappers to Alderdale

*C1 – Update Traffic Study for Planning*

	Target Date	To Be Determined
Description	This project would see a traffic flow analysis in the township.	
Actions	Work in conjunction with the Asset Management Plan and Roads Needs Study. Develop Request for Proposal(RFP) Review proposals	
Achieving our Goals	Community Safety	✓ Focus road management dollars most effectively to enhance road utility.
	Quality of Life	✓ Improved driving experience for the majority of traffic.
	Preserve Natural Resources	n/a
	Sustainable Economic Activity	✓ Effective spending on an appropriate road system will enhance economic activity.
	Promote Sense of Community	n/a
	Healthy Family Values	n/a

## C2 - Resurface Alderdale Road from Chiswick to East Ferris Boundary

		Target Date	To Be Determined
Description		Resurface Alderdale Road from Chiswick to East Ferris Boundary, including the incorporation of a cycling route on the road.	
Actions		Resurface Alderdale Road from Chiswick to East Ferris Boundary	
Achieving our Goals	Community Safety	✓	The safety of vehicular traffic is enhanced by travelling on a smoother road surface. Emergency vehicles can travel faster to get to an emergency.
	Quality of Life	✓	More travel to cultural & other activities in North Bay due to better road conditions. Reduced vehicle repair costs. More money for other things.
	Preserve Natural Resources	✓	Hard surfaced road negates the need for gravel applications and preserves aggregate resources.
	Sustainable Economic Activity	✓	Better and easier access to various businesses, i.e. Golf Course, Lodges, etc.
	Promote Sense of Community	✓	People travelling and living on Alderdale Road will be happier because of the improved road.
	Healthy Family Values		n/a



### C3 - Resurface River Road from Alderdale to Village

		Target Date	To Be Determined
Description		Resurface River Road from Alderdale to Village, including the incorporation of a cycling route on the road.	
Actions		Apply gravel and grade	
Achieving our Goals	Community Safety	✓	Alderdale, River, and Village Roads are important routes into the Township for emergency vehicles.
	Quality of Life	✓	Improving road quality will enhance driving experience for commuters and local traffic.
	Preserve Natural Resources		n/a
	Sustainable Economic Activity	✓	Alderdale, River, and Village Roads are important economic routes into the township. Poorly maintained roads are a barrier to business traffic.
	Promote Sense of Community		n/a
	Healthy Family Values		n/a

#### C4 - Pave Memorial Park Drive from Golf Course to Kells

		Target Date	To Be Determined
Description		Pave Memorial Park Drive from Golf Course to Kells, including the incorporation of a cycling route on the road.	
Actions		Reconstruct & pave Memorial Park Drive from Golf Course to Kells	
Achieving our Goals	Community Safety	✓	The safety of vehicular traffic is enhanced by travelling on a smoother road surface. Emergency vehicles can travel faster to get to an emergency.
	Quality of Life	✓	More travel to cultural & other activities in North Bay due to better road conditions. Reduced vehicle repair costs. More money for other things.
	Preserve Natural Resources	✓	Paved road negates the need for gravel applications and preserves aggregate resources.
	Sustainable Economic Activity	✓	Better and easier access to various businesses, i.e. Golf course, Lodges, etc.
	Promote Sense of Community	✓	People travelling and living on Memorial Park Drive will be happier because of the improved road.
	Healthy Family Values		n/a

## C5 - Pave Chiswick Line from Golf Course to Boundary

		Target Date	To Be Determined
Description		Pave Chiswick Line from Golf Course to Boundary, including the incorporation of a cycling route on the road.	
Actions		Pave Chiswick Line from Golf Course to Boundary	
Achieving our Goals	Community Safety	✓	The safety of vehicular traffic is enhanced by travelling on a smoother road surface. Emergency vehicles can travel faster to get to an emergency.
	Quality of Life	✓	More travel to cultural & other activities in North Bay due to better road conditions. Reduced vehicle repair costs. More money for other things.
	Preserve Natural Resources	✓	Paved road negates the need for gravel applications and preserves aggregate resources.
	Sustainable Economic Activity	✓	Better and easier access to various businesses, i.e. Golf Course, Lodges, etc.
	Promote Sense of Community	✓	People travelling and living on Chiswick Line will be happier because of the improved road.
	Healthy Family Values	✓	n/a



## C6 - Pave Memorial Park Drive from Trappers to Alderdale

		Target Date	To Be Determined
Description		Pave Memorial Park Drive from Trappers to Alderdale, including the incorporation of a cycling route on the road.	
Actions		Reconstruct & resurface/pave Memorial Park Drive from Trappers to Alderdale.	
Achieving our Goals	Community Safety	✓	The safety of vehicular traffic is enhanced by travelling on a smoother road surface. Emergency vehicles can travel faster to get to an emergency.
	Quality of Life	✓	More travel to cultural & other activities in North Bay due to better road conditions. Reduced vehicle repair costs. More money for other things.
	Preserve Natural Resources	✓	Hard surfaced road negates the need for gravel applications and preserves aggregate resources.
	Sustainable Economic Activity	✓	Better and easier access to various businesses, i.e. Golf Course, Lodges, etc.
	Promote Sense of Community	✓	People travelling and living on Memorial Park Drive will be happier because of the improved road.
	Healthy Family Values		n/a

## Appendix D

**D - Initiatives that will not be pursued at this time as they are currently assigned a low priority or initiatives that have not yet been evaluated.**

- D1. - Community Centre
- D2. - Improve Internet and Cellular Service
- D3. - Skating Rink/Baseball Diamond
- D4. - Promote Local Farmer's Market
- D5. - Remove Wolf & Coyote Moratorium
- D6. - War Vet Memorial Plaque/Cenotaph
- D7. - Restructure Landfill and Recycling Policies & Resell Reusable Items
- D8. - Curbside Garbage Pickup for All

*D1- Community Centre*

		Target Date	To Be Determined
Description		Build a Community Centre that would provide a central location for residents to gather for community events, hold public/private meetings, and host social and service activities.	
Actions		Acquire appropriate land and build.	
Achieving our Goals	Community Safety	✓	This would allow people to gather in one spot and play with their children off the roads. This would also allow the community to have special events to improve community friendships to get to know each other.
	Quality of Life	✓	Quality of life would be improved by residents getting to know each other and becoming more aware of our neighbours. This would also increase the activity level in our community by having many gatherings and events.
	Preserve Natural Resources		n/a
	Sustainable Economic Activity		n/a
	Promote Sense of Community	✓	A community centre would build our community by leaps and bounds. People would get to know each other and become closer friends.
	Healthy Family Values	✓	Getting people out and meeting others in the community would give everyone a chance to get away from the winter hibernation. Having people come out during the year for events would relieve depression and give all people a chance to get to know each other.



## D2 – Improve Internet and Cellular Service

		Target Date	To Be Determined
Description		Improve Internet and Cellular Service in the Township	
Actions		<ol style="list-style-type: none"> <li>1. Discuss with NetSpectrum Wireless Internet Solutions the wireless coverage limitations remaining in Chisholm.</li> <li>2. Explore both network and customer premise equipment (CPE) solutions.</li> <li>3. Discuss with Bell Canada the technical limitations preventing ADSL service extension into Chisholm.</li> <li>4. Explore opportunities for cooperative investment to improve ADSL and DSL service.</li> <li>5. Discuss cellular voice and data service limitations with Bell Mobility and Rogers.</li> <li>6. Explore both network and CPE solutions</li> </ol>	
Achieving our Goals	Community Safety	✓	Cellular network coverage issues, in particular, create security and safety issues for township residents.
	Quality of Life	✓	High speed data services to both homes and businesses create opportunities for both learning and employment.
	Preserve Natural Resources	✓	High speed network access enables work-at-home solutions that reduce the cost and time spent traveling to and from work. Reducing unnecessary travel reduces the demand for infrastructure maintenance and depleting fossil resources.
	Sustainable Economic Activity	✓	High speed data services provide ubiquitous access to information and customers both local and global.
	Promote Sense of Community	✓	Access to global communications creates a more cosmopolitan and not a provincial population. This neither promotes nor hinders a sense of community but may create an appreciation for the special character of Chisholm that we all value.
	Healthy Family Values	✓	While access to the internet raises concerns for many, the advantages that come as both opportunities and access to information, cannot be denied. Preparing our children for the technologies of the future necessitates that we prepare them for the technologies of today. It is important to create an appreciation of both the benefits and the pitfalls.

*D3- Skating Rink/Baseball Diamond*

		Target Date	To Be Determined
Description		Outdoor skating rink/Baseball diamond	
Actions		Find suitable location to set up rink/baseball diamond	
Achieving our Goals	Community Safety	✓	This would allow people to gather away from motorized traffic.
	Quality of Life	✓	Would increase the activity level in our community by having gatherings and events.
	Preserve Natural Resources		n/a
	Sustainable Economic Activity		n/a
	Promote Sense of Community	✓	Residents would get to know one another, and bring people together.
	Healthy Family Values	✓	Promotes family activities and enjoyment of the outdoors.

*D4 - Promote Local Farmer's Market*

		Target Date	To Be Determined
Description		Promote the local Farmer's Market	
Actions		?	
Achieving our Goals	Community Safety		n/a
	Quality of Life	✓	Community interaction and healthy local food.
	Preserve Natural Resources		n/a
	Sustainable Economic Activity	✓	Promote economic development for local people.
	Promote Sense of Community	✓	People gathering on market day would promote a sense of community and sharing.
	Healthy Family Values	✓	Local acquisition of food promotes a healthier lifestyle.



*D5 - Remove Wolf & Coyote Moratorium*

		Target Date	To Be Determined
Description		End wolf and coyote hunting moratorium	
Actions		Find out who is in charge. Petition officials/organizations that need to make the change.	
Achieving our Goals	Community Safety		Concerns about human safety issues related to the presence of these animals in our community are unfounded.
	Quality of Life		Actively hunting wolves and coyotes has not been shown to improve livestock predation statistics. In fact the opposite is the case.
	Preserve Natural Resources		Careful management of wolf, coyote and prey populations can be beneficial for both populations.
	Sustainable Economic Activity	✓	There may be some economic spinoff for the township.
	Promote Sense of Community		n/a
	Healthy Family Values	✓	Hunting is a valuable skill. Appreciating the important role predators play in a balanced natural environment is also an important value.

*D6 - War Vet Memorial Plaque/Cenotaph*

		Target Date	To Be Determined
Description		Create a War Vet Memorial Plaque or Cenotaph	
Actions		Look for funding	
Achieving our Goals	Community Safety		n/a
	Quality of Life	✓	Families of veterans will appreciate the gesture.
	Preserve Natural Resources		n/a
	Sustainable Economic Activity		n/a
	Promote Sense of Community	✓	Recognition of the sacrifice made by members of our community will instill a sense of pride in our community.
	Healthy Family Values	✓	Recognition of the sacrifice made by members of our community is an important life lesson for young and old. .

*D7 – Restructure Landfill and Recycling Policies & Resell Reusable Items*

		Target Date	To Be Determined
Description		Restructure Landfill and Recycling policies and sell reusable items for profit.	
Actions		In one portion of our landfill site we locate reusable items.	
Achieving our Goals	Community Safety		n/a
	Quality of Life	✓	People will feel better about donating unwanted items they think can be reused. Our homes will become much less cluttered with items that we don't need.
	Preserve Natural Resources	✓	Reuse will preserve resources.
	Sustainable Economic Activity	✓	Potential business for unwanted stuff. Never ending supply of the items.
	Promote Sense of Community		n/a
	Healthy Family Values	✓	Promotes a reuse, and recycle philosophy.



*D8 – Curbside Garbage Pickup for All*

		Target Date	To Be Determined
Description		Curbside Garbage Pickup for all Township residents	
Actions		Determine the cost. Identify a service provider	
Achieving our Goals	Community Safety		n/a
	Quality of Life		n/a
	Preserve Natural Resources		n/a
	Sustainable Economic Activity	✓	There is a never ending supply of trash so someone will be making money collecting it.
	Promote Sense of Community		n/a
	Healthy Family Values		n/a