



TOWNSHIP OF CHATSWORTH
CAO CLERK'S REPORT 2017-20

TO: Mayor Pringle and Members of Council
FROM: Patty Sinnamon, CAO Clerk
RE: Township of Chatsworth Draft Strategic Plan
DATE: June 7, 2017

RECOMMENDATION:

That CAO/Clerk's Report 2017-20 dated June 7, 2017 regarding the Township of Chatsworth draft Strategic Plan be hereby received;

AND FURTHER THAT the CAO Clerk be directed to place the Strategic Plan on the June 21st Council meeting for final approval.

BACKGROUND

In January, 2017 Council and Staff commenced the Township's Strategic Plan project. Several meetings were held with Council and staff, followed by a public engagement session held on February 22. Following the public engagement "conversation café", further staff meetings were held to ensure participation from all levels. Those discussions included conducting a "SWOT" (Strengths, Weaknesses, Opportunities and Threats) of current conditions affecting the Township.

Eighty four residents, Council and staff attended the Conversation Café hosted by Anne-Garrett Ward of Garafraxa Hill Funeral Home, which proved to be a very positive experience with lots of communication, feedback and constructive criticism for improving the Township of Chatsworth.

I have divided the strategic plan into key themes and priorities based on all of the discussions, comments and "dotmocracy" exercise and public consultation. I have included the SWOT and PESTO Analysis that were undertaken by Council/Staff as well as the notes taken at the public meeting as background and supporting information to the Plan.

The Strategic Themes identified are:

- i) Economic Development
- ii) Fiscal Management, Accountability and Transparency
- iii) Fostering Community Development
- iv) Continuous Improvement

- v) Quality of Life
- vi) The plan is further divided into priorities under each of the Strategic Priorities (Goals).

I am pleased to present to Council the first draft of the Township's Strategic Plan. I look forward to discussing the draft plan with Council to ensure that Council's priorities have been clearly identified.

The draft plan has also been posted on the Township's website and facebook page, inviting residents to comment, in keeping with our Communications Plan and Council's commitment to public engagement.

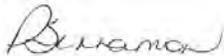
Any amendments to the plan will be incorporated and the final document placed on the June 17th Council agenda for approval.

Once approved and adopted by Council, This document should serve to indicate Council's priorities over the next few years and will become the Township's core focus. It should be used in supporting day to day operations and long term planning.

The Township of Chatsworth Strategic Plan will become Council and Staff's commitment to our residents to ensure a strong, sustainable community in real, tangible ways, based on the priorities set out within the plan.

In addition, Staff would be required to refer to the strategic plan in all reports to Council, indicating how their report is affected by or supported by the plan. In December of each year, the CAO would be required to provide a progress report on how the goals and objectives of the plan have been accomplished for that year.

Respectfully submitted,



Patty Sinnamon, Dipl.M.M.
CAO Clerk



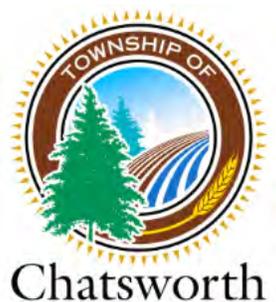
“Pave the road ahead – setting the course for the future”

STRATEGIC PLAN 2017



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1.0 INTRODUCTION

What kind of community will The Township of Chatsworth be in five – ten years? What kind of community do we want Chatsworth to be?

Together, Council, staff and our residents can pave the road ahead and the first step is creating a strategic plan – setting the course for the future.

Council has recently appointed a new Senior Management Team and it has become evident that a strategic plan to set the groundwork for Council and our Senior Management Team was necessary.

In keeping with the Township's Communication Strategy (adopted January, 2017), the process included input from Council, Staff and the Public. The public were invited to attend a "Conversation Café" held at the Garafraxa Hill Funeral Home where we had an opportunity to ask residents to tell us what was important to them with respect to what kind of community they wanted to live in.

This strategic plan focuses on the corporate future for the municipality and provides Council with an opportunity to build a strong foundation to move forward. The plan will provide a new roadmap for Council and staff that will enable staff to align the Township's various resources in an effective and efficient manner.

2.0 CHATSWORTH AT A GLANCE

Chatsworth is one of the nine municipalities located in Grey County. Two major transportation routes run through the Township, Highway 6 from the southern part of the municipality and Highway 10 making the township attractive for future business development.

The population is distributed amongst the villages and hamlets of Berkeley, Chatsworth, Desboro, Holland Centre, Keady, Massie, Scone, Walters Falls and Williamsford as well as the surrounding rural area. Chatsworth has a population of 7,000 year round residents and covers a geographic area of 596 square kilometers.

The strength of Chatsworth lies with its residents. With a strong emphasis on farming, we also have a mix of commuters, young families and retirees that contribute to a diverse demographic. Chatsworth is also home to a large Amish community that brings an opportunity to step back in time.

The Township boasts of the beauty of many rivers, streams, rolling hills, forests, scenic falls, inland lakes and the Niagara Escarpment, allowing residents and visitors to experience an atmosphere that is quiet and peaceful. Our scenic beauty offers an abundance of activities for you to get back to nature. Hiking, snowmobiling, cross country skiing, ATViing, swimming, boating, hunting and fishing are all part of the natural retreat that is here just waiting to be experienced.

3.0 THE IMPORTANCE OF STRATEGIC PLANNING

Change is inevitable. The Township has faced numerous economic and community based challenges that bring into question the long term viability of the Township. In order to address these challenges, and methods to address them, a strategic plan is needed. A plan that examines the needs of the community and examines our strengths, weaknesses, opportunities and threats.

In order to plan for the future, we need to be open and honest about our successes, and our shortcomings. This plan seeks to address the challenges facing Chatsworth over the next five years and offers a framework for the community to address those challenges.

4.0 STRATEGIC PLANNING PROCESS

In keeping with Chatsworth's Communications Plan "Chatting Up Chatsworth", it was important that residents and community stakeholders participate in creating the strategic plan.

Two planning sessions were held with Council both facilitated by the Township's CAO. The first session was held with members of Council alone and the second session included department heads.

A further two planning sessions were held with Township staff, followed by a conversation café which was attended by 84 residents.

1. The purpose of the Township of Chatsworth

Why are we here? What purpose do we serve?
Council Engagement Session
Staff Engagement Sessions

2. Analyze the internal and external environments

SWOT and PESTO Analysis
Council Engagement Session –

3. Understand our community needs – Community Engagement

Community Feedback – How can we improve
Conversation Café



Strategic Planning Session February 22, 2017 at Garafraxa Hill Funeral Home – great participation from our community.

4. Develop our Goals and Objectives

Discussions with Senior Management Team and Staff

5. Council Approval

Present draft plan to Council – May 17, 2017

6. Implementation and Monitoring

All Staff reports to indicate how report/request fits into Plan

Annual Report to Council – progress Report to be posted to website

5.0 MISSION AND VISION STATEMENTS

MISSION STATEMENT (WHO WE ARE TODAY)

“Promoting a progressive community while valuing our traditions, through involvement, cooperation and mutual respect”

VISION STATEMENT (OUR DESIRED FUTURE)

“Working to meet the needs of our residents through strong leadership, public engagement, fiscal accountability and a proactive community strategy.”

WHAT WE VALUE:

The purpose of local government is to provide services to its community according to the wishes, needs and values of that community. Our values reflect the shared beliefs of our community. Council and staff are committed to creating and maintaining an atmosphere that continues to build a community that supports our values.

Our Residents	Our Staff
Dependable	Efficient Operations
Innovation	Tradition
Integrity	Accountability
Respected	Stewardship
Committed to Excellence	Strong Leadership

Council and staff are committed to doing our very best for our community. We will continue to strive to improve our services in the most effective and efficient manner possible.

6.0 STRATEGIC THEMES

The Township of Chatsworth's Strategic Plan outlines five themes that represent a broad area of importance to the future of the Township. Each representing several priorities, specific areas where the community must take action to improve its future or maintain existing strengths have been set out herein. In addition, key outcomes have been identified, along with several initiatives for each outcome that the community can take to accomplish these tasks. The strategic themes identified are as follows:

Economic Development - Recognizing that we have a changing economy throughout Grey County can bring about emerging opportunities. Chatsworth must take action to diversify its local economy and strategically position itself to meet the challenges of the future.

Fiscal Management, Accountability and Transparency - Long Term financial planning is essential to the financial viability of the Township. This will require creative thinking, an anticipatory outlook and innovative performance.

Fostering Community Development - Community Development can only happen through Community Engagement Building and maintaining strong community relationships and partnerships for collaboration.

Continuous Improvement - Our residents depend on the services provided to them by their municipal government. Maintaining excellence in these services requires a partnership between council, staff and citizens. In doing so we can foster a sense of community pride. We can then improve on Township's operations and have meaningful discussions on exploring other services to meet our changing needs.

Quality of Life - Chatsworth is not only a beautiful place to live, but a community of choice. We need to continually look for and take advantage of opportunities to maintain and improve the quality of life for our residents. This includes our parks and recreation services, retaining our youth and addressing our aging population.

7.0 STRATEGIC PRIORITIES

The following chart provides a framework for operationalizing the strategic themes. The priorities associated with the themes are complementary by nature, and may appear in multiple places, assisting in achieving alignment between the themes.

Strategic Theme: Economic Development

Implementing economic development initiatives will assist the Township in addressing the ever-changing economy, and will provide our residents with opportunities to work and shop in their own community.

Strategic Priorities	Outcome Statements	Initiatives (Short Term)	Initiatives (Long Term)
Realizing economic development opportunities	Chatsworth will proactively create and promote the best environment for opportunities, education and awareness	Assess the challenges of our demographic shift	Establish a Economic Development Strategic Plan
Raise Chatsworth's Economic Development Profile	Chatsworth will position itself to be "open for business"	Partner with County and Province - update Township website to include Economic Development Profile	Undertake a Business Retention and Attraction Program
Promote local commercial and retail growth	Chatsworth will position locally owned and operated businesses as regionally competitive	Coordinate "Business After 5" Networking and Training sessions; First Impressions Exchange	Continue Business Showcase; Commit to a program of ongoing investment in downtown revitalization
Develop tourism potential	Chatsworth will become a destination of choice through the strength of its local natural features	Compile an inventory of local opportunities and prioritize a list of strategic investments in tourism	Create a long term tourism strategy for Chatsworth, but look to regional solutions as well
Expand local employment options	Chatsworth will grow its local economic base and opportunities by promoting and nurturing human and social capital	Work with other agencies to attract new business	Business Retention and Attraction Program



Mayor's Business Reception kicks off the 2017 Business and Community Showcase



Some of our Exhibitors at the 2017 Business and Community Showcase

Strategic Theme: Fiscal Management, Accountability and Sustainability

The Township of Chatsworth must address it's long term fiscal management and sustainability and in doing so, will become more accountable to its residents.

Strategic Priorities	Outcome Statements	Initiatives (Short Term)	Initiatives Long Term)
To ensure that Chatsworth remains financially sustainable	Chatsworth will position itself to remain financially sustainable	Create and adopt investment policies to realize the best rate of return on reserves and reserve funds; create policy requiring that budget is to be tied to Strategic Plan	Fund and Invest in Infrastructure supported by our Asset Management Plan, Road Needs Assessment and Bridge Assessment Reports
Fix, Repair and Maintain - Don't let our good assets fall behind	Chatsworth will continue to be leaders in asset stewardship and display a sense of pride in what we own		Create a 5 - 10 year capital budget that promotes maintenance of current assets
Financial Accountability	Foster public participation and Proactive Communication regarding financial decisions	Promote public participation in the annual budget process by having budget meetings in each community; Adopt a policy that requires staff reports to be tied to strategic plan	Ongoing reporting through various media outlets showing financial position, actual expenditures to budget; Strengthen Accountability and Compliance
Reduce the Potential for Loss due to unmitigated risks	Chatsworth will mitigate risks in its operations	Engage our insurance providers in conducting a risk assessment of operations	
Position ourselves for growth and development	Chatsworth is ready to accept new growth and development	Assess the need for new and/or increased revenue streams to deal with growth and development such as development charges	
Creating a culture of innovation and best practices	Chatsworth will be leaders of best practices and champions of good government.	Encourage staff from all departments to share ideas on improvements and efficiencies - encourage public input on operations (kitchen cafes)	Continually review practices and make changes where necessary

Strategic Theme: Fostering Community Development

Our communities and neighbourhoods that make up the Township of Chatsworth are what make us unique, and yet we share a common identity. We must take care to protect the unique character of these communities and neighbourhoods while at the same time accommodating growth and new opportunities.

Strategic Priorities	Outcome Statements	Initiatives (Short Term)	Initiatives Long Term)
Promote a sense of community engagement, pride and belonging	The Township of Chatsworth is a place where residents want to be involved in their community and are proud of their achievements	Encourage volunteer engagement; Recognize community champions through volunteer recognition events; Enforce Property Standards By-law – identify municipal properties that need improvement.	Establish a policy to set out when volunteers may be used; Partner with service clubs to complete community projects
Create a Common Identity	Chatsworth is an engaged community and our residents share an awareness of diversity and a commitment to civic pride.	Launch a new branding program to assist with economic development initiatives and to build a sense of a united community	
Respect our unique communities and traditions	Chatsworth will respect and maintain our many unique traditions and character of community	Undertake a municipal cultural plan to protect our cultural assets; Explore ways to tell our story - who are we and where did we come from	Ensure planning policies are in keeping with communities desires;

Strategic Theme: Continuous Improvement

Our citizens depend on the services provided to them by municipal government. Maintaining excellence in these services requires a strong and committed partnership between council, staff and the public.

Strategic Priorities	Outcome Statements	Initiatives (Short Term)	Initiatives Long Term)
Fostering a forward-thinking workplace environment	The Township of Chatsworth is committed to attracting, developing and maintaining high quality, professional staff	Ongoing Staff training, teambuilding and professional development of all employees	Build on current leadership skills through succession planning
Excellence in Customer Service	The Township is committed to providing the most effective and efficient services to our residents	Complete a Services Delivery Review of all departments and Establish Service Delivery Standards; nurture a cross-functional approach to partnerships to avoid "departmental silos".	Realign staff where needed to ensure efficient delivery of services
Fostering pride in the workplace	To establish the Township of Chatsworth as an "Employer of Choice"	Encourage dialogue between managers and staff to ensure that staff have meaningful work to support a sense of accomplishment; Ensure employment policies support our employees	Encourage staff through the implementation of a recognition program
Maintaining Positive staff-community relations	Chatsworth is committed to cultivating a positive attitude about the work of the municipality through a culture of inclusion	Continue supporting proactive communication protocols that promote an understanding of the scope of services we provide	Commit resources to engaging new models of communication in addition to social media (ie. live stream council meetings)
Establishing Partnerships with other levels of government	We will work with other municipalities and levels of government align funding objectives and collaboratively address shared issues	Align grant applications with strategic priorities and pursue opportunities for joint service deliveries where appropriate	

Strategic Theme: Quality of Life

The Township of Chatsworth is a beautiful place to live where residents can enjoy a myriad of services. The Township must continually look for and take advantage of opportunities to maintain and to improve the quality of life for our residents.

Strategic Priorities	Outcome Statements	Initiatives (Short Term)	Initiatives Long Term)
Provide Quality Recreation Facilities	Chatsworth will support a healthy community by providing a variety of recreation facilities	Undertake a needs assessment for all recreation facilities; Report on Structural Integrity of Chatsworth Community Centre	Commit to a program of on-going investment in recreational facilities maintenance and upgrading to meet both current and future demands
Develop recreational opportunities	Strive to meet existing community needs and anticipate future needs by having the ability to respond to changing trends and demands	Establish a Recreation Manager position	Create opportunities for volunteer leadership in recreational and community programs
Meeting the needs of both current and future citizens by harmonizing community services across the municipality	Chatsworth will continue to be a desirable place to live by providing quality amenities for all age demographics	Assess the challenges of the demographic shift through community engagement and Establish a Community Services Master Plan	Work towards establishing a long term recreation needs plan
To recognize Chatsworth as a "Cultural Hub"	Chatsworth will be recognized as a cultural community	Undertake a cultural assessment and create a cultural map of the Township	
Preserve rural heritage	Chatsworth will invest in rural development options to promote terms of economic opportunities, great self-sufficiency, and a strong community identity	Initiate a campaign to encourage residents to buy locally, including continuing business showcase, establish farmer's markets	

APPENDIX “A”

SWOT ANALYSIS

Strengths

- People – want to get involved and have a say in government
- Citizens – our volunteers
- Recreation – parks, arenas, trails, natural features
- Dedicated Council and municipal staff who want to improve our Township
- Agriculture
- Location – 2 provincial highways
- Villages – each are unique, sense of community
- Schools
- Own Landfill
- No debt
- Natural features – lakes, rivers, scenic landscape

Weaknesses

- No growth
- Lack of pride in aesthetic appearance (property standards)
- Need to maintain municipal properties to set an example for others
- Not enough supports for seniors
- Recreation costs
- NEC (Niagara Escarpment Commission) restricts development in some areas
- Too many government regulations
- No long term plans – Bandaid fixes don't work any more – now we're paying
- Aging Population
- Resistance to Change – still want to do it the old way
- Location – can be adverse to new businesses

- Lack of municipal promotion – no economic development strategy
- Lack of good restaurants
- Aging Infrastructure – roads, bridges, facilities
- Low tax base – need industrial/commercial taxes

Opportunities

- Improve services to be more efficient
- Growth development
- Explore ways to attract business
- Work with County on economic development projects
- Recreational Tourism – skiing, snowmobiling, trails
- Engage business community in Business, Retention and Expansion
- Advertise and promote the municipality
- Cultural heritage – mill, Amish Community, Walter's Falls
- Recreation programming for all age demographics
- Develop municipal land (where Administration centre is)

Threats

- Not being open to new ideas
- Not doing anything – staying status quo is not sustainable
- Not enough young people sticking around – who will take over our family farms?
- Financial constraints – reduced federal and provincial funding
- Resistance due to cost – Council needs to step out of the box and be forward thinking
- No supporting services (ie. gas stations, soft services such as lawyers, accountants, professional services)
- NIMBY (gravel pits – not everyone hates them)
- Potential to lose nursing home

APPENDIX “B”

PESTO ANALYSIS

Political Climate

- Change in provincial Policy Statement to support smaller farms
- Change in political parties
- Change in leadership at local level
- Change in regulations – no funds to regulate
- Changes in staff
- Opportunities to work with our neighbours without amalgamation

Environmental/Economical/Education

- Financially sound
- Our land prices and commodity prices may be affected by trade agreements
- Interest rates – may rise
- Reduced funding from upper levels of government
- Cost of hydro – prohibits business expansion and development
- Investment in staff – needs to increase – training, succession planning, retention (2017 budget)

Social

- Older population
- Changing needs from various demographics
- Amish Community – segregated
- Health Unit regulations make special events difficult (liability issues, health and safety concerns)
- Need to include our youth – possibly youth retention strategy
- Council supports local groups – partner with local groups more on joint funding opportunities

Technological Trends

- SWIFT
- GPS – identifies where efficiencies in operations can be found
- Electronic newsletters – reduce the number of Canada Post mailings
- Web page – promotion, information
- Social media
- IT Security

Other

Public Engagement

- The public has made it clear that they want to be engaged in public decisions

APPENDIX “C”

Community Engagement - Conversation Café February 22, 2017

Eighty four residents attended the conversation café, held at the Garafraxa Hill Funeral Home owned by Anne Garrett- Ward. The event was facilitated by CAO Clerk Patty Sinnamon.

A brief demographic survey was taken of those in attendance and it was determined that there was good representation from various age groups, careers and those who worked within the Township and those who migrated out to other jobs. The group also participated in a SWOT analysis. In this Strategic Plan, the Council/Staff SWOT Analysis and the Public SWOT analysis have been kept separate. It is interesting to note both the similarities and the differences.



1. WHAT DEFINES QUALITY OF LIFE FOR YOU

- Recreation services
- Good infrastructure
- Good neighbours
- A safe community to raise my family

2. DESCRIPTIVE WORDS – HOW THE PUBLIC SEES CHATSWORTH

- Agriculture
- Traditional
- Natural Features – Good Stewardship
- Untapped Opportunities
- Tired
- Forests, Fields, Trails, Rivers
- Recreation
- Green Space
- Bedroom Community
- Reluctant to Change
- Stuck in Tradition
- Safe Community
- Good Neighbours
- Quiet Community
- Equestrian
- Heritage
- Culture
- Cycling
- “Exclusive to Village” – Chatsworth is the entire Township, not just the village

3. SWOT ANALYSIS (PUBLIC ENGAGEMENT SESSION)

Strengths

- Physical beauty of the natural environment
- Availability of good, clean water & air
- School and education within the townships borders
- Traditional values
- Community – awareness, support, belonging
- Newcomers to area interested in making Township of Chatsworth better for everyone
- Reasonably priced housing
- Access to good health care
- The people

Weaknesses

- Youth retention, jobs for future generations
- Water (fresh) being bottled and shipped out of the watershed
- Lack of volunteers
- Lack of maintenance of roads
- Adequate recreational facilities
- Rural Hydro rates (delivery)
- Internet speed
- Lack of whole community involvement/drive
- Lack of industry
- Small town/village closing stores mom & pop shops
- Visual blight by wrecking yards, gravel pits, Chatsworth village streetscape
- Reduced recycle pick up
- Accessibility
- Lack of interest, short sighted
- Aging population

- Housing support for seniors
- Recreational facilities not up to the standard of other communities
- Dumping of waste from outside communities/ burning waste
- Employment opportunities
- Short travel time to access recreational activities for children & seniors
- Lack of activities for children and seniors
- Tax base needs more diversification
- Adequate tax base for meeting services demanded

Threats

- Lack of direction for kind of place Township of Chatsworth is to be in future
- Gravel pits
- School closing
- Need to invent a small school model for schools in towns (ex. Beavercrest)
- Landfill concerns
- Commercial interests threaten clean water & air-need mechanisms to resolve conflicts
- AMALGAMATION!
- Lack of jobs/employment
- Lack of opportunity for youths & young families
- Lack of communication opportunities in community
- Land designations & planning for future use
- Ongoing bias against those who were not born & raised in the area. New ideas come from new people & big city folks are an amazing resource to kick-start economic activity. DIVERSITY IS KEY!
- Allowing dumping of Toronto's fill onto Township property
- Continuing degradation of Chatsworth village

4. WHAT CAN WE DO BETTER AT:

Communication

Be responsible and accountable (and most importantly – transparent about what Council is doing)

Promote the Township better

Attract tourism

Has council explored single tier or amalgamation

Need good recreation facilities to keep **everyone** active

Recreation facilities look dumpy (it's an embarrassment)

Seniors transportation

Better Seniors' supports and services

Affordable Seniors' housing

Downtown Revitalization

Clean up degraded commercial properties across the Township

More supports for small business

Business attraction and retention

Spend more money on business development – will increase tax base, create jobs, keep youth

Property Standards – time to clean up some properties that reflect poorly on our township

Promote Township – tourism destination – trails, Amish community – farm gate sales

“Buy Local, Buy Fresh”

Create a “Chatsworth Promotional Package”

Make sure staff are knowledgeable

Improve Communication – use social media, emails, newsletters

Improve Chatsworth website

Tell People how their tax dollars are spent

Community Hubs

Explore ways to combine school/recreation facilities

Could also include health care in community hub

Improve roads – rather spend money on good roads and bridge infrastructure

Public input on roads (ie. Gravel or pave)

Highspeed internet

Increase Recycling

Increase Recycling (more education and promotion needed) – more bins for businesses

Create a “Waste Management” newsletter to go with tax bills

Taxes should be spent on improving the basics first

Why not have one good recreation facility that will serve us for a long time – start planning now (create one community group to look at this – Recreation task force)

Council is too “urbancentric” – look at other areas like Berkeley for growth and development

Youth Retention – jobs, something for them to return home to

Community Engagement Strategy (use township website to advertise for community volunteers for various organizations, students could obtain 40 hours, but also where individuals are seeking volunteer assistance)

Protect our Agriculture – are our policies strong enough?

Extend Grey Road 40 to Highway 10

Use some of the land as a “clean or dry industrial park”

5. “DOTMOCRACY”

Vote on where you would like your tax dollars spent?

	No. 1 Priority	No. 2 Priority	No. 3 Priority
Economic Development	✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓✓✓✓✓✓✓	✓✓
Communication (from Township to Public)	✓✓✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓	✓✓
Roads and Bridges	✓✓✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓✓✓✓✓	✓✓✓
Recreation Facilities for all ages	✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓	✓✓✓✓
Pride of Place (Property Standards Improvements)	✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓	✓✓✓✓✓
Attract & Promote Diverse Demographics	✓✓✓✓✓	✓✓✓✓	✓✓✓✓✓✓✓
High Speed Internet	✓✓✓✓	✓✓✓✓✓✓✓✓✓	✓✓✓✓✓✓✓✓✓
Long Range Planning (and public Engagement)	✓✓✓✓✓	✓✓✓	✓✓✓✓
Environmental Stewardship	✓✓	✓	✓✓✓
Volunteer Recruitment	✓✓	✓	✓✓✓✓
Rural Connection Between Highway 6 & 10 - Grey Road 40	✓	✓	✓