

The Corporation of the Township of Matachewan



Matachewan's Strategic Plan

"Where the road ends; the adventure begins"

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Brief History of Strategic Planning

BUSINESS

Strategic planning in organizations originated in the 1950s and was very popular and widespread between mid-1960s to mid-1970s, when then people believed it was the answer for all problems, and corporate America was "obsessed" with strategic planning. Following that "boom" strategic planning was cast aside and abandoned for over a decade. The 1990s brought the revival of strategic planning as a "process with particular benefits in particular contexts" (Mintzberg, 1994).

Here is a brief account of several generations of strategic planning. SWOT analysis model dominated strategic planning of the 1950s. "The 1960s brought qualitative and quantitative models of strategy. During the early 1980s, the shareholder value model and the Porter model became the standard. The rest of the 1980s was dictated by strategic intent and core competencies, and market-focused organizations. Finally, business transformation became de rigueur in the 1990s" (Gouillart, 1995).

Subsequent newer models of strategic planning were focused on adaptability to change, flexibility, and importance of strategic thinking and organizational learning. "Strategic agility" is becoming more important than the strategy itself, because the organization's ability to succeed "has more to do with its ability to transform itself, continuously, than whether it has the right strategy. Being strategically agile enables organizations to transform their strategy depending on the changes in their environment" (Gouillart, 1995).

HIGHER EDUCATION

During the past decade institutions of higher education had to confront numerous changes in their external and internal environment, and respond to emerging challenges, such as decreasing financial support, rapid technological advances, changing demographics, and outdated academic programs. As a result, many universities engaged in strategic planning as means to "make beneficial, strategic changes to adapt to the rapidly shifting environment" (Rowley, Lujan, & Dolence, 1997).

Overall, strategic planning at universities has been only moderately successful, as only few were able to achieve significantly successful results and "transformed themselves dramatically. Others have been able to make important changes in parts of their operations. But many institutions have stumbled, dissolved into controversy, or lost their nerve" (Rowley, Lujan, & Dolence, 1997). Although several authors have endeavored to explain successes and failures of strategic planning in higher education, scholars differ in their opinions. As a result, there is no consensus (or clarity) on major determinants of strategic planning's success in universities.



TOWNSHIP OF MATACHEWAN STRATEGIC PLAN

“ Where the Road Ends; the Adventure Begins”

A) Introduction / Background

“ Where the Road Ends; the Adventure Begins” is the first formal Strategic Plan adopted by the Town Council of Matachewan.

In 2006, the Township of Matachewan retained the services of Melanie Verrier to assist in establishing a vision or direction by Council for the Township.

A small work team headed by Melanie Verrier and including Joe Bisson, Margaret & Stanley Secord, Leeann Parrott, Andrew George, Beverley Hine, Nicole Secord, Stephen Weurch, Annabelle Commando Dubé and Sandra Couture was established and charged with developing the Town of Matachewan’s first full Strategic plan.

This working group met five times over twelve-month period to develop a “draft” document. It was agreed that the additional key stakeholders would include the local and area Chamber of Commerce in New Liskeard and Kirkland Lake, KDCDC, Dog Star Convenience and LCBO, Marg’s Restaurant and The Mountainview Restaurant and Hotel. Full meetings with all were held and valuable input was provided.

An early draft of the Plan was circulated to Council and various managers, and feedback was received and incorporated.

I have included a Draft Resolution:

THAT, Council accept for information and consideration, the report “Where the Road Ends; the Adventure Begins” a Community Consultation Record, and endorse the seven (7) recommendations in the report to continue the process towards establishing a long term development strategy for the Township of Matachewan.

The format and process adopted was by group consensus. A number of other community strategic plans were circulated and discussed. It was agreed that a first Strategic Plan needed to be user friendly. Its purpose is to proactively and collectively focus attention on managing change.

The format includes:

- A) Introduction / Background
- B) Vision Statement and Motto
- C) Corporate Values and Beliefs

- D) Focused Goals / Areas of Significance:
- i) Growth and Development;
 - ii) Community Services;
 - iii) Infrastructure and Environment;
 - iv) Governance and Corporate Services;
 - v) Quality of Life.
- E) Implementation
- F) Accountability / Reporting / Review

This plan will serve Council, Staff and the Public in identifying key priorities for this community's local residents and leaders. It will continue to change as we receive feedback and accomplish various objectives and face new challenges. It has had, and will continue to benefit from broad community and staff input. The Plan will greatly assist the Council and staff in setting annual goals and budgets.

B) Vision Statement

Vision Statement

"Matachewan strives to preserve its friendliness and to create a progressive community that will have economic growth and bring wealth to all through strong leadership and community involvement".

Slogan

"Where the Road Ends; the Adventure Begins"

C) Corporate Values and Beliefs

- a) As a local government we exist to serve our residents, visitors, ratepayers and neighbors.
- b) We will promote smart, diversified, sustained and planned growth.
- c) Through hard work, the town will prosper and lead our region.
- d) Our Community will prosper through cost efficiency and effective service delivery.
- e) Customers with divergent viewpoints will be treated with respect.
- f) Open communication leads to successful and accountable local government.

- g) We will strive for leadership and excellence at all levels of the organization.
- h) As a resource based community, our sustainable resources are the traditional foundations of our economy.
- i) Innovative thinking, an entrepreneurial approach, and openness to change throughout the organization is encouraged.
- j) For mutual benefit, partnerships with other stakeholders will be pursued.
- k) A safe, healthy, accessible and attractive community is a priority.
- l) Volunteerism contributes to the fabric of our community.
- m) Providing a broad range of municipal services contributes to our quality of life.
- n) Employees are integral to our success.

D) Focused Goals / Areas of Significance

The Township of Matachewan has geographic and natural advantage that combined with the Montreal River running through the middle of town and the new highway makes it an attractive community.

Objectives / Strategies

The following strategies have been identified to ensure that further planned sustainable growth occurs.

- a) Retain and grow our telephone utility as a modern total communications tool for profit generation and service provision.
- b) Aggressively market the Town for new business, services and industry in order to diversify the economy.
- c) Support, promote and participate in tourism opportunities. (Get Fit Centre, Canada Day Celebrations, Fish Derby, Snow Mobile trails, Fishing and Hunting).
- d) Work closely with First Nations, existing industry and business to create market expansion opportunities.
- e) Foster closer relationships with regional development and marketing agencies including Kirkland Lake District Chamber of Commerce, Temiskaming Shores District Chamber of Commerce, OFSC Snow Travelers, Local Cottages, Local Camp Sites, Local Travel Agencies.

- f) Ensure that development areas are prioritized and that full ranges of serviced properties are on the market (residential, commercial and industrial).
- g) Recognize the strategic role that North Gate Mineral - Young Davidson Mine, Extender Minerals the Matachewan Volunteer Fire Department and the Nursing Station have in our growth and development and work closely and meet regularly with them.
- h) The Helipad for emergency usage is constructed, this will help transport individuals in cases of medical emergency.

i) **Growth and Development**

Regularly review the Official Plan and Zoning by-laws to ensure good planning is in place and reflects a balance between interest groups, sustainability and corporate direction.

ii) **Community Services:**

As a small urban/rural northern community, Matachewan has excellent leisure, cultural and recreational services. Those services are both enjoyed by our citizens and by visitors and neighbors.

Objectives / Strategies

The following priorities and strategies are identified.

- a) Plan to build a Library and Museum for future programming, storage, archival and facility needs.
- b) Council and Staff will work with the Matachewan Recreation Committee and the other committees to prioritize new recreational facilities and determine their funding, partnership opportunities, placement and ongoing upkeep.
- c) Wherever possible partnerships with the public and the private sector will be pursued in order to maximize facility use and share costs (e.g. School Boards, Health Care).
- d) Ensure those service providers and planners takes into account our changing demographics and growing First nations.
- e) Acknowledge the need for Handi-Cap parking issues and implement an action plan to correct it.
- f) Clean up the cemetery and expand services for future cleanliness.

iii) **Infrastructure and Environmental**

The Township of Matachewan has a mandate to maintain an extensive infrastructure that includes the telephone utility, various buildings, roads, bridges, sidewalks, and a water treatment plant. There is an expectation that this infrastructure be reliable and meet high safety and environmental standards.

Objectives / Strategies

- a) Ensure compliance with all operating and environmental guidelines at the Water Treatment Plant (OCWA).
- b) Incorporate long term planning for major infrastructure into the Annual Budget and capital forecasting.
- c) Adopt a Geographic Information System (GIS) based asset management system.
- d) Establish a level of building places maintenance that reflects pride in our community.

iv) **Governance and Corporate Services**

Matachewan's local government has faced a number of restructuring and downloading challenges over the past number of years. It has a lower than average income than other northern communities, it is very dependent on one industry (Mining) with two employers (North Gate Mineral – Young Davidson Mine) and Extender Minerals. It has low taxes and water bills.

Objectives / Strategies

The following strategies have been identified to assist with the Governance and Corporate Services priority area:

- a) Maintain our tax rates below the average for Northern Ontario.
- b) As per the Ministry of Northern Affairs and Housing are recommended debt load capacities for long term financing.
- c) Pursue new and improve upon existing partnerships with neighboring municipalities and unorganized areas, organized Townships are coming into affect in the vary near future.
- d) Affix two new signs that state Welcome to Beautiful Matachewan one sign will be located at the entrance of town and the other sign will be located at the intersection on Highway 65 by Golden Eagle Camp between Elk Lake and Matachewan.

- e) Annually review existing fees and charges and identify new revenue sources.
- f) Regularly review staffing levels, effectiveness and efficiencies and identify current and future requirements.
- g) Take every opportunity to lobby the provincial and federal government to ensure that our position on policy is heard and that our share of financial support is forthcoming.
- h) Develop and distribute the Matachewan Emergency Plan.
- i) Initiate a timely and thorough annual budget adoption process that concludes no later than April 30th each year.
- j) Be an active participant in various municipal and professional staff associations including Association of Municipalities of Ontario, Ministry of Northern Affairs and Housing, Ontario Good Roads Association, OFSC Snow Travelers, Kirkland Lake District Chamber of Commerce, Federation of Canadian Municipalities.
- k) Continually review municipal policies and procedures and ensure that "red tape" is minimized and consistency is maintained.
- l) Develop and enhance financial reporting system that provides accurate and more timely information to Council and Staff.
- v) **Quality of Life**

Provision of a safe, caring, vibrant and healthy community is a priority and a yardstick by which to measure prosperity and attract growth. The Township and its many organizations and volunteers contribute to our quality of life.

Objectives / Strategies

The following strategies are committed to the Township of Matachewan under this priority area:

- a) Lead, assist and support efforts by the Township of Matachewan area Health Services and others to recruit and retain health care professionals.
- b) Support the local policing service, a volunteer fire department and a Helipad service.
- c) Continue to place priority on health and safety for the town's employees and for the community through awareness programs.
- d) Support all health and other organizations in providing quality programs and services for our citizens.

- e) Encourage all citizens to market Matachewan as an excellent place to live.
- f) Annually review and test the Town's Emergency Plan.
- g) Ensure that passive leisure facilities (Trails, Playgrounds and Waterfront services) are available, accessible and well maintained.
- h) Create and support a major sustainable community festival and support other organized community festivals/events. Develop a Municipal Campground and advertise Tourism.

E. Implementation

The Strategic Plan will be one of the pillars of planning for the Township of Matachewan and like any plan the key to success lies in the implementation. The Strategic Plan will be implemented in concert with other planning tools already utilized within the Corporation, namely:

1. The Bridge
2. Highway
3. Internet
4. Public Works
 - i) The Five-Year Capital Forecast.
 - ii) Annual Township Budget Process.
 - iii) Annual goals and objectives review for Managers.
 - iv) The Official Plan.

Through the contents of the Strategic Plan long or short term funding issues can be addressed through the five-year Capital Forecast. Each five year forecast review will be conducted with the guidance of the Strategic Plan in hand.

The annual Budget passed by the Town Council is necessary to address operational and capital concerns for the current year. Many strategies are contingent on allocation of operational funds to enable Departments to direct efforts in achieving the desired result. It will be necessary for Council to refer to the Strategic Plan for guidance during the budget exercise.

The most crucial element of the Strategic Plan implementation is the setting of annual goals and objectives for Department Managers. The Director of each Department will review the Strategic Plan with all Managers in their portfolio. In turn those Managers will prepare goals and objectives each year based upon the strategic contained in the Plan. (Sewer possibility, sidewalks, local water & roads).

F. Accountability / Reporting / Review

This Strategic Plan is a key planning and guiding document for the Township of Matachewan for the next five years. Once adopted by Council, the Township CAO - Clerk Treasurer will have carriage of the Strategic Plan to ensure that every department works towards the strategies while respecting the core values and beliefs of the Township of Matachewan. Senior staff will ensure that linkages are maintained between the Strategic Plan and the goals and objectives of CAO – Clerk Treasurer, the Five Year Capital Strategic Forecast, The Strategic Plan, and the annual budget process all noted in the Implementation Plan.

Council will receive annually (approximately October) a report from the Township CAO – Clerk Treasurer, Deputy Clerk, Economic Developer or else Council sitting on committee may indicate the compliance and progress on achieving the objectives of the Strategic Plan.

While comprehensive, the Plan must be a flexible tool, given new events, challenges, and opportunities that emerge. A full community review of the Strategic Plan will be undertaken during each term of a new Council. Any adjustments to the Plan must be endorsed by Council and must be realistic and attainable in the circumstances of the day.

The Strategic Plan will be posted on the Township of Matachewan's website www.matachewan.com and available in hard copy at the Township Office.



"Where the road ends; the Adventure begins"

STRATEGIC PLAN REVIEW / STATUS REPORT

The Strategic Plan "Where the Road Ends; the Adventure Begins" approved in _____, 2006 set out _____ Objectives / Strategies for the Township under 5 areas of significance. The intent of the Plan was for it to be a key planning and guiding document for 5 years (2007 – 2012).

The Plan calls for an annual review and report indicating progress on achieving the objectives. The format selected is to restate the objective, provide a brief comment on progress and finally a summarized status. The status ratings used are as follows:

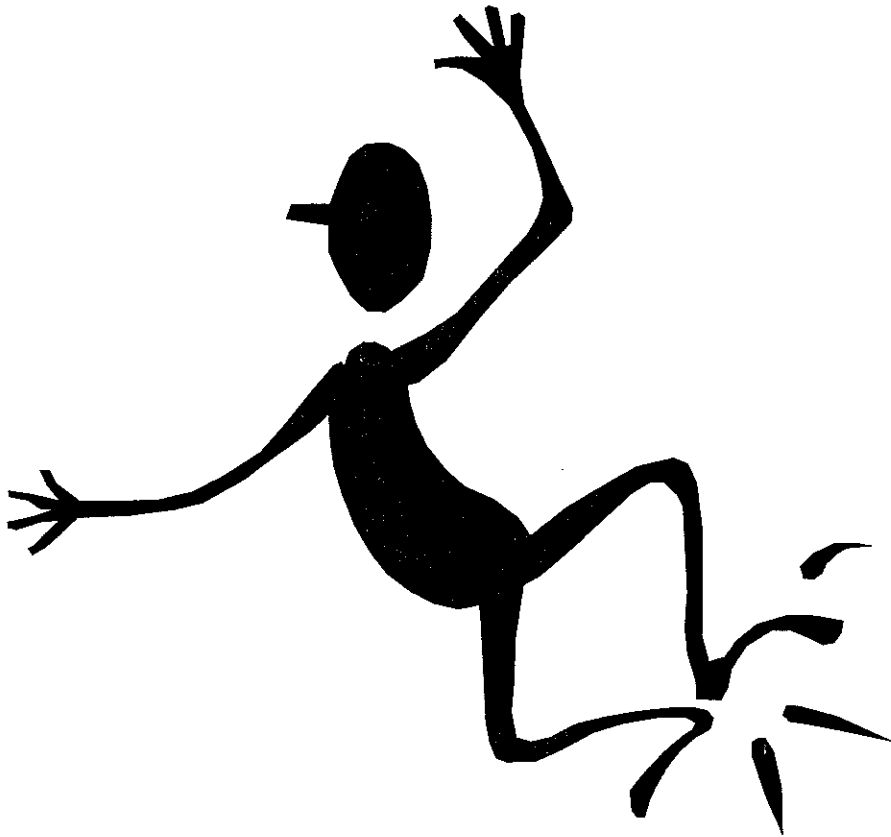
- ◆ Fully Completed
- ◆ Significant Progress
- ◆ Underway / Ongoing
- ◆ Limited Progress
- ◆ No Progress

The Review and Report is to be shared with Staff, Council, and the Public. The Strategic Planning Task Force will subsequently review and update the Plan.

Melanie Verrier
Director of Strategic Planning
The Corporation of the Township of Matachewan

Strategic Plan

Review / Status Report



**STRATEGIC PLAN
REVIEW / STATUS REPORT**

Focused Goals / Areas of Significance

i) Growth and Development

Objectives / Strategies

- a) Retain and grow our telephone utility as a modern total communication tool for profit generation and service provision.

Possible local calling area will change. An increase of \$4.00 per month per household will be charged. A letter was sent out to all taxpayers and asked for feedback. Positive feedback has been received and we will look at the percentile in a month's time. We are waiting to hear from NorTel in regards to the new plan.

STATUS: Underway / Ongoing

- b) Aggressively market the Township for new business and residents, services and industry in order to diversify the economy.

North Gate Minerals – Young Davidson Mine have been working on restarting the mine. This will be excellent for great economic growth. The town continues to field inquiries respecting potential new investment in the community. The Townships website has been completely updated, new highway signage has been ordered and will be constructed in the next month or two.

STATUS: Underway / Ongoing

- c) Support. Promote and participate in tourism opportunities. (Get Fit Centre, Canada Day Celebrations, Fish Derby, Snow Mobile Trails, Legion, Fishing & Hunting).

The annual fish derby is held between May & September. The Celebrate Canada Celebrations have been approval for funding in the amount of \$900.00 the town has agreed to donate \$500.00 towards the Canada Day Activities giving the total amount of \$1400.00 allowing to be spent for the weekend festivities. Fishing & Hunting are always in full swing. Ice fishing in the winters or

fishing in the summer and hunting or trapping is always an enjoyable sport. The Fitness Centre is doing very well with many people signing up to get out and get in shape throughout the long winters. And to stay in shape and away from the bugs in the spring and summer.

STATUS: Underway / Ongoing

- d) Work Closely with First Nations, existing industry and business to create market expansion opportunities.

The Township has met with the Matachewan First Nations Reserve and the Ministry of Natural Resources to discuss strategies in which would benefit the Reserve and the Township of Matachewan. This idea is that we have the possibility of constructing a Fish Hatchery on the township 17.49 acres of land that is now vacant.

We discussed building a fish hatchery in Matachewan and partnering with the First Nations in order to do so.

STATUS: Underway / Ongoing

- e) Foster closer relationships with regional development and marketing agencies including Kirkland Lake District Chamber of Commerce, Temiskaming Shores District Chamber of Commerce, OFSC Snow Travelers, Local Cottages, Local Camp Sites, Local Travel Agencies.

Very close ties with the Chamber Offices and Local Cottages and Camp Sites. KDCDC in Kirkland Lake have a new website that we can advertise events on and this is a free service.

STATUS: Underway / Ongoing

- f) Ensure that development areas are prioritized and that full ranges of serviced properties are on the market (residential, commercial and industrial).

Work progressed on the prioritization of development areas with North Gate Minerals – Young Davidson Mine. We are still waiting to hear that the mine will be opening and that the hiring of employees will start.

STATUS: Underway / Ongoing

- g) Recognize the strategic role that North Gate Mineral – Young Davidson Mine has in our growth and development and work closely and meet regularly with them.

CAO – Clerk Treasurer has an ongoing relationship with the Mine executives and they meet a couple times throughout the year. Discussion on issues such as co-generation, employment, future training and corporate donations are ongoing.

STATUS: Underway / Ongoing

- h) Construction of the Helipad for emergency usage is being constructed this will help to transport individuals in cases of medical emergency.

Refer to By-Law No: 2006-04

This project is waiting for the go ahead. Due to a resident appealing the helipad site the project has to be postponed for the time being. Once the Ontario Municipal Board says that it is a go ahead the project will be ready for construction in the fall.

STATUS: Underway / Ongoing

- i) Regularly review the Zoning by-laws to ensure good planning is in place and reflects a balance between interest groups, sustainability and corporate direction.

Refer to By-Law No: 2006-04 amending By-Law No: 00-09

Limited action on this goal as no Official Plan has been developed in the past so this is something that will have to be looked into.

STATUS: Limited Progress

- j) The selling of Surplus Land from the Township to realize outside assessment and taxation revenue .

Refer to By-Law No: 2006-05

The town Council held a meeting with the town on March 20th, 2006 and 20 properties were sold to the highest bidders.

STATUS: Fully Completed

- k) In 2005 several properties were sent letters stating that they were behind in taxes. To date we have 50+ homes that still need to pay the remainder of their taxes off before November 2006 in order to keep their homes from being sold due to Tax Registration.

Letters sent to the lawyers informing the residents that they have until November to pay off their taxes – their homes are already in tax registration.

STATUS: On-going

- l) The Township Office has been in touch with Northern Telephone to discuss 911 accessibility.

The Township is waiting to hear back from Northern Telephone with a date when this project should take effect or if the town can afford to make this project happen.

STATUS: Underway / Ongoing

- k) The Township of Matachewan feels that the cemetery files need updating and clarity.

The Township will be redoing the cemetery layout. This information will be copied three times and be kept in the safe. Also a typed copy of the information will be saved on the main computer and kept updated monthly or bi-monthly.

STATUS: Underway / Ongoing

- m) The Township agreed to take down the old Welcome to Matachewan signs and put up new signs.

The Township applied for funding with KDCDC for two new signs and the proposal was accepted. The Town now has two new signs designed by Creative Designs in Kirkland Lake.

STATUS: Fully Completed

Focused Goals / Areas of Significance

ii) Community Services

Objectives / Strategies

The following priorities and strategies are identified.

- a) The Get Fit Centre is a frequently used facility and proper maintenance and upkeep is a priority.

Refer to By-Law No: 2006-09

This is a new endeavor and with great community support and spirit, this facility will be kept clean and maintained properly. This Centre was built from funding and has an annual budget that must be revised by the CAO – Clerk Treasurer.

STATUS: Fully Completed

- b) Plan to build a Library and Museum for future programming, funding research and educational needs.

Refer to By-Law No: 2006-06

The Town has looked into putting in a Library and a Museum. This is not feasible at this time. This will be looked at once the township has more economic growth.

STATUS: No Progress

- c) Recreation Committee actively pursuing members to help sustain a committee.

The Town has sent out notice to all residents asking if anyone would be interested in sitting on the committee.

STATUS: On-going

- d) Council and Staff will work with the Get Fit Centre Committee and the other committees to prioritize new recreational facilities and determine their funding, partnership opportunities, placement and ongoing upkeep.

Refer to By-Law No: 2006-06

A new playground is being researched to be located at the beachfront. The Get Fit Centre is trying to fundraise enough money to make this feasible.

STATUS: Limited Progress

- e) The Township of Matachewan is working continuously trying to enforce property standards.

Refer to By-Law No: 97-04

The Chief Building Official is working with the Township of Matachewan to try and set forth the Property Standards Act.

Reference By-Laws:

By-Law No: 2006-04 Being a By-Law to amend Zoning By-Law No: 00-09

By-Law No: 2006-05 Being a By-Law authorizing the sale of surplus property within the Township of Matachewan. – **96-05** A By-Law for Real Property Sale.

By-Law No: 2006-06 Being a By-Law to appoint a Chief Building Official for the Township of Matachewan in corporation with, and as per the terms with the Timiskaming Municipal Building Association representing the Corporations of the Townships of Armstrong, Brethour, Casey, Chamberlain, Coleman, Evantural, Gauthier, Harley, Hudson, Harris, Hilliard, James, Kerns, Larder Lake, Matachewan, McGarry, the towns of Englehart and Cobalt, the Municipalities of Charleton and Dack and the Village of Thornloe.

By-Law No: 2006-07 Being a By-Law to enable the municipality to Collect User Fees from users of its municipal facilities and services.

By-Law No: 2006-09 Being a By-Law establishing the Matachewan 'Get Fit' Committee and governing the conduct of said Committee, specifically as to how it operates the Matachewan 'Get Fit' centre.

By-Law No: 2005-10 Being a By-Law to enable the municipality to Collect User Fees from users of its municipal facilities and services.

By-Law No: 2005-11 Being a By-Law of the Corporation of the Township of Matachewan governing procurement policies and procedures.

By-Law No: 2005-12 Being a by-law to prescribe the form and manner and times for the provision of notice.

By-Law No: 2005-13 Being a By-Law to adopt an Emergency Management program for the Corporation of the Township of Matachewan, pursuant to Section 2.1 (1) of the Emergency Act, R.S.O., 1990, CH.E9, as amended.

By-Law No: 97-04 Being a By-Law for prescribing standards for the maintenance and occupancy of property within the Township of Matachewan and for prohibiting the occupancy or use of such property that does not conform to the standards; for requiring property that does not conform to the standards or for the site to be cleared of all buildings, structures, debris or refuse and left in a graded and leveled condition; for prohibiting the removal from any premises or any sign, notice or placard placed thereon pursuant to this By-Law, and for the establishment of a property standards committee.

Websites Used for Research

- <http://www.kdcdc.com/kdcdc/frame1.html>
- <http://www.hrsdc.gc.ca/cgi-bin/search/eforms/index.cgi?app=profile&form=emp3699&lang=e>
- http://www.labour.gov.on.ca/english/es/factsheets/fs_wage.html
- <http://www23.hrdc-drhc.gc.ca/2001/e/groups/8612.shtml>
- <http://www.e-laws.gov.on.ca:81/>
- <http://www.vskn.ca/lead/strategy.htm>
- http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm

SWOT Analysis

| Strengths | Opportunities |
|------------|---------------|
| | |
| Weaknesses | Threats |
| | |

SWOT Analysis identifies factors that may affect desired future outcomes of the organization. The SWOT model is based on identifying the organization's internal strengths and weaknesses, and threats and opportunities of the external environment, and consequentially identifying the company's distinctive competencies and key success factors.

SWOT's objective is to recommend strategies that ensure the best alignment between the external and internal situation.

Vision Statement

The Vision statement describes the preferred future – the values, culture and philosophy a community wants to foster and preserve. It provides the fundamental direction for the whole strategic plan and acts as a focal point against which all plans or directions are checked.

A **VISION** statement outlines the broad reason, purpose or mission for your community.

Visioning allows the planning team to decide how you want your community to be perceived in the future. Your team will explore what you want to look like in a specific period of time by asking the question – Where do we want to be and what do you want to be in the future?

There is unlikely to be unanimity about exactly what a **VISION** should be like, however, what is important is to be able to identify some direction for the future.

Examples:

"Our town" strives to develop, maintain and enhance the economic, social, cultural and physical well being of its residents so they may enjoy a high-quality life, and so corporations and industry may have a solid business base.

"Our town" will promote a progressive and friendly community by instilling pride and confidence through a partnership of trust and respect among all people. Equally, we will create an environment that stimulates growth and provides well-planned and organized services through a commitment to sound management and leadership.

STRATEGIC ANALYSIS

The Strategic analysis is in depths look at all factors likely to have the greatest impact on the future of the community. As a result of this analysis, critical issues facing the community should be identified.

This analysis forms the basis for the decisions and goal identification, which will affect the community's future. It is essential that sufficient accurate information be available on which to base judgements. All assumptions should be identified and checked.

As part of the strategic analysis, it is not only important to consider those issues or factors which are internal but also equally important to include external or outside influences over which we have little control.

Internal:

These are the factors within the control of the community, These may include such items as planning, finances and taxation, municipal assets, local service clubs, community activities, etc. Their impact on the community to fulfil its vision should be discussed.

External:

All communities are affected by outside influences and these factors have varying degrees of impact, both positive and negative, on the community. These may include government policies, competition among communities, the economy, environmental concerns, etc. Again, these factors must be addressed as they relate to the vision.

Situational Analysis – Our Present Situation

Purpose: To determine the current condition of the community.

- Current population of the community is 468 with a workforce of 150 more or less consisting of more males than females. Most live in the Town but work out of the immediate area.
- There is promise of substantial growth in the community within the next two years should exploration activity at the Young Davidson – Northgate Minerals Mine site lead to a producing mine. The economy of the surrounding area also appears to be gaining momentum.
- There is a larger than average number of seniors in the Town.
- Education levels are relatively low with a maximum of grade 10 education in most instances.
- There is no school in the Township area. Children JK to grade 8 are bused to either Elk Lake Public School or if French they are bused to Kirkland Lake.
- There are quite a few young families however most youth migrate out of the area to find employment.
- There is a native reserve nearby which has recently undergone a change in leadership.
- Other industries include lumber extraction (there are no processing facilities in the immediate area); four tourist camps and another small mine that employs 15-20 people.
- There is little retail activity at this time however there are some inquiries being made as a result of new mining potential in the region.
- There is little residential property for rent or sale.
- Taxes are low in comparison to neighboring communities. There is a perception that these may increase with additional economic activity.
- Infrastructure is rated as adequate to poor. There is a volunteer fire department, limited police and health care is available. Telephone service was rated as 'lousy'.
- A Helipad has been built and will be used for emergency use.
- There is a Get Fit Centre and it has many ongoing activities for the community.
- Service clubs include Lions, Legion, Get Fit Centre, TATA – Temiskaming Abitibi Trail Association for snowmobiles and a Dart League.
- There is a Protestant Church that welcomes all every Sunday morning.

External Influences

Purpose: To identify external influences, which could hinder or assist future development in the community.

Identified External Influences:

- Government downsizing, creating cutbacks and downloading, is limiting services, which are available and increasing pressure on the local municipality. There is also less government assistance available to assist local development initiatives.
- Government services are becoming more centralized in larger urban centres. We are faced with the possible loss of some services i.e. policing, hospitals, medical specialists.
- Commercial activity will increase as outside investors become aware of potential of new developments in the area.
- The environmental lobby is very strong and governmental pre occupation with environmental issues could seriously hinder industrial and recreational development.
- Transportation options are non existent as road travel is the only means of reaching the community. Air access is to Kirkland Lake and this is in jeopardy at this time.
- Provincial government has mandated the amalgamation of communities/townships, which would result in shared services and theoretically lower costs. There may be some pressure in the near future to enter into some form of amalgamated body with surrounding areas.
- With the potential increase in economic activity in the community, local financial institutions are willing to consider lending money to local homebuyers and business people. The level of cooperation has yet to be determined.

Strategic Development Draft Ideas

Library – 70,000.00 give or take to run a library for a one-year period.
This is not a feasible venture.

Museum – would cost as much or a little less. Again not feasible.

To rebuild and reestablish Fort Matachewan it would cost an estimated amount of one million dollars. And at that time we could keep applying for funding. But nothing would be guaranteed. So to be able to sustain this building and property we would have to increase land taxes by triple the amount they are now. Or else cross our fingers and hope for continuation of funding.

This goes for all the topics that we have discussed. Library, Museum, Fort Matachewan.

If we want to be able to sustain the building we will have to raise taxes by either double the amount or triple the amount.

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Communication Tools

Aim:

To retain and grow our telephone utility as a modern total communications tool for profit generation and service provision.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with access to the Internet and long distance, as well as general calling techniques.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- All residents were sent a survey to be filled out and mailed back asking how they felt, and this information was noted in our Tax Bill inserts.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with KDCDC and involving the media in all planning and processes.

Timetable:

Ensure ongoing communication with the public throughout the year. We have to wait to hear back from KDCDC who is in touch with Northern Telephone.

2006 – Received High speed Internet services.

Event planning:

Annual budget:

The public awareness campaign delivery mechanisms did not require expenditures of funds this year.

Supply and maintenance:

KDCDC is in contact with Northern Telephone so they will be in touch with the township once things become finalised.

Annual review and updates:

At present there is nothing new to share.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

New Businesses

Aim:

To aggressively market the Township for new business and residents, services and industry in order to diversify the economy.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with the ability to find new business and open their own businesses if they wish to do so.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law passed that states that the Township is open to having new businesses in town.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with the Chief Building Official in order to build if need be.
- Involving the media in all planning and processes.

Timetable:

This will remain in the individual's hands whom decide that they want to open their own business.

Event planning:

Annual budget:

This is on the individuals own basis. The Township will support the endeavor.

Supply and maintenance:

Annual review and updates:

Northgate Minerals / Young Davidson Mine has started exploration and they are saying that in the year 2009 they will be looking at hiring quite a few people.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Tourism Opportunities

Aim:

To support, promote and participate in tourism opportunities.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan information which includes the events that are taking place.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be interested in attending).

Delivery mechanisms:

- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Provide photocopying and faxing to clubs for easier distribution for invites.

Timetable:

Ensure ongoing communication with the public throughout the year.

Event planning:

Get Fit Centre, Canada Day Celebrations, fish Derby, Snow Mobile Trails, Legion, Fishing & Hunting, Pioneer Club.

Annual budget:

The club or committee would be responsible for money at the time of their event.

Supply and maintenance:

Annual review and updates:

At present there is nothing new to share.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Fish Hatchery

Aim:

Work closely with First Nations, existing industry and businesses to create market expansion opportunities.

Objectives:

To partner with the First Nations and build a Hatchery together so their lakes and the lakes in Matachewan can remain stocked.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law passed that states that the Township is open to having new businesses in town.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with the Chief Building Official in order to build if need be.
- Involving the media in all planning and processes, if need be.
- Keep in constant communication with the MNR.
- Ensure that all funding is applied for before the cut off dates.

Timetable:

Spring 2007

Event planning:

Annual budget:

The township will look at assisting with certain costs and the Matachewan First Nation Reserve will assist in some costs. The MNR has a CFWIP Program that we can apply to once a year and they will review and possibly grant the township \$1000.00 to help cover costs related to the structure.

Supply and maintenance:

Attached on page 2

Annual review and updates:

There is nothing new to discuss we are still awaiting approval from the MNR.

STATUS: Underway / Ongoing

PROPOSED BUDGET FOR FISH HATCHERY

FISH HATCHERY

Township will donate the land for hatchery construction.
 Township will split the costs of hydro and water with the Reserve.
 Town is willing to take care of the facility in regards to the Town's Insurance and Day to day responsibilities.

| Building not constructed - 1 Moynour Ave. | |
|--|---------------------|
| Extending the water line | \$ 700.00 |
| Clearing land | \$ 1,000.00 |
| Digging Ponds | \$ 2,000.00 |
| 20 x 20 ' Building | \$5,000.00 |
| Hydro Lines | \$ 2,000.00 |
| Electrician | \$ 4,000.00 |
| Building Inspector | \$ 500.00 |
| Fish Food | \$ 1,000.00 |
| TOTAL | \$ 16,200.00 |

Proposed area of construction would be the Lot behind the Township Office at 1 Moynour Ave. This way noone would be bothered by the smell, someone will be able to watch the property during the day. With funding from the Reserve this will allow the lakes and rivers on the reserve to be stocked throughout the season. This is a beneficial cause for both parties and will pay off generously in the near future. We are not trying to take advantage of the First Nations. The Town at the present time has low funds and due to this nature we are asking for financial assistance in regards to the Fish Hatchery Construction. We may be able to look into sharing Summer Students with the maintenance and regular summer employment. Possible development to start in early Spring of 2007.

This is a Proposed Budget and values are apt to change. Please confirm willingness to participate in this endeavour.

Ponds Size 250' Long
 50' Wide

6' Feet Deep

Raise 40 fries for every cubic metre.

12,500 Cubic Metres to raise approx. 60,000 Fry.

Need a Bell Jar system to incubate.

To be able to feed them you will need Soya Bean Milk. Which makes algie which the zoo plankton eats the algie which in turn the fries eat the zoo plankton. This process is how you raise the fish.

The whole process is 3 weeks incubation and 40 days after they become fries you stock them in the pond and then it takes 40 days to raise them to fingerlings. Then you are able to remove them from the ponds and stock them into the lakes.

Fish Hatchery – Larder Lake

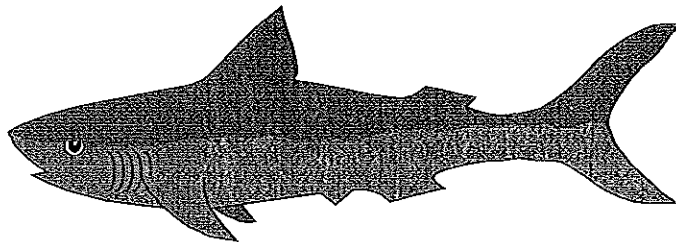
September 26, 2006

Contact from Larder Lake: Ted Dolhy – 643-2210

Larder Lake has two sites, 1st site has the portable building on it. They have had to get Hydro to come in and put a hydro pole on the property. This cost the Fish Hatchery Committee **\$2000.00**. They had the Hydro cable **donated** from Barrick Mine in Kirkland Lake. The portable in which they use as the Hatchery was **donated** by portables in Kirkland Lake. The reserve tank that holds the water for the fries to grow into was donated. The cylinder jars were purchased at **\$100.00** a piece. You will need 8 jars. Two culverts were donated also to the hatchery. They use these culverts for water. They have put these culverts into the ground close to the lakes shore line. The water seeps into the culverts and then the water is pumped up into a 500 gal. water tank. The water **MUST** stay warm in order for the fries to grow into fingerlings. Formalin is used to keep the eggs of the fries from clumping together. This is the only chemical used at the hatchery. Then the fingerlings are transported to the ponds that are at the 2nd site. 15 kms out of town down an old mine road there is two large dug holes in the ground. One is shallow about 4' feet and 250' long and the second hole is about 8' feet deep and 250' feet long. The labour cost the hatchery nothing because the work was a donation from a local contractor. The fingerlings are put into the ponds and then fed with soya milk. This is a procedure that has to take place every other day, in order to not over feed the fingerlings. Someone has to go out to the ponds every day to over see the growth and development of the minnows. Once the minnows get to be about a finger long they are taken and released into the lake.

All of this is Volunteer work. No one is paid and most of the products used has been donated.

An approximate of \$20,000.00 will be needed in order to start the Fish Hatchery in Matachewan. Then every year you are able to apply for funding with the CFWIP Program through the MNR, and possibly a \$1000.00 a year will be granted to the project to assist with sustaining the hatchery.



Larder Lake Walleye Enhancement Partners Statement of Account

| DATE | ITEM | INCOME | EXPENSE | BALANCE |
|-----------|---|-------------|------------|-------------|
| 11-May-05 | Balance Forward | | | \$1,533.29 |
| 11-May-05 | Petty Cash | | \$500.00 | \$1,033.29 |
| 13-May-05 | Service Charge | | \$0.75 | \$1,032.54 |
| 16-May-05 | Hydro | | \$47.17 | \$985.37 |
| 20-May-05 | 2" Plastic Pipe | | \$570.52 | \$414.85 |
| 27-May-05 | Deposit (Township Of LL) | \$11,000.00 | | \$11,414.85 |
| 31-May-05 | Pump Parts and Soya Feed | | \$184.38 | \$11,230.47 |
| 1-Jun-05 | Deposit Interest | \$0.02 | | \$11,230.49 |
| 3-Jun-05 | Soya Feed | | \$80.60 | \$11,149.89 |
| 7-Jun-05 | Fish Farm (Aeration, Oxygen Tester, Formalin) | | \$6,205.17 | \$4,944.72 |
| 13-Jun-05 | Hydro | | \$33.87 | \$4,910.85 |
| 13-Jun-05 | Larder Sports and Marine(Gas Oil Deisel) | | \$540.68 | \$4,370.17 |
| 13-Jun-05 | Meryl Allen (Generator) | | \$1,800.00 | \$2,570.17 |
| 14-Jun-05 | Service Fee | | \$6.00 | \$2,564.17 |
| 17-Jun-05 | Deposit (Township Of LL) | \$6,502.87 | | \$9,067.04 |
| 20-Jun-05 | HR Contracting (Work on Pond) | | \$4,124.60 | \$4,942.44 |
| 22-Jun-05 | CHQ Printing Fee | | \$22.20 | \$4,920.24 |
| 22-Jun-05 | Northern Feed (Soya Meal) | | \$60.45 | \$4,859.79 |
| 23-Jun-05 | Fish Farm (Balance of Order) | | \$75.53 | \$4,784.26 |
| 29-Jun-05 | Chris Allen (Relay Switch) | | \$44.00 | \$4,740.26 |
| 30-Jun-05 | Larder Coop (Food for Egg Collection) | | \$118.90 | \$4,621.36 |
| 4-Jul-05 | Deposit Interest | \$0.05 | | \$4,621.41 |
| 8-Jul-05 | Creative Designs (Frog's Breath Decals) | | \$86.25 | \$4,535.16 |
| 14-Jul-05 | Service Fee | | \$4.50 | \$4,530.66 |
| 15-Jul-05 | Kenogami Marine (Service Motor) | | \$25.66 | \$4,505.00 |
| 26-Jul-05 | Larder Sports and Marine(Gas Oil) | | \$177.15 | \$4,327.85 |
| 1-Aug-05 | Deposit Interest | \$0.04 | | \$4,327.89 |
| 2-Aug-05 | Earlton Country Store (Pump Parts) | | \$44.82 | \$4,283.07 |
| 12-Aug-05 | Service Fee | | \$2.25 | \$4,280.82 |
| 24-Aug-05 | Earlton Country Store (Pump Parts Cap) | | \$45.43 | \$4,235.39 |
| 26-Aug-05 | Claude Jacques (Poles for Pond) | | \$100.00 | \$4,135.39 |
| 29-Aug-05 | Larder Sports and Marine (Gas to Transport Volunteers to New Liskeard) | | \$120.00 | \$4,015.39 |
| 29-Aug-05 | Grant Home Hardware (Patio Stones for Ponds) | | \$135.47 | \$3,879.92 |
| 30-Aug-05 | HR Contracting (Stone fill for Pond) | | \$385.20 | \$3,494.72 |
| 1-Sep-05 | Deposit Interest | \$0.03 | | \$3,494.75 |
| 14-Sep-05 | Service Fee | | \$3.75 | \$3,491.00 |
| 3-Oct-05 | Deposit Interest | \$0.03 | | \$3,491.03 |
| 6-Oct-05 | Kenogami Marine (Propeller Repairs-2) | | \$241.50 | \$3,249.53 |
| 14-Oct-05 | Service Fee | | \$0.75 | \$3,248.78 |
| 1-Nov-05 | Deposit Interest | \$0.03 | | \$3,248.81 |

9/25/2006

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Development Area and Property Sales

Aim:

Ensure that development areas are prioritized and that full ranges of services properties are on the market.

Objectives:

Residential, Commercial and Industrial.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- Most questions can be answered at the Municipal Office.
- Letters were sent to land tax owners that were three years behind or more in taxes. Stating that if their taxes were not taken care of then the Township would have no other alternative than to send their property information to the town's solicitor and put their properties into Tax Registration.
- The township sold off land that was not being used but owned by the township at a Surplus Land Sale. 20 properties were sold to the highest bidders.
- In January and February we will have another Surplus Land Sale. The date and all other information will be advertised in the newspapers.

Timetable:

January and February Surplus Land Sales will be taking place.

Event planning:

Advertisement in the community and surrounding area newspapers.

Annual budget:

Supply and maintenance:

Annual review and updates:

STATUS: Underway / Ongoing

STATUS: Partially Completed

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Helipad

Aim:

Construction of a Helipad for emergency usage is erected and ready for full use.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with the ability to know that they are safe and that in a case of an emergency they will be able to be transported immediately.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law 2006-04 regarding the erection of the Helipad
- General information is contained on our Township website.
- All questions can be answered at the Municipal Office.
- Involving the media in all planning and processes.
- A helicopter can land at any time for transportation of patients.

Timetable:

Completed construction in October 2006.

Event planning:

Annual budget:

Supply and maintenance:

Annual review and updates:

STATUS: Completed

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Development of Library and Museum

Aim:

Plan to build a Library and Museum for future programming, funding research and educational needs.

Objectives:

The town has looked into building a Library and a Museum. This is a very expensive plan and the town will have to look into funding sources and more economic growth in order for sustainability.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- Most questions can be answered at the Municipal Office.
- Funding sources must be researched.

Timetable:

Plan for 2009. Depending on the growth in the municipality.

Event planning:

Advertisement in the community and surrounding area newspapers.
An open town and council meeting.

Annual budget:

Dependant on funding sources and Municipal contribution.

Supply and maintenance:

Annual review and updates:

No Progress

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9. Accountability / Reporting / Review
10. Strategic Plan / Review / Status Report
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12. By-Laws

Brief History of Strategic Planning

BUSINESS

Strategic planning in organizations originated in the 1950s and was very popular and widespread between mid-1960s to mid-1970s, when then people believed it was the answer for all problems, and corporate America was "obsessed" with strategic planning. Following that "boom" strategic planning was cast aside and abandoned for over a decade. The 1990s brought the revival of strategic planning as a "process with particular benefits in particular contexts" (Mintzberg, 1994).

Here is a brief account of several generations of strategic planning. SWOT analysis model dominated strategic planning of the 1950s. "The 1960s brought qualitative and quantitative models of strategy. During the early 1980s, the shareholder value model and the Porter model became the standard. The rest of the 1980s was dictated by strategic intent and core competencies, and market-focused organizations. Finally, business transformation became de rigueur in the 1990s" (Gouillart, 1995).

Subsequent newer models of strategic planning were focused on adaptability to change, flexibility, and importance of strategic thinking and organizational learning. "Strategic agility" is becoming more important than the strategy itself, because the organization's ability to succeed "has more to do with its ability to transform itself, continuously, than whether it has the right strategy. Being strategically agile enables organizations to transform their strategy depending on the changes in their environment" (Gouillart, 1995).

HIGHER EDUCATION

During the past decade institutions of higher education had to confront numerous changes in their external and internal environment, and respond to emerging challenges, such as decreasing financial support, rapid technological advances, changing demographics, and outdated academic programs. As a result, many universities engaged in strategic planning as means to "make beneficial, strategic changes to adapt to the rapidly shifting environment" (Rowley, Lujan, & Dolence, 1997).

Overall, strategic planning at universities has been only moderately successful, as only few were able to achieve significantly successful results and "transformed themselves dramatically. Others have been able to make important changes in parts of their operations. But many institutions have stumbled, dissolved into controversy, or lost their nerve" (Rowley, Lujan, & Dolence, 1997). Although several authors have endeavored to explain successes and failures of strategic planning in higher education, scholars differ in their opinions. As a result, there is no consensus (or clarity) on major determinants of strategic planning's success in universities.



TOWNSHIP OF MATACHEWAN STRATEGIC PLAN

“ Where the Road Ends; the Adventure Begins”

A) Introduction / Background

“ Where the Road Ends; the Adventure Begins” is the first formal Strategic Plan adopted by the Town Council of Matachewan.

In 2006, the Township of Matachewan retained the services of Melanie Verrier to assist in establishing a vision or direction by Council for the Township.

A small work team headed by Melanie Verrier and including Joe Bisson, Margaret & Stanley Secord, Leeann Parrott, Andrew George, Beverley Hine, Nicole Secord, Stephen Weurch, Annabelle Commando Dubé and Sandra Couture was established and charged with developing the Town of Matachewan’s first full Strategic plan.

This working group met five times over twelve-month period to develop a “draft” document. It was agreed that the additional key stakeholders would include the local and area Chamber of Commerce in New Liskeard and Kirkland Lake, KDCDC, Dog Star Convenience and LCBO, Marg’s Restaurant and The Mountainview Restaurant and Hotel. Full meetings with all were held and valuable input was provided.

An early draft of the Plan was circulated to Council and various managers, and feedback was received and incorporated.

I have included a Draft Resolution:

THAT, Council accept for information and consideration, the report “Where the Road Ends; the Adventure Begins” a Community Consultation Record, and endorse the seven (7) recommendations in the report to continue the process towards establishing a long term development strategy for the Township of Matachewan.

The format and process adopted was by group consensus. A number of other community strategic plans were circulated and discussed. It was agreed that a first Strategic Plan needed to be user friendly. Its purpose is to proactively and collectively focus attention on managing change.

The format includes:

- A) Introduction / Background
- B) Vision Statement and Motto
- C) Corporate Values and Beliefs

- D) Focused Goals / Areas of Significance:
 - i) Growth and Development;
 - ii) Community Services;
 - iii) Infrastructure and Environment;
 - iv) Governance and Corporate Services;
 - v) Quality of Life.
- E) Implementation
- F) Accountability / Reporting / Review

This plan will serve Council, Staff and the Public in identifying key priorities for this community's local residents and leaders. It will continue to change as we receive feedback and accomplish various objectives and face new challenges. It has had, and will continue to benefit from broad community and staff input. The Plan will greatly assist the Council and staff in setting annual goals and budgets.

B) Vision Statement

Vision Statement

"Matachewan strives to preserve its friendliness and to create a progressive community that will have economic growth and bring wealth to all through strong leadership and community involvement".

Slogan

"Where the Road Ends; the Adventure Begins"

C) Corporate Values and Beliefs

- a) As a local government we exist to serve our residents, visitors, ratepayers and neighbors.
- b) We will promote smart, diversified, sustained and planned growth.
- c) Through hard work, the town will prosper and lead our region.
- d) Our Community will prosper through cost efficiency and effective service delivery.
- e) Customers with divergent viewpoints will be treated with respect.
- f) Open communication leads to successful and accountable local government.

- g) We will strive for leadership and excellence at all levels of the organization.
- h) As a resource based community, our sustainable resources are the traditional foundations of our economy.
- i) Innovative thinking, an entrepreneurial approach, and openness to change throughout the organization is encouraged.
- j) For mutual benefit, partnerships with other stakeholders will be pursued.
- k) A safe, healthy, accessible and attractive community is a priority.
- l) Volunteerism contributes to the fabric of our community.
- m) Providing a broad range of municipal services contributes to our quality of life.
- n) Employees are integral to our success.

D) Focused Goals / Areas of Significance

The Township of Matachewan has geographic and natural advantage that combined with the Montreal River running through the middle of town and the new highway makes it an attractive community.

Objectives / Strategies

The following strategies have been identified to ensure that further planned sustainable growth occurs.

- a) Retain and grow our telephone utility as a modern total communications tool for profit generation and service provision.
- b) Aggressively market the Town for new business, services and industry in order to diversify the economy.
- c) Support, promote and participate in tourism opportunities. (Get Fit Centre, Canada Day Celebrations, Fish Derby, Snow Mobile trails, Fishing and Hunting).
- d) Work closely with First Nations, existing industry and business to create market expansion opportunities.
- e) Foster closer relationships with regional development and marketing agencies including Kirkland Lake District Chamber of Commerce, Temiskaming Shores District Chamber of Commerce, OFSC Snow Travelers, Local Cottages, Local Camp Sites, Local Travel Agencies.

- f) Ensure that development areas are prioritized and that full ranges of serviced properties are on the market (residential, commercial and industrial).
- g) Recognize the strategic role that North Gate Mineral - Young Davidson Mine, Extender Minerals the Matachewan Volunteer Fire Department and the Nursing Station have in our growth and development and work closely and meet regularly with them.
- h) The Helipad for emergency usage is constructed, this will help transport individuals in cases of medical emergency.

i) **Growth and Development**

Regularly review the Official Plan and Zoning by-laws to ensure good planning is in place and reflects a balance between interest groups, sustainability and corporate direction.

ii) **Community Services:**

As a small urban/rural northern community, Matachewan has excellent leisure, cultural and recreational services. Those services are both enjoyed by our citizens and by visitors and neighbors.

Objectives / Strategies

The following priorities and strategies are identified.

- a) Plan to build a Library and Museum for future programming, storage, archival and facility needs.
- b) Council and Staff will work with the Matachewan Recreation Committee and the other committees to prioritize new recreational facilities and determine their funding, partnership opportunities, placement and ongoing upkeep.
- c) Wherever possible partnerships with the public and the private sector will be pursued in order to maximize facility use and share costs (e.g. School Boards, Health Care).
- d) Ensure those service providers and planners takes into account our changing demographics and growing First nations.
- e) Acknowledge the need for Handi-Cap parking issues and implement an action plan to correct it.
- f) Clean up the cemetery and expand services for future cleanliness.

iii) **Infrastructure and Environmental**

The Township of Matachewan has a mandate to maintain an extensive infrastructure that includes the telephone utility, various buildings, roads, bridges, sidewalks, and a water treatment plant. There is an expectation that this infrastructure be reliable and meet high safety and environmental standards.

Objectives / Strategies

- a) Ensure compliance with all operating and environmental guidelines at the Water Treatment Plant (OCWA).
- b) Incorporate long term planning for major infrastructure into the Annual Budget and capital forecasting.
- c) Adopt a Geographic Information System (GIS) based asset management system.
- d) Establish a level of building places maintenance that reflects pride in our community.

iv) **Governance and Corporate Services**

Matachewan's local government has faced a number of restructuring and downloading challenges over the past number of years. It has a lower than average income than other northern communities, it is very dependent on one industry (Mining) with two employers (North Gate Mineral – Young Davidson Mine) and Extender Minerals. It has low taxes and water bills.

Objectives / Strategies

The following strategies have been identified to assist with the Governance and Corporate Services priority area:

- a) Maintain our tax rates below the average for Northern Ontario.
- b) As per the Ministry of Northern Affairs and Housing are recommended debt load capacities for long term financing.
- c) Pursue new and improve upon existing partnerships with neighboring municipalities and unorganized areas, organized Townships are coming into affect in the vary near future.
- d) Affix two new signs that state Welcome to Beautiful Matachewan one sign will be located at the entrance of town and the other sign will be located at the intersection on Highway 65 by Golden Eagle Camp between Elk Lake and Matachewan.

- e) Annually review existing fees and charges and identify new revenue sources.
- f) Regularly review staffing levels, effectiveness and efficiencies and identify current and future requirements.
- g) Take every opportunity to lobby the provincial and federal government to ensure that our position on policy is heard and that our share of financial support is forthcoming.
- h) Develop and distribute the Matachewan Emergency Plan.
- i) Initiate a timely and thorough annual budget adoption process that concludes no later than April 30th each year.
- j) Be an active participant in various municipal and professional staff associations including Association of Municipalities of Ontario, Ministry of Northern Affairs and Housing, Ontario Good Roads Association, OFSC Snow Travelers, Kirkland Lake District Chamber of Commerce, Federation of Canadian Municipalities.
- k) Continually review municipal policies and procedures and ensure that "red tape" is minimized and consistency is maintained.
- l) Develop and enhance financial reporting system that provides accurate and more timely information to Council and Staff.

- v) **Quality of Life**

Provision of a safe, caring, vibrant and healthy community is a priority and a yardstick by which to measure prosperity and attract growth. The Township and its many organizations and volunteers contribute to our quality of life.

Objectives / Strategies

The following strategies are committed to the Township of Matachewan under this priority area:

- a) Lead, assist and support efforts by the Township of Matachewan area Health Services and others to recruit and retain health care professionals.
- b) Support the local policing service, a volunteer fire department and a Helipad service.
- c) Continue to place priority on health and safety for the town's employees and for the community through awareness programs.
- d) Support all health and other organizations in providing quality programs and services for our citizens.

- e) Encourage all citizens to market Matachewan as an excellent place to live.
- f) Annually review and test the Town's Emergency Plan.
- g) Ensure that passive leisure facilities (Trails, Playgrounds and Waterfront services) are available, accessible and well maintained.
- h) Create and support a major sustainable community festival and support other organized community festivals/events. Develop a Municipal Campground and advertise Tourism.

E. Implementation

The Strategic Plan will be one of the pillars of planning for the Township of Matachewan and like any plan the key to success lies in the implementation. The Strategic Plan will be implemented in concert with other planning tools already utilized within the Corporation, namely:

- 1. The Bridge
- 2. Highway
- 3. Internet
- 4. Public Works
 - i) The Five-Year Capital Forecast.
 - ii) Annual Township Budget Process.
 - iii) Annual goals and objectives review for Managers.
 - iv) The Official Plan.

Through the contents of the Strategic Plan long or short term funding issues can be addressed through the five-year Capital Forecast. Each five year forecast review will be conducted with the guidance of the Strategic Plan in hand.

The annual Budget passed by the Town Council is necessary to address operational and capital concerns for the current year. Many strategies are contingent on allocation of operational funds to enable Departments to direct efforts in achieving the desired result. It will be necessary for Council to refer to the Strategic Plan for guidance during the budget exercise.

The most crucial element of the Strategic Plan implementation is the setting of annual goals and objectives for Department Managers. The Director of each Department will review the Strategic Plan with all Managers in their portfolio. In turn those Managers will prepare goals and objectives each year based upon the strategic contained in the Plan. (Sewer possibility, sidewalks, local water & roads).

F. Accountability / Reporting / Review

This Strategic Plan is a key planning and guiding document for the Township of Matachewan for the next five years. Once adopted by Council, the Towns CAO - Clerk Treasurer will have carriage of the Strategic Plan to ensure that every department works towards the strategies while respecting the core values and beliefs of the Township of Matachewan. Senior staff will ensure that linkages are maintained between the Strategic Plan and the goals and objectives of CAO – Clerk Treasurer, the Five Year Capital Strategic Forecast, The Strategic Plan, and the annual budget process all noted in the Implementation Plan.

Council will receive annually (approximately October) a report from the Township CAO – Clerk Treasurer, Deputy Clerk, Economic Developer or else Council sitting on committee may indicate the compliance and progress on achieving the objectives of the Strategic Plan.

While comprehensive, the Plan must be a flexible tool, given new events, challenges, and opportunities that emerge. A full community review of the Strategic Plan will be undertaken during each term of a new Council. Any adjustments to the Plan must be endorsed by Council and must be realistic and attainable in the circumstances of the day.

The Strategic Plan will be posted on the Township of Matachewan's website www.matachewan.com and available in hard copy at the Township Office.



“Where the road ends; the Adventure begins”

STRATEGIC PLAN REVIEW / STATUS REPORT

The Strategic Plan “Where the Road Ends; the Adventure Begins” approved in _____, 2006 set out _____ Objectives / Strategies for the Township under 5 areas of significance. The intent of the Plan was for it to be a key planning and guiding document for 5 years (2007 – 2012).

The Plan calls for an annual review and report indicating progress on achieving the objectives. The format selected is to restate the objective, provide a brief comment on progress and finally a summarized status. The status ratings used are as follows:

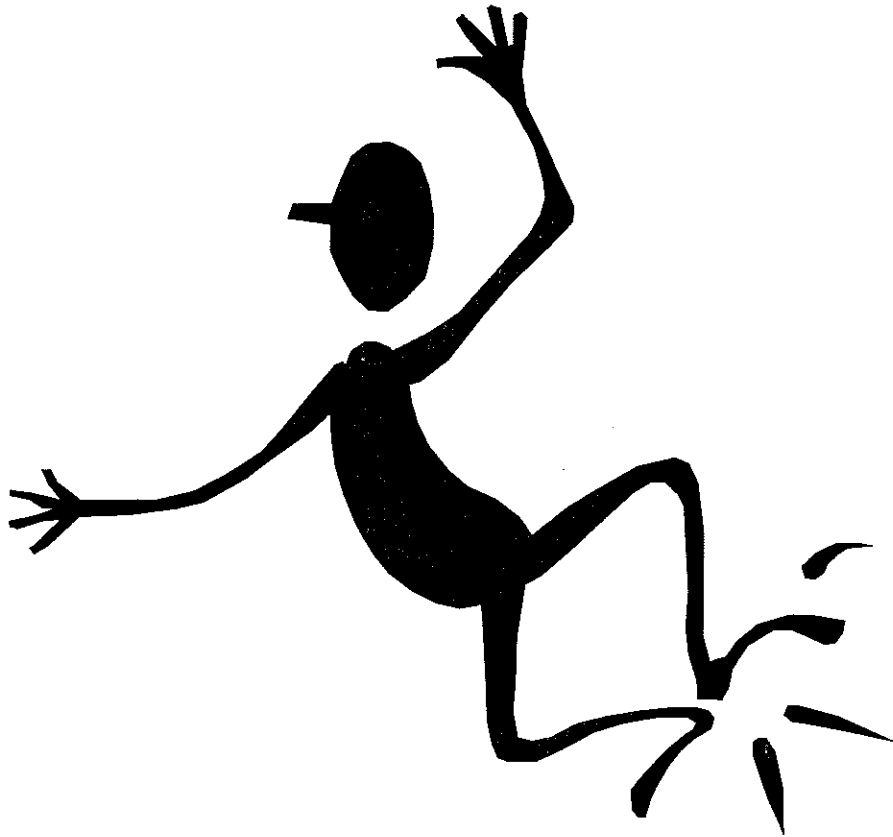
- ◆ Fully Completed
- ◆ Significant Progress
- ◆ Underway / Ongoing
- ◆ Limited Progress
- ◆ No Progress

The Review and Report is to be shared with Staff, Council, and the Public. The Strategic Planning Task Force will subsequently review and update the Plan.

Melanie Verrier
Director of Strategic Planning
The Corporation of the Township of Matachewan

Strategic Plan

Review / Status Report



**STRATEGIC PLAN
REVIEW / STATUS REPORT**

Focused Goals / Areas of Significance

i) Growth and Development

Objectives / Strategies

- a) Retain and grow our telephone utility as a modern total communication tool for profit generation and service provision.

Possible local calling area will change. An increase of \$4.00 per month per household will be charged. A letter was sent out to all taxpayers and asked for feedback. Positive feedback has been received and we will look at the percentile in a month's time. We are waiting to hear from NorTel in regards to the new plan.

STATUS: Underway / Ongoing

- b) Aggressively market the Township for new business and residents, services and industry in order to diversify the economy.

North Gate Minerals – Young Davidson Mine have been working on restarting the mine. This will be excellent for great economic growth. The town continues to field inquiries respecting potential new investment in the community. The Townships website has been completely updated, new highway signage has been ordered and will be constructed in the next month or two.

STATUS: Underway / Ongoing

- c) Support. Promote and participate in tourism opportunities. (Get Fit Centre, Canada Day Celebrations, Fish Derby, Snow Mobile Trails, Legion, Fishing & Hunting).

The annual fish derby is held between May & September. The Celebrate Canada Celebrations have been approval for funding in the amount of \$900.00 the town has agreed to donate \$500.00 towards the Canada Day Activities giving the total amount of \$1400.00 allowing to be spent for the weekend festivities. Fishing & Hunting are always in full swing. Ice fishing in the winters or

fishing in the summer and hunting or trapping is always an enjoyable sport. The Fitness Centre is doing very well with many people signing up to get out and get in shape throughout the long winters. And to stay in shape and away from the bugs in the spring and summer.

STATUS: Underway / Ongoing

- d) Work Closely with First Nations, existing industry and business to create market expansion opportunities.

The Township has met with the Matachewan First Nations Reserve and the Ministry of Natural Resources to discuss strategies in which would benefit the Reserve and the Township of Matachewan. This idea is that we have the possibility of constructing a Fish Hatchery on the township 17.49 acres of land that is now vacant.

We discussed building a fish hatchery in Matachewan and partnering with the First Nations in order to do so.

STATUS: Underway / Ongoing

- e) Foster closer relationships with regional development and marketing agencies including Kirkland Lake District Chamber of Commerce, Temiskaming Shores District Chamber of Commerce, OFSC Snow Travelers, Local Cottages, Local Camp Sites, Local Travel Agencies.

Very close ties with the Chamber Offices and Local Cottages and Camp Sites. KDCDC in Kirkland Lake have a new website that we can advertise events on and this is a free service.

STATUS: Underway / Ongoing

- f) Ensure that development areas are prioritized and that full ranges of serviced properties are on the market (residential, commercial and industrial).

Work progressed on the prioritization of development areas with North Gate Minerals – Young Davidson Mine. We are still waiting to hear that the mine will be opening and that the hiring of employees will start.

STATUS: Underway / Ongoing

- g) Recognize the strategic role that North Gate Mineral – Young Davidson Mine has in our growth and development and work closely and meet regularly with them.

CAO – Clerk Treasurer has an ongoing relationship with the Mine executives and they meet a couple times throughout the year. Discussion on issues such as co-generation, employment, future training and corporate donations are ongoing.

STATUS: Underway / Ongoing

- h) Construction of the Helipad for emergency usage is being constructed this will help to transport individuals in cases of medical emergency.

Refer to By-Law No: 2006-04

This project is waiting for the go ahead. Due to a resident appealing the helipad site the project has to be postponed for the time being. Once the Ontario Municipal Board says that it is a go ahead the project will be ready for construction in the fall.

STATUS: Underway / Ongoing

- i) Regularly review the Zoning by-laws to ensure good planning is in place and reflects a balance between interest groups, sustainability and corporate direction.

Refer to By-Law No: 2006-04 amending By-Law No: 00-09

Limited action on this goal as no Official Plan has been developed in the past so this is something that will have to be looked into.

STATUS: Limited Progress

- j) The selling of Surplus Land from the Township to realize outside assessment and taxation revenue .

Refer to By-Law No: 2006-05

The town Council held a meeting with the town on March 20th, 2006 and 20 properties were sold to the highest bidders.

STATUS: Fully Completed

- k) In 2005 several properties were sent letters stating that they were behind in taxes. To date we have 50+ homes that still need to pay the remainder of their taxes off before November 2006 in order to keep their homes from being sold due to Tax Registration.

Letters sent to the lawyers informing the residents that they have until November to pay off their taxes – their homes are already in tax registration.

STATUS: On-going

- l) The Township Office has been in touch with Northern Telephone to discuss 911 accessibility.

The Township is waiting to hear back from Northern Telephone with a date when this project should take effect or if the town can afford to make this project happen.

STATUS: Underway / Ongoing

- k) The Township of Matachewan feels that the cemetery files need updating and clarity.

The Township will be redoing the cemetery layout. This information will be copied three times and be kept in the safe. Also a typed copy of the information will be saved on the main computer and kept updated monthly or bi-monthly.

STATUS: Underway / Ongoing

- m) The Township agreed to take down the old Welcome to Matachewan signs and put up new signs.

The Township applied for funding with KDCDC for two new signs and the proposal was accepted. The Town now has two new signs designed by Creative Designs in Kirkland Lake.

STATUS: Fully Completed

Focused Goals / Areas of Significance

ii) Community Services

Objectives / Strategies

The following priorities and strategies are identified.

- a) The Get Fit Centre is a frequently used facility and proper maintenance and upkeep is a priority.

Refer to By-Law No: 2006-09

This is a new endeavor and with great community support and spirit, this facility will be kept clean and maintained properly. This Centre was built from funding and has an annual budget that must be revised by the CAO – Clerk Treasurer.

STATUS: Fully Completed

- b) Plan to build a Library and Museum for future programming, funding research and educational needs.

Refer to By-Law No: 2006-06

The Town has looked into putting in a Library and a Museum. This is not feasible at this time. This will be looked at once the township has more economic growth.

STATUS: No Progress

- c) Recreation Committee actively pursuing members to help sustain a committee.

The Town has sent out notice to all residents asking if anyone would be interested in sitting on the committee.

STATUS: On-going

- d) Council and Staff will work with the Get Fit Centre Committee and the other committees to prioritize new recreational facilities and determine their funding, partnership opportunities, placement and ongoing upkeep.

Refer to By-Law No: 2006-06

A new playground is being researched to be located at the beachfront. The Get Fit Centre is trying to fundraise enough money to make this feasible.

STATUS: Limited Progress

- e) The Township of Matachewan is working continuously trying to enforce property standards.

Refer to By-Law No: 97-04

The Chief Building Official is working with the Township of Matachewan to try and set forth the Property Standards Act.

Reference By-Laws:

By-Law No: 2006-04 Being a By-Law to amend Zoning By-Law No: 00-09

By-Law No: 2006-05 Being a By-Law authorizing the sale of surplus property within the Township of Matachewan. – **96-05** A By-Law for Real Property Sale.

By-Law No: 2006-06 Being a By-Law to appoint a Chief Building Official for the Township of Matachewan in corporation with, and as per the terms with the Timiskaming Municipal Building Association representing the Corporations of the Townships of Armstrong, Brethour, Casey, Chamberlain, Coleman, Evantural, Gauthier, Harley, Hudson, Harris, Hilliard, James, Kerns, Larder Lake, Matachewan, McGarry, the towns of Englehart and Cobalt, the Municipalities of Charleton and Dack and the Village of Thornloe.

By-Law No: 2006-07 Being a By-Law to enable the municipality to Collect User Fees from users of its municipal facilities and services.

By-Law No: 2006-09 Being a By-Law establishing the Matachewan 'Get Fit' Committee and governing the conduct of said Committee, specifically as to how it operates the Matachewan 'Get Fit' centre.

By-Law No: 2005-10 Being a By-Law to enable the municipality to Collect User Fees from users of its municipal facilities and services.

By-Law No: 2005-11 Being a By-Law of the Corporation of the Township of Matachewan governing procurement policies and procedures.

By-Law No: 2005-12 Being a by-law to prescribe the form and manner and times for the provision of notice.

By-Law No: 2005-13 Being a By-Law to adopt an Emergency Management program for the Corporation of the Township of Matachewan, pursuant to Section 2.1 (1) of the Emergency Act, R.S.O., 1990, CH.E9, as amended.

By-Law No: 97-04 Being a By-Law for prescribing standards for the maintenance and occupancy of property within the Township of Matachewan and for prohibiting the occupancy or use of such property that does not conform to the standards; for requiring property that does not conform to the standards or for the site to be cleared of all buildings, structures, debris or refuse and left in a graded and leveled condition; for prohibiting the removal from any premises or any sign, notice or placard placed thereon pursuant to this By-Law, and for the establishment of a property standards committee.

Websites Used for Research

- <http://www.kdcdc.com/kdcdc/frame1.html>
- <http://www.hrsdc.gc.ca/cgi-bin/search/eforms/index.cgi?app=profile&form=emp3699&lang=e>
- http://www.labour.gov.on.ca/english/es/factsheets/fs_wage.html
- <http://www23.hrdc-drhc.gc.ca/2001/e/groups/8612.shtml>
- <http://www.e-laws.gov.on.ca:81/>
- <http://www.vskn.ca/lead/strategy.htm>
- http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm

SWOT Analysis

| Strengths | Opportunities |
|------------|---------------|
| | |
| Weaknesses | Threats |
| | |

SWOT Analysis identifies factors that may affect desired future outcomes of the organization. The SWOT model is based on identifying the organization's internal strengths and weaknesses, and threats and opportunities of the external environment, and consequentially identifying the company's distinctive competencies and key success factors.

SWOT's objective is to recommend strategies that ensure the best alignment between the external and internal situation.

Vision Statement

The Vision statement describes the preferred future – the values, culture and philosophy a community wants to foster and preserve. It provides the fundamental direction for the whole strategic plan and acts as a focal point against which all plans or directions are checked.

A **VISION** statement outlines the broad reason, purpose or mission for your community.

Visioning allows the planning team to decide how you want your community to be perceived in the future. Your team will explore what you want to look like in a specific period of time by asking the question – Where do we want to be and what do you want to be in the future?

There is unlikely to be unanimity about exactly what a **VISION** should be like, however, what is important is to be able to identify some direction for the future.

Examples:

"Our town" strives to develop, maintain and enhance the economic, social, cultural and physical well being of its residents so they may enjoy a high-quality life, and so corporations and industry may have a solid business base.

"Our town" will promote a progressive and friendly community by instilling pride and confidence through a partnership of trust and respect among all people. Equally, we will create an environment that stimulates growth and provides well-planned and organized services through a commitment to sound management and leadership.

STRATEGIC ANALYSIS

The Strategic analysis is in depths look at all factors likely to have the greatest impact on the future of the community. As a result of this analysis, critical issues facing the community should be identified.

This analysis forms the basis for the decisions and goal identification, which will affect the community's future. It is essential that sufficient accurate information be available on which to base judgements. All assumptions should be identified and checked.

As part of the strategic analysis, it is not only important to consider those issues or factors which are internal but also equally important to include external or outside influences over which we have little control.

Internal:

These are the factors within the control of the community, These may include such items as planning, finances and taxation, municipal assets, local service clubs, community activities, etc. Their impact on the community to fulfil its vision should be discussed.

External:

All communities are affected by outside influences and these factors have varying degrees of impact, both positive and negative, on the community. These may include government policies, competition among communities, the economy, environmental concerns, etc. Again, these factors must be addressed as they relate to the vision.

Situational Analysis – Our Present Situation

Purpose: To determine the current condition of the community.

- Current population of the community is 468 with a workforce of 150 more or less consisting of more males than females. Most live in the Town but work out of the immediate area.
- There is promise of substantial growth in the community within the next two years should exploration activity at the Young Davidson – Northgate Minerals Mine site lead to a producing mine. The economy of the surrounding area also appears to be gaining momentum.
- There is a larger than average number of seniors in the Town.
- Education levels are relatively low with a maximum of grade 10 education in most instances.
- There is no school in the Township area. Children JK to grade 8 are bused to either Elk Lake Public School or if French they are bused to Kirkland Lake.
- There are quite a few young families however most youth migrate out of the area to find employment.
- There is a native reserve nearby which has recently undergone a change in leadership.
- Other industries include lumber extraction (there are no processing facilities in the immediate area); four tourist camps and another small mine that employs 15-20 people.
- There is little retail activity at this time however there are some inquiries being made as a result of new mining potential in the region.
- There is little residential property for rent or sale.
- Taxes are low in comparison to neighboring communities. There is a perception that these may increase with additional economic activity.
- Infrastructure is rated as adequate to poor. There is a volunteer fire department, limited police and health care is available. Telephone service was rated as 'lousy'.
- A Helipad has been built and will be used for emergency use.
- There is a Get Fit Centre and it has many ongoing activities for the community.
- Service clubs include Lions, Legion, Get Fit Centre, TATA – Temiskaming Abitibi Trail Association for snowmobiles and a Dart League.
- There is a Protestant Church that welcomes all every Sunday morning.

External Influences

Purpose: To identify external influences, which could hinder or assist future development in the community.

Identified External Influences:

- Government downsizing, creating cutbacks and downloading, is limiting services, which are available and increasing pressure on the local municipality. There is also less government assistance available to assist local development initiatives.
- Government services are becoming more centralized in larger urban centres. We are faced with the possible loss of some services i.e. policing, hospitals, medical specialists.
- Commercial activity will increase as outside investors become aware of potential of new developments in the area.
- The environmental lobby is very strong and governmental pre occupation with environmental issues could seriously hinder industrial and recreational development.
- Transportation options are non existent as road travel is the only means of reaching the community. Air access is to Kirkland Lake and this is in jeopardy at this time.
- Provincial government has mandated the amalgamation of communities/townships, which would result in shared services and theoretically lower costs. There may be some pressure in the near future to enter into some form of amalgamated body with surrounding areas.
- With the potential increase in economic activity in the community, local financial institutions are willing to consider lending money to local homebuyers and business people. The level of cooperation has yet to be determined.

Strategic Development Draft Ideas

Library – 70,000.00 give or take to run a library for a one-year period.
This is not a feasible venture.

Museum – would cost as much or a little less. Again not feasible.

To rebuild and reestablish Fort Matachewan it would cost an estimated amount of one million dollars. And at that time we could keep applying for funding. But nothing would be guaranteed. So to be able to sustain this building and property we would have to increase land taxes by triple the amount they are now. Or else cross our fingers and hope for continuation of funding.

This goes for all the topics that we have discussed. Library, Museum, Fort Matachewan.

If we want to be able to sustain the building we will have to raise taxes by either double the amount or triple the amount.

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Communication Tools

Aim:

To retain and grow our telephone utility as a modern total communications tool for profit generation and service provision.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with access to the Internet and long distance, as well as general calling techniques.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- All residents were sent a survey to be filled out and mailed back asking how they felt, and this information was noted in our Tax Bill inserts.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with KDCDC and involving the media in all planning and processes.

Timetable:

Ensure ongoing communication with the public throughout the year. We have to wait to hear back from KDCDC who is in touch with Northern Telephone.

2006 – Received High speed Internet services.

Event planning:

Annual budget:

The public awareness campaign delivery mechanisms did not require expenditures of funds this year.

Supply and maintenance:

KDCDC is in contact with Northern Telephone so they will be in touch with the township once things become finalised.

Annual review and updates:

At present there is nothing new to share.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

New Businesses

Aim:

To aggressively market the Township for new business and residents, services and industry in order to diversify the economy.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with the ability to find new business and open their own businesses if they wish to do so.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law passed that states that the Township is open to having new businesses in town.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with the Chief Building Official in order to build if need be.
- Involving the media in all planning and processes.

Timetable:

This will remain in the individual's hands whom decide that they want to open their own business.

Event planning:

Annual budget:

This is on the individuals own basis. The Township will support the endeavor.

Supply and maintenance:

Annual review and updates:

Northgate Minerals / Young Davidson Mine has started exploration and they are saying that in the year 2009 they will be looking at hiring quite a few people.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Tourism Opportunities

Aim:

To support, promote and participate in tourism opportunities.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan information which includes the events that are taking place.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be interested in attending).

Delivery mechanisms:

- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Provide photocopying and faxing to clubs for easier distribution for invites.

Timetable:

Ensure ongoing communication with the public throughout the year.

Event planning:

Get Fit Centre, Canada Day Celebrations, fish Derby, Snow Mobile Trails, Legion, Fishing & Hunting, Pioneer Club.

Annual budget:

The club or committee would be responsible for money at the time of their event.

Supply and maintenance:

Annual review and updates:

At present there is nothing new to share.

STATUS: Underway / Ongoing

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Fish Hatchery

Aim:

Work closely with First Nations, existing industry and businesses to create market expansion opportunities.

Objectives:

To partner with the First Nations and build a Hatchery together so their lakes and the lakes in Matachewan can remain stocked.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law passed that states that the Township is open to having new businesses in town.
- General information is contained on our Township website as well.
- All questions can be answered at the Municipal Office.
- Being in touch with the Chief Building Official in order to build if need be.
- Involving the media in all planning and processes, if need be.
- Keep in constant communication with the MNR.
- Ensure that all funding is applied for before the cut off dates.

Timetable:

Spring 2007

Event planning:

Annual budget:

The township will look at assisting with certain costs and the Matachewan First Nation Reserve will assist in some costs. The MNR has a CFWIP Program that we can apply to once a year and they will review and possibly grant the township \$1000.00 to help cover costs related to the structure.

Supply and maintenance:

Attached on page 2

Annual review and updates:

There is nothing new to discuss we are still awaiting approval from the MNR.

STATUS: Underway / Ongoing

PROPOSED BUDGET FOR FISH HATCHERY

FISH HATCHERY

Township will donate the land for hatchery construction.
 Township will split the costs of hydro and water with the Reserve.
 Town is willing to take care of the facility in regards to the Town's Insurance and Day to day responsibilities.

| Building not constructed - 1 Moyneur Ave. | |
|--|---------------------|
| Extending the water line | \$ 700.00 |
| Clearing land | \$ 1,000.00 |
| Digging Ponds | \$ 2,000.00 |
| 20 x 20 ' Building | \$5,000.00 |
| Hydro Lines | \$ 2,000.00 |
| Electrician | \$ 4,000.00 |
| Building Inspector | \$ 500.00 |
| Fish Food | \$ 1,000.00 |
| TOTAL | \$ 16,200.00 |

Proposed area of construction would be the Lot behind the Township Office at 1 Moyneur Ave. This way noone would be bothered by the smell, someone will be able to watch the property during the day. With funding from the Reserve this will allow the lakes and rivers on the reserve to be stocked throughout the season. This is a beneficial cause for both parties and will pay off generously in the near future. We are not trying to take advantage of the First Nations. The Town at the present time has low funds and due to this nature we are asking for financial assistance in regards to the Fish Hatchery Construction. We may be able to look into sharing Summer Students with the maintenance and regular summer employment. Possible development to start in early Spring of 2007.

This is a Proposed Budget and values are apt to change. Please confirm willingness to participate in this endeavour.

Ponds Size 250' Long

50' Wide

6' Feet Deep

Raise 40 fries for every cubic metre.

12,500 Cubic Metres to raise approx. 60,000 Fry.

Need a Bell Jar system to incubate.

To be able to feed them you will need Soya Bean Milk. Which makes algie which the zoo plankton eats the algie which in turn the fries eat the zoo plankton. This process is how you raise the fish.

The whole process is 3 weeks incubation and 40 days after they become fries you stock them in the pond and then it takes 40 days to raise them to fingerlings. Then you are able to remove them from the ponds and stock them into the lakes.

Fish Hatchery – Larder Lake

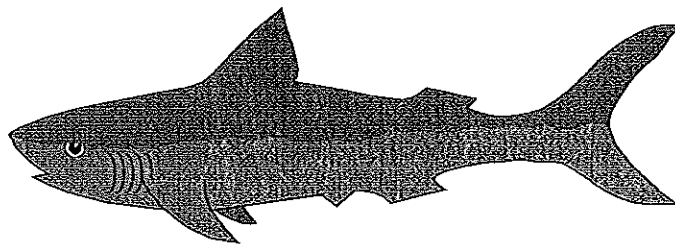
September 26, 2006

Contact from Larder Lake: Ted Dolhy – 643-2210

Larder Lake has two sites, 1st site has the portable building on it. They have had to get Hydro to come in and put a hydro pole on the property. This cost the Fish Hatchery Committee **\$2000.00**. They had the Hydro cable **donated** from Barrick Mine in Kirkland Lake. The portable in which they use as the Hatchery was **donated** by portables in Kirkland Lake. The reserve tank that holds the water for the fries to grow into was donated. The cylinder jars were purchased at **\$100.00** a piece. You will need 8 jars. Two culverts were donated also to the hatchery. They use these culverts for water. They have put these culverts into the ground close to the lakes shore line. The water seeps into the culverts and then the water is pumped up into a 500 gal. water tank. The water **MUST** stay warm in order for the fries to grow into fingerlings. Formalin is used to keep the eggs of the fries from clumping together. This is the only chemical used at the hatchery. Then the fingerlings are transported to the ponds that are at the 2nd site. 15 kms out of town down an old mine road there is two large dug holes in the ground. One is shallow about 4' feet and 250' long and the second hole is about 8' feet deep and 250' feet long. The labour cost the hatchery nothing because the work was a donation from a local contractor. The fingerlings are put into the ponds and then fed with soya milk. This is a procedure that has to take place every other day, in order to not over feed the fingerlings. Someone has to go out to the ponds every day to over see the growth and development of the minnows. Once the minnows get to be about a finger long they are taken and released into the lake.

All of this is Volunteer work. No one is paid and most of the products used has been donated.

An approximate of \$20,000.00 will be needed in order to start the Fish Hatchery in Matachewan. Then every year you are able to apply for funding with the CFWIP Program through the MNR, and possibly a \$1000.00 a year will be granted to the project to assist with sustaining the hatchery.



Larder Lake Walleye Enhancement Partners Statement of Account

| DATE | ITEM | INCOME | EXPENSE | BALANCE |
|-----------|---|-------------|------------|-------------|
| 11-May-05 | Balance Forward | | | \$1,533.29 |
| 11-May-05 | Petty Cash | | \$500.00 | \$1,033.29 |
| 13-May-05 | Service Charge | | \$0.75 | \$1,032.54 |
| 16-May-05 | Hydro | | \$47.17 | \$985.37 |
| 20-May-05 | 2" Plastic Pipe | | \$570.52 | \$414.85 |
| 27-May-05 | Deposit (Township Of LL) | \$11,000.00 | | \$11,414.85 |
| 31-May-05 | Pump Parts and Soya Feed | | \$184.38 | \$11,230.47 |
| 1-Jun-05 | Deposit Interest | \$0.02 | | \$11,230.49 |
| 3-Jun-05 | Soya Feed | | \$80.60 | \$11,149.89 |
| 7-Jun-05 | Fish Farm (Aeration, Oxygen Tester, Formalin) | | \$6,205.17 | \$4,944.72 |
| 13-Jun-05 | Hydro | | \$33.87 | \$4,910.85 |
| 13-Jun-05 | Larder Sports and Marine(Gas Oil Deisel) | | \$540.68 | \$4,370.17 |
| 13-Jun-05 | Meryl Allen (Generator) | | \$1,800.00 | \$2,570.17 |
| 14-Jun-05 | Service Fee | | \$6.00 | \$2,564.17 |
| 17-Jun-05 | Deposit (Township Of LL) | \$6,502.87 | | \$9,067.04 |
| 20-Jun-05 | HR Contracting (Work on Pond) | | \$4,124.60 | \$4,942.44 |
| 22-Jun-05 | CHQ Printing Fee | | \$22.20 | \$4,920.24 |
| 22-Jun-05 | Northern Feed (Soya Meal) | | \$60.45 | \$4,859.79 |
| 23-Jun-05 | Fish Farm (Balance of Order) | | \$75.53 | \$4,784.26 |
| 29-Jun-05 | Chris Allen (Relay Switch) | | \$44.00 | \$4,740.26 |
| 30-Jun-05 | Larder Coop (Food for Egg Collection) | | \$118.90 | \$4,621.36 |
| 4-Jul-05 | Deposit Interest | \$0.05 | | \$4,621.41 |
| 8-Jul-05 | Creative Designs (Frog's Breath Decals) | | \$86.25 | \$4,535.16 |
| 14-Jul-05 | Service Fee | | \$4.50 | \$4,530.66 |
| 15-Jul-05 | Kenogami Marine (Service Motor) | | \$25.66 | \$4,505.00 |
| 26-Jul-05 | Larder Sports and Marine(Gas Oil) | | \$177.15 | \$4,327.85 |
| 1-Aug-05 | Deposit Interest | \$0.04 | | \$4,327.89 |
| 2-Aug-05 | Earlton Country Store (Pump Parts) | | \$44.82 | \$4,283.07 |
| 12-Aug-05 | Service Fee | | \$2.25 | \$4,280.82 |
| 24-Aug-05 | Earlton Country Store (Pump Parts Cap) | | \$45.43 | \$4,235.39 |
| 26-Aug-05 | Claude Jacques (Poles for Pond) | | \$100.00 | \$4,135.39 |
| 29-Aug-05 | Larder Sports and Marine (Gas to Transport Volunteers to New Liskeard) | | \$120.00 | \$4,015.39 |
| 29-Aug-05 | Grant Home Hardware (Patio Stones for Ponds) | | \$135.47 | \$3,879.92 |
| 30-Aug-05 | HR Contracting (Stone fill for Pond) | | \$385.20 | \$3,494.72 |
| 1-Sep-05 | Deposit Interest | \$0.03 | | \$3,494.75 |
| 14-Sep-05 | Service Fee | | \$3.75 | \$3,491.00 |
| 3-Oct-05 | Deposit Interest | \$0.03 | | \$3,491.03 |
| 6-Oct-05 | Kenogami Marine (Propeller Repairs-2) | | \$241.50 | \$3,249.53 |
| 14-Oct-05 | Service Fee | | \$0.75 | \$3,248.78 |
| 1-Nov-05 | Deposit Interest | \$0.03 | | \$3,248.81 |

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Development Area and Property Sales

Aim:

Ensure that development areas are prioritized and that full ranges of services properties are on the market.

Objectives:

Residential, Commercial and Industrial.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- Most questions can be answered at the Municipal Office.
- Letters were sent to land tax owners that were three years behind or more in taxes. Stating that if their taxes were not taken care of then the Township would have no other alternative than to send their property information to the town's solicitor and put their properties into Tax Registration.
- The township sold off land that was not being used but owned by the township at a Surplus Land Sale. 20 properties were sold to the highest bidders.
- In January and February we will have another Surplus Land Sale. The date and all other information will be advertised in the newspapers.

Timetable:

January and February Surplus Land Sales will be taking place.

Event planning:

Advertisement in the community and surrounding area newspapers.

Annual budget:

Supply and maintenance:

Annual review and updates:

STATUS: Underway / Ongoing

STATUS: Partially Completed

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Helipad

Aim:

Construction of a Helipad for emergency usage is erected and ready for full use.

Objectives:

Provide the residents and ratepayers of the Township of Matachewan with the ability to know that they are safe and that in a case of an emergency they will be able to be transported immediately.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighboring municipalities that might be eligible).

Delivery mechanisms:

- We have a By-Law 2006-04 regarding the erection of the Helipad
- General information is contained on our Township website.
- All questions can be answered at the Municipal Office.
- Involving the media in all planning and processes.
- A helicopter can land at any time for transportation of patients.

Timetable:

Completed construction in October 2006.

Event planning:

Annual budget:

Supply and maintenance:

Annual review and updates:

STATUS: Completed

**STRATEGIC PLAN FOR THE MUNICIPALITY OF
MATACHEWAN**

Development of Library and Museum

Aim:

Plan to build a Library and Museum for future programming, funding research and educational needs.

Objectives:

The town has looked into building a Library and a Museum. This is a very expensive plan and the town will have to look into funding sources and more economic growth in order for sustainability.

Target audience:

Residents, businesses, industry, within the Township of Matachewan (plus neighbouring municipalities that might be eligible).

Delivery mechanisms:

- Most questions can be answered at the Municipal Office.
- Funding sources must be researched.

Timetable:

Plan for 2009. Depending on the growth in the municipality.

Event planning:

Advertisement in the community and surrounding area newspapers.
An open town and council meeting.

Annual budget:

Dependant on funding sources and Municipal contribution.

Supply and maintenance:

Annual review and updates:

No Progress