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# Town of Latchford Municipal Strategic Plan

**2008 to 2010 and Beyond**



**January 1, 2008**

## **EXECUTIVE SUMMARY**

This strategic plan is a testament to the hard work and progressive thinking of Mayor and Council and the residents of Latchford. It outlines the Town's long range goals, its vision and mission statements and key initiatives the Town will pursue in order for its goals and visions to become realities.

The strategic planning process was carried out during a six month period from July until December 2007. Included in the planning process were the establishment of a strategic planning committee, a series of committee meetings and workshops and opportunities for community participation and input.

Identified within the plan are five main goals, a vision statement and a mission statement for the Town of Latchford:

### **Goals:**

- Maintain the Natural Environment
- Improve the Quality of Life for Residents
- Achieve Sustainable Economic Prosperity
- Build a Socially Responsible, Caring and Active Community
- Improve Community Pride, Attractiveness and Image

### **Vison Statement:**

"To be the best little town by a dam site, where our progressive, sustainable and caring community defends the natural environment and secures an enviable quality of life."

### **Mission Statement:**

"To build a socially responsible, attractive and safe community. A community dedicated to the protection of our natural environment and striving towards a sustainable earth while promoting economic prosperity that results in a superior quality of life."

In addition, this strategic plan identifies fifteen initiatives that will help the Town achieve its goals.

**Ongoing Initiatives to be Completed:**

1. Pursue Green Energy Alternatives
2. Complete Road Paving Project
3. Improve the Arena
4. Waterfront Improvement Project
5. Development of Greenwood Park
6. Improvements to Fred Keenan Centre
7. Aggressive Promotion of Latchford

**Initiatives to be Commenced:**

1. Build Seniors Housing – Apartment Units
2. Official Plan and Zoning By-law
3. Inclusion of Dam Replacement Options
4. Interconnected Recreation Trails

**Initiatives to be Explored Further:**

1. Connection to Natural Gas Pipeline
2. New Waterfront Lots
3. Establishing a Conservation Authority or Local Partnership
4. Acquiring ONR Land

**The undersigned elected officials, hereby approve the plans and information outlined in this Municipal Strategic Plan for the Town of Latchford.**

\_\_\_\_\_  
**Mayor Peter Davies**

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**Councillor Maxine Cannon**

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**Councillor Larry Anderson**

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**Councillor Mike Cole**

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**Councillor Jim Bennett**

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**Councillor Mac Hamilton**

**January 1<sup>st</sup>, 2008**

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## 1.0 INTRODUCTION

### **Purpose and Scope:**

This document outlines the strategic direction for the Town of Latchford for the current term of Mayor and Council from 2007-2010. It focuses on identifying achievable short-term goals while ensuring that the appropriate steps are taken now to allow the future realisation of long range goals over the next 5-10 years.

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

### **Background:**

The newly elected Mayor and Council, with a longer four-year term of office, felt that it was imperative to the Town's long range planning and economic development to undergo a municipal strategic planning process. Mayor Davies, in his discussion paper to the Council on Strategic Planning, started the ball rolling early in 2007. However, with all the Towns' efforts and resources focussed on the upcoming Centennial Celebrations for the first half of the year, the planning process did not officially commence until July 2007.

In his presentation to Mayor and Council on July 24<sup>th</sup>, 2007, Andrew Healy, Parks Facilitator, proposed that the Town commence the planning process internally rather than hiring an external consultant to facilitate. Mr. Healy proposed to act as the project coordinator for the planning process, to chair the strategic planning committee, to manage public involvement and communications and to prepare the final document. On this same date, Council passed a resolution to officially commence the strategic planning process under the lead and direction of Mr. Healy.

With the approval of the *Terms of Reference* on August 28<sup>th</sup>, 2007, Mayor and Council created the strategic planning committee, adopted a six stage planning process and committed to incorporating opportunities for community involvement. The elements of the *Terms of Reference* are further discussed below.

### **Committee:**

The establishment of a Strategic Planning Committee was an essential component in the successful completion of the planning process. The strategic planning committee allowed for:

- Consistency and continuity in attendance and participation at planning meetings;
- Tasks to be assigned to persons who are knowledgeable in the planning process and who made a commitment to seeing it's successful completion; and
- An opportunity for community representation at the planning table.

The Strategic Planning Committee was comprised of the following individuals:

<i>Chair/Facilitator:</i>	Andrew Healy
<i>Mayor:</i>	Peter Davies
<i>Councillor:</i>	Larry Anderson
<i>Councillor:</i>	Jim Bennett
<i>Councillor:</i>	Maxine Cannon
<i>Councillor:</i>	Michael Cole
<i>Councillor:</i>	Gord Lomax
<i>Councillor:</i>	Mac Hamilton
<i>Community Rep:</i>	Diane Hollinger
<i>Clerk-Treasurer:</i>	Betty Gibson

In addition, the following Staff Advisors provided input and support:

<i>Deputy Treasurer:</i>	Lise McKeever
<i>Public Works:</i>	Lee Ketchabaw
<i>Public Works:</i>	Terry Inglis

### **Planning Process:**

This six stage process served as a guideline for keeping the committee on task by establishing clear milestones and actions to be completed before moving on. It also allowed the plan to be completed on schedule and ensured that opportunities for public input and consultation were incorporated throughout.

- Stage 1 – Planning to Plan
- Stage 2 – Vision and Goals
- Stage 3 – Current Assessment
- Stage 4 – Strategize and Action Planning
- Stage 5 – Draft Plan and Approval of Final Plan
- Stage 6 – Implement, Monitor and Revise

### **Opportunities for Public Involvement:**

A successful strategic planning process is one where the vision, goals, and priorities of the Town reflects those of its residents. This process ensured that all community members were informed of the importance of the decisions being made and had the opportunity to contribute their thoughts and ideas.

The following summarizes the opportunities for public input and participation:

- Opportunity for community members to sit on the Strategic Planning Committee;
- All meetings of the committee were publicly held at the Latchford Recreation Centre and offered an opportunity for comments and questions;
- Formal comment forms were distributed to residents via mail and were accepted during the first four stages of the process;
- All ideas raised by the public were discussed openly at committee meetings;

- Ongoing notices were posted at key locations around Town; and
- Notices appeared in the local community newspaper, The Moosecall.

### **Summary of Public Input:**

The following summarizes the public input into the strategic planning process:

- Ten completed comment forms were returned;
- Numerous informal discussions took place between community and committee members throughout the process;
- Attendance during committee meetings varied, with greater attendance when meetings coincided with regular council meetings. Five members of the public attended various separate committee meetings; and
- One community member played an active role on the strategic planning committee. An additional community member participated during meetings at key stages of the process.

## **2.0 THEMES FOR TOMORROW**

### **Goals:**

A critical step in setting strategic direction for the Town is to determine what is most important to the community and to envision the town we would like Latchford to become. With the help of brainstorming and envisioning exercises, five goals for the future of Latchford were established.

The following five goals will lead the remainder of this planning process, serve as the basis for the Town's Vision and Mission Statements, and continue to be the guiding principles for the Town following implementation of this plan.

#### ***1. Maintain the Natural Environment***

Maintaining the natural environment was a common theme raised throughout the planning process. It is evident that many residents have a close personal relationship with their natural environment and take advantage of the numerous opportunities in Latchford to experience the 'great outdoors'.

The community highly values the pristine lakes and rivers, expanses of undisturbed forest and healthy populations of fish and wildlife located at their doorstep. In turn, it is recognized that these same values will continue to serve as the main attractants for visitors and potential residents in future years.

All decisions and activities made, or undertaken by the Town, will have absolute consideration for preserving and enhancing the natural environment.

#### ***2. Improve the Quality of Life for Residents***

Latchford residents take pride in living a relatively high quality of life for a small northern community. The Town will strive to improve the overall quality of life for residents by improving



municipal services and local infrastructure, increasing recreation and organized activities, and developing social programs and opportunities for seniors and youth.

### ***3. Achieve Sustainable Economic Prosperity***

Expanding and diversifying the Town's economy will be the foundation for creating a successful and prosperous community. The Town aims to sustain its small town image and feel by attracting businesses that are compatible with the Town's values and goals. Emphasis will be placed on providing an atmosphere for 'soft' and independent business to flourish, as well as attracting sustainable environmentally and socially responsible industry.

A prospering economy goes hand-in-hand with attracting new residents and tourists to live and play in Latchford. Encouraging and facilitating the influx of newcomers will serve as the cornerstone to achieve this goal.

### ***4. Build a Socially Responsible, Caring and Active Community***

Latchford is a Town where neighbours not only know each other, but are always willing to help and be compassionate towards one another. It is also a community which relies on the hard work and timeless participation from its volunteers. Maintaining and enhancing this sense of caring and active involvement will ensure Latchford remains a close-knit community where residents work together towards achieving common goals.

### ***5. Improve Community Pride, Attractiveness and Image***

The Town strives to build a community that all residents are proud to call home. Improving the appearance and image of the Town not only helps foster community pride, it also serves as an attractant to potential residents, businesses and tourists.

**Vision and Mission Statements:**

Vision and mission statements help to summarize the values and goals of an organization. For an organization such as a municipality, these statements play an important role in guiding decision making and in communicating priorities to residents. They also serve as an important tool to convey a municipality's values and goals to the broader external community.

Through detailed discussions, negotiations and revisions, the following vision and mission statements for the Town of Latchford were created:

**Vision Statement:**

*"To be the best little town by a dam site, where our progressive, sustainable and caring community defends the natural environment and secures an enviable quality of life."*

**Mission Statement:**

*"To build a socially responsible, attractive and safe community. A community dedicated to the protection of our natural environment and striving towards a sustainable earth while promoting economic prosperity that results in a superior quality of life."*

**3.0 LATCHFORD TODAY**

The next stage in the strategic planning process was to closely examine where Latchford is today, and to contrast this with the 'Latchford of Tomorrow' discussed during the previous stage. By identifying Latchford's strengths, weaknesses, opportunities and threats (SWOT Analysis), the committee was able to illustrate the current condition of the Town. This analysis served as an important reference during the next stage of the planning process as the Town's success relies upon utilizing its strengths and opportunities and addressing its weaknesses and threats.

The following table summarizes the outcome of the SWOT Analysis:

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<p><b>Location</b></p> <ul style="list-style-type: none"> <li>- River and lake waterfront</li> <li>- Highway</li> <li>- Proximity to larger urban areas</li> <li>- Forests and natural environment</li> <li>- Railroad</li> <li>- Pipeline</li> </ul> <p><b>Recreational Opportunities &amp; Tourism</b></p> <ul style="list-style-type: none"> <li>- Natural environment/surroundings</li> <li>- 100 yrs of history</li> <li>- Ottawa Temiskaming Highland Trail</li> <li>- Crown Land and trails</li> <li>- Greenwood Park</li> <li>- Cliff Lake Conservation Reserve</li> <li>- Close to Temagami &amp; Temiskaming Shores</li> </ul> <p><b>Existing Facilities/Services</b></p> <ul style="list-style-type: none"> <li>- Medical service</li> <li>- Library, museums , post office</li> <li>- Recreation centre</li> <li>- Existing business</li> <li>- Volunteer Fire Department</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>- Existing partnerships</li> <li>- Local expertise and knowledge base</li> <li>- Volunteer base</li> <li>- Latchford's new town limits</li> <li>- Manageable size</li> <li>- Available serviced building lots</li> </ul>	<p><b>Visitors &amp; Tourism</b></p> <ul style="list-style-type: none"> <li>- Not getting more travellers to stop</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>- Small population</li> <li>- Lack of unified direction</li> <li>- Limited diversity of retail</li> <li>- No natural gas</li> <li>- No school</li> <li>- No full service restaurant</li> <li>- Lack of accessible transportation</li> </ul> <p><b>Municipal Restraints</b></p> <ul style="list-style-type: none"> <li>- Small staff base</li> <li>- Dated Official Plan and Zoning By-law</li> <li>- Cost of water and sewer</li> <li>- Lack of development funds</li> <li>- Lack of financial partners</li> <li>- Government red tape</li> <li>- ONR ownership of land</li> <li>- Aging infrastructure</li> <li>- No local control of dam and water levels</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>Visitors &amp; Tourism</b></p> <ul style="list-style-type: none"> <li>- Ecotourism</li> <li>- International Plowing match (2009)</li> <li>- Potential for Whitewater Park</li> <li>- Tap into vehicles passing through town</li> <li>- Reopen compressed air plant</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>- Enhanced retail</li> <li>- Aging population</li> <li>- Build seniors home</li> <li>- Open waterfront lots</li> <li>- Green energy – hydro/solar/wind</li> <li>- Integrated recreational trails</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>- Establishing a Conservation Authority</li> <li>- Participate in local municipal partnerships</li> <li>- Make use of grants and funding programs</li> <li>- Resource royalties</li> </ul>	<p><b>Natural and Human Caused Disasters</b></p> <ul style="list-style-type: none"> <li>- Flooding</li> <li>- Toxic spills</li> <li>- Forest fire</li> <li>- Severe weather</li> <li>- Extended electrical outage</li> <li>- Dam or bridge problems</li> <li>- Pipeline abandoned (tax loss)</li> <li>- Invasive species (aquatic and terrestrial)</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>- Loss of volunteer base</li> <li>- Loss of population</li> <li>- Closing of existing business</li> </ul>

## 4.0 ESTABLISHING PRIORITIES

The 'meat' of a strategic plan is the establishment of clear priorities and objectives that will help an organization reach its goals and realize its vision. This section details the evaluation process used to determine the Town's priorities.

As was outlined in the Terms of Reference, all ideas raised by the committee, community members and town staff would be considered good ideas and would be evaluated by the committee. For the purpose of this planning process, the term initiative is used to refer to the projects, objectives, ideas and themes that were raised.

### The Evaluation Process:

The first step of the committee was to pre-screen all of the initiatives into the following four categories:

- A. Initiatives that are already started and the Town should complete
- B. Initiatives the Town should commence with the intentions of completing within the current term of council.
- C. Long term initiatives the Town would like to commence the beginning stages of with the intention of completing within the next 5-10 years.
- D. Initiatives the Town should not pursue at this time as they are a low priority.

Initiatives pre-screened into categories A, B or C, were to be further evaluated based on their ability to help the Town reach the five goals established during Stage 2.

The detailed evaluation took place during a full-day workshop held at Smoothwater Eco Lodge on November 17<sup>th</sup>. In attendance were the strategic planning committee, town staff, and an additional member of the community.

During the workshop, the initiatives were discussed in detail before they were subjected to an independent evaluation performed by each participant. A simple decision matrix with a three point ranking system was used to assess the ability of an initiative to help the town reach each goal. The following system was used to fill in an evaluation card, an example of which is also shown below:

- |   |
|---|
| <ul style="list-style-type: none"><li>1- <u>Unlikely</u> to help the town reach its goal</li><li>2- <u>Likely</u> to help the town reach its goal</li><li>3- <u>Very likely</u> to help the town reach its goal</li></ul> |
|---|

Project	Economic Prosperity	Quality of Life	Maintain Environment	Attractiv. Image & Pride	Social Respon. & Caring
Greenwood Park					
Road Paving					
Waterfront					
Arena Expansion					

**Example of Evaluation Card**

Differential weighting was given to two goals at the discretion of the committee. Improving *Economic Prosperity* and *Quality of Life* were weighted 2X the remaining three goals as it was felt they were the Town's fundamental goals.

Following the evaluation, the individual scores for each initiative were tallied to produce a cumulative evaluation and ranking. This ranking was then used to determine the Town's priorities for completing ongoing projects, beginning new initiatives and exploring future opportunities.

## 5.0 PRIORITIES AND ACTIONS

This section outlines the priority initiatives that will help the Town achieve its goals and realize its vision. During the evaluation process, a new categorization for initiatives was determined to better suit the Town in terms of an implementation strategy and short and long-term planning.

This new categorization is as follows:

- A. Initiatives that are already started and the Town should complete.
- B. New Initiatives the Town should commence.
- C. New Initiatives the Town will investigate and explore further.
- D. Initiatives already included in day-to-day town business, or initiatives to be reassessed when resources permit.

### A. A Priority to Finish What is Started

- A1. Pursue Green Energy Alternatives
- A2. Complete Road Paving Project
- A3. Improve the Arena
- A4. Waterfront Improvement Project
- A5. Development of Greenwood Park
- A6. Improvements to Fred Keenan Centre
- A7. Aggressive Promotion of Latchford

#### A1. Pursue Green Energy Alternatives

		TARGET DATE	2008 - Ongoing
<b>DESCRIPTION</b>	Explore options to reduce energy and heating costs through the use of alternative energy (solar, wind, hydro). Options include active and passive solar heating on town buildings, local hydro power development on the Montreal River at the Latchford Dam and/or Ragged Chutes Air Plant.		
<b>ACTIONS</b>	Research options and costs for passive solar heating at the Water Treatment Plant (2008).		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Reduces the cost of operating town facilities.
	<i>Improve the Quality of Life for Residents</i>	✓	Potential for savings to be used in other important areas of the community.
	<i>Maintain the Natural Environment</i>	✓	Will reduce the Town's greenhouse gas emissions and ecological footprint while allowing the Town to set an example for others to follow.
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Provides an excellent image to be displayed locally and regionally. Will foster a sense of community pride.

## A2. Complete Road Paving Project

		TARGET DATE	2008
<b>DESCRIPTION</b>	Complete the current road paving project with help from the financial contribution from COMRIF.		
<b>ACTIONS</b>	Proceed according to the current work plan.		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Will attract more visitors, businesses and residents. Potential to raise property values.
	<i>Improve the Quality of Life for Residents</i>	✓	Will improve various forms of mobility (walking, biking, wheelchair)
	<i>Maintain the Natural Environment</i>	✓	Reduces need for calcium chloride as well as grading and use of aggregates.
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Will greatly enhance the Town's aesthetic appeal and could lead to enhanced community pride.

## A3. Improve the Arena

		TARGET DATE	Winter 2008/2009
<b>DESCRIPTION</b>	Make use of existing grant to expand and upgrade the arena facility. Upgrades can include a changeroom and shower facility.		
<b>ACTIONS</b>	Acquire estimates for upgrade alternatives and operating costs. (Spring 2008) Project tendering and construction. (2008)		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	A larger arena with improved facilities will be better suited for use as a rental facility.
	<i>Improve the Quality of Life for Residents</i>	✓	Will provide greater recreational opportunities for youth.
	<i>Build a Socially Responsible, Caring and Active Community</i>	✓	Will result in greater use of the Rec. Centre for a variety of events (dances, recreation) and promote the facility as the hub of community activity and involvement.
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Will improve the appeal of the Town and will boost community pride, especially for youth.

## A4. Waterfront Improvement Project

			TARGET DATE	Spring 2009
<b>DESCRIPTION</b>	Proceed with implementation of the Waterfront Improvement Project. This includes expanding the Town's boardwalk system, improving the docking and boat launching facilities, and developing a fully-serviced campground.			
<b>ACTIONS</b>	Hold Public Information Centre to inform residents of the project (Winter 2008) Development and construction (2008) Marketing and Promotion (Winter 08/09) Target date for the opening of the campground will be Spring 2009			
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Will serve as an attractant for visitors and potential residents. Provide additional opportunities for tourists to stay and play in Latchford.	
	<i>Improve the Quality of Life for Residents</i>	✓	Residents will enjoy the enhanced walkway system as well as have safer boat launching and improved dockage.	
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Will greatly enhance the attractiveness of the Town's waterfront.	

## A5. Greenwood Park

			TARGET DATE	Spring 2009
<b>DESCRIPTION</b>	Follow through with the development and operation of W.J.B. Greenwood Provincial Park according to the approved Park Management Statement.			
<b>ACTIONS</b>	Completion of Park Management Statement (Spring 2008) Development of trails and campsites (2008) Grand Opening (Spring 2009) Development of Visitor Centre and Information Kiosk (2009) Additional developments identified in Management Statement (2010)			
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Will bring tourists into the Town and make Latchford a destination stop for people travelling through.	
	<i>Improve the Quality of Life for Residents</i>	✓	Economic spin-offs will provide greater business opportunities and potential employment.	
	<i>Maintain the Natural Environment</i>	✓	Active management of the park will ensure sensitive natural features are protected. Educational component will be geared towards environmental conservation.	
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	A municipally operated park will give residents a sense of pride and ownership.	



## A6. Fred Keenan Centre Improvements

		TARGET DATE	2008
<b>DESCRIPTION</b>	Complete improvements to the Fred Keenan Centre.		
<b>ACTIONS</b>	Proceed with construction (2008)		
	<i>Improve the Quality of Life for Residents</i>	✓	Residents will enjoy continued operation of the important services run out of the Fred Keenan Centre such as the library, seniors centre and medical office.
	<i>Build a Socially Responsible, Caring and Active Community</i>	✓	Provides the community with an important facility which serves a number of functions.
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Improving the Town's facilities boosts community pride, attractiveness and image.

## A7. Aggressive Promotion of Latchford

		TARGET DATE	2008 - Ongoing
<b>DESCRIPTION</b>	Aggressively promote Latchford to potential residents and new business. This includes an active campaign to promote the Town lots.		
<b>ACTIONS</b>	Funding campaign for Marketing Strategy (2008) Install community welcome signs and town lot advertisements signs. (2008) Broader advertisement of Town lot and incentives program (2008)		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Attracting potential residents and tourists will be the foundation for a prosperous community.
	<i>Improve the Quality of Life for Residents</i>	✓	An improved economy and expanded tax base will allow for additional services and improved infrastructure
	<i>Maintain the Natural Environment</i>	✓	Environmentally responsible business and industry is preferred

**B. Priority Initiatives for the Town to Commence**

- B1. Build Seniors Housing
- B2. Official Plan and Zoning By-law
- B3. Inclusion of Dam Replacement Options
- B4. Interconnected Recreation Trails

**B1. Build Seniors Housing (Apartments)**

		TARGET DATE	2010
<b>DESCRIPTION</b>	Development of a housing facility suited for seniors.		
<b>ACTIONS</b>	Funding, site selection and feasibility studies. (2008) Updates and progress reports to community (Ongoing) Construction (2009) Opening (2010)		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Seniors housing will allow many residents to stay in Latchford as they grow older. There is potential to attract new residents and to provide additional employment opportunities.
	<i>Improve the Quality of Life for Residents</i>	✓	Will allow resident seniors to remain in the community in which they choose to live, providing the services and facilities to do so.
	<i>Build a Socially Responsible, Caring and Active Community</i>	✓	Displays a commitment to the residents of Latchford who contributed to the Town's success and development. Will keep families and friends closer together.

**B2. Official Plan and Zoning By-laws**

		TARGET DATE	2010
<b>DESCRIPTION</b>	Development of an Official Plan and a Zoning By-law.		
<b>ACTIONS</b>	Cost estimate and discussions with MMAH (2008) Commencement of the planning process (2009)		
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Provides a framework for responsible and planned growth and development.
	<i>Maintain the Natural Environment</i>	✓	Can be a mechanism for ensuring environmental conservation.

## B3. Involvement in Dam Replacement

			TARGET DATE	2008 - Ongoing
<b>DESCRIPTION</b>	Play an active role in the development and design for the replacement of the Latchford Dam. The Town will explore opportunities to incorporate key elements into the dam replacement such as hydro generation, the creation of a recreational waterpark and the required crossing needs for public and emergency services.			
<b>ACTIONS</b>	Develop a partnership with PWGSC and clearly communicate the Town's intentions and commitments to PWGSC and local Member of Parliament. (2008) Pursue a response from PWGSC that includes a reassurance of our involvement and an estimation of a project timeframe. (2008)			
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	A whitewater park will be a key attractant for bringing tourists into the community.	
	<i>Improve the Quality of Life for Residents</i>	✓	Ensures safety by providing a transportation alternative across the river.	
	<i>Maintain the Natural Environment</i>	✓	Opportunity to harness a renewable source of green energy.	

## B4. Interconnected Recreation Trails

			TARGET DATE	Summer 2009
<b>DESCRIPTION</b>	Connect the Town's existing recreational trail systems (Neighbourhood's Trails, Waterfront, Greenwood Park, Nastawgan Trails) through linkages, signage and promotion. Explore opportunities for trail expansion.			
<b>ACTIONS</b>	Parks Intern to commence project (2008) Development of Ideas and Options (2008) Promotion and Development (2009)			
<b>ACHIEVING OUR GOALS</b>	<i>Achieve Sustainable Economic Prosperity</i>	✓	Will serve as an attractant for tourists	
	<i>Improve the Quality of Life for Residents</i>	✓	Provide additional healthy recreation opportunities for residents.	
	<i>Improve Community Pride, Attractiveness and Image</i>	✓	Will help portray Latchford's image of being a destination for outdoor recreation and tourism.	

### **C. Initiatives to Investigate and Explore Further**

The following initiatives were of high priority given their potential to help Latchford reach its goals. However, it is difficult to implement these initiatives as their control lies largely in the hands of external organizations. The Town will proceed with investigating these initiatives further and engaging in discussions with the required organizations. Doing the necessary background work and preparation now will increase the likelihood of implementing these initiatives within the next 5-10 years.

- C1. Connection to Natural Gas Pipeline
- C2. New Waterfront Lots
- C3. Establishing a Conservation Authority or Local Conservation Partnership
- C4. Acquiring ONR Land

### **D. Initiatives to be Reassessed when Resources Permit**

The following list comprises the remainder of the initiatives raised by the public or committee throughout the strategic planning process. These initiatives were felt to be outside the scope of municipal business, already included in town business, in need of further assessment, or a low priority at this time. These initiatives will be reassessed as time and resources permit.

- |   |  |
|---|--|
| Restoration of MNR Bunk House                                 | Open Communication to the Public         |
| Restoration of Heritage Cemetery                              | MPAC property review                     |
| Plan and Develop a Cemetery                                   | Property tax collection status           |
| Establish our own Bus System                                  | Establish community betterment committee |
| Restoration of Loggers Hall of Fame                           | Improved Road Signage for visitors       |
| Relocation of Loggers Bunk House and Mill                     | Community Park Extensions                |
| Opening of Lots on other side of Murphy Mill Rd               | Municipal Budget Forecasting             |
| Improvements to laneways at North and West end of town        | Community Policing                       |
| Return of public school                                       | Recreation Administration Plan           |
| Property Standards By-law                                     | Recreation Needs Study                   |
| Fish Hatchery in creek going through Town                     | Community Emergency Plan                 |
| Appoint Recreation Centre Manager                             | Community Trailer Park                   |
| Emergency Shelter   | New Public Works and Firehall Facility   |
| Craft Teaching  | Improve the local fishery                |
| Boys and Girls Club   | Develop a business park                  |
| Greater utilization of facilities (Library, Legion, Churches) | Improve street signage                   |
| Responsible Use of Tax Dollars                                | Install lighting on Murphy Mill Rd       |
| Join Local/Regional Heritage Board                            | Purchase Generator for Emerg. Shelter    |
|   | Additional Road Paving and Improvements  |

## **6.0 IMPLEMENTATION, MONITORING AND AMENDMENT**

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

To aid in implementation, the Strategic Planning Committee shall change its scope to become an Implementation Committee. One task of this committee will be to perform a bi-annual progress report on the status of the high priority initiatives identified within this plan. At the time of these progress reports, adjustments can be made to the Town's initiatives and action plans based on recommendations by the committee. A decision to amend or update this strategic plan will be made at the discretion of Mayor and Council.

In addition to maintaining the strategic planning committee, a project lead or champion should be assigned to oversee the implementation of each high priority initiative. In some cases, a sub-committee may be established to oversee implementation of the larger more complex initiatives.

Commencing as soon as possible, it is recommended that a briefing discussion take place with potential funding agencies to heighten their awareness of the Town's planned direction and activities and explore opportunities for project funding.

Following the formation of a new Mayor and Council, this strategic plan should be revisited as required.