



**2019-2022  
STRATEGIC PLAN:  
2021  
PROGRESS REPORT**

*An update on our progress  
and summary of our citizens survey.*

A MESSAGE FROM THE

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# MAYOR

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PAULINE ROCHEFORT

We are pleased to provide this 2021 Strategic Plan Progress Report. It includes the responses from citizens collected via a community survey as well as online pertaining to annual requests for services. It also reflects input from Council and staff on the Municipality's progress with the 2019-2022 Strategic Plan.

The Municipality appreciates all of the input provided and the thoughtful suggestions that have been made. This feedback will help ensure adjustments are made to the Plan where required and in other areas encourage active pursuit of the actions and goals that have been set. In reviewing the Report, you will note that overall the Municipality is progressing well and is expected to achieve most objectives.

For those citizens who did not get a chance to complete the annual survey, you can always reach out to members of Council and please take note that the Municipality will be repeating the survey in early 2022. Thank you for being engaged members of this exceptional place that we call home / notre chez-nous.

**Pauline Rochefort**

Mayor, East Ferris





## STRATEGIC PLAN

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# INTRODUCTION

Our Strategic Plan was developed in 2019 as a guiding document to identify priorities for the Municipality for the 2019-2022 term of Council. In order to achieve our priorities, we established objectives and corresponding action items. Once the action items are achieved, we will meet our objectives and in turn, realize our priorities. We have established outcome indicators. These indicators are measured by a variety of data sources, including internal databases and our annual citizen survey. This report will provide an update on the progress of our action items and a summary of our 2021 citizen survey.

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# OUR STORY

... SO FAR

The Plan identifies Council's vision, mission, and guiding principles as well as the priorities that will be achieved by performing several action items. This Plan is the main document in defining the strategic goals and objectives that Council and Administration will deliver on through 2022.



## VISION

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**Our home/notre chez-nous:** residents and government working together to build a vibrant and healthy community.



## MISSION

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**We provide high quality public services, through collaboration and partnerships, to promote community health and well-being for all.**



## GUIDING PRINCIPLES

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### Transparency:

Openness of government decision making and operations.

### Sustainability:

Good stewardship of community assets & natural resources.

### Responsiveness:

Resources & ability to adapt to changing community priorities.

# IT'S ALL ABOUT PRIORITIES

## IT'S WHAT WE ARE HERE FOR

Input and feedback from the public is important to the success of the Strategic Plan. The Plan prioritizes items based on necessity, cost, staff allocation and other factors. Be sure to keep an eye on our website and Facebook page for next year's survey so that we can compare and contrast the answers to ensure that we are meeting our goals and that our priorities are aligned with yours.



**GROW LOCAL  
ECONOMY**



**BUILD OUR  
COMMUNITY**



**PROVIDE GOOD  
GOVERNANCE**



**PROTECT THE  
ENVIRONMENT**



## GROWING OUR LOCAL ECONOMY

And we can do more!

**A** *strong local economy  
to support youth,  
families and seniors.*

*An area for improvement...*

Of survey respondents, only 33% of business owners felt that the Municipality's by-laws and policies offered a business friendly environment. An improvement over 2020, but more can be done.



RETAIN AND  
SUPPORT LOCAL  
BUSINESS



PURSUE ECONOMIC  
DEVELOPMENT



ATTRACT  
NEW, DIVERSE  
BUSINESS AND  
INDUSTRY



DEVELOP, PROMOTE  
AND FILL VACANT  
COMMERCIAL  
PROPERTIES



*"We love it here!"*

## GROWING OUR LOCAL ECONOMY

### PROGRESS CHECK

OUR PRIORITIES	2019	2020	2021	2022	STATUS
Complete an inventory of municipal properties and recommend sale of surplus	●				●
Utilize the CIP to promote the development of vacant commercial properties	●				●
Advocate for the delivery of adequate and modern high-speed internet throughout the community		●			●
Update the business registry on our website	●				●
Facilitate discussions for medical and well-being services		●			●
Create an e-blast business contact list in order to circulate relevant information to businesses		●			●
Develop a “new business” welcome package	-	●	-	-	⊗
Update the Economic Development Strategy		●			⊗
Review policies and by-laws to ensure we are providing a business-friendly environment		●			▲
Examine the need/demand for a farmer’s market		●			▲
Pursue expansion of Natural Gas service to our community		●			●
Investigate the feasibility of establishing an industrial park on municipal lands			●		▲

● Complete
▲ In Progress
▶ Ahead of Schedule
■ Future Initiative
⊗ Delayed

*The Covid-19 pandemic has limited the amount of volunteering in our community, but our respondents are looking forward to future opportunities!*

## BUILDING OUR COMMUNITY

*“The fact that residents are surveyed yearly indicates an increased level of responsiveness.”*

We are driven to create a positive and inclusive sense of place, belonging and community.



### STRENGTHEN COMMUNITY PARTNERSHIPS

Over **57%** of respondents noted that they have an adequate or strong sense of belonging to the community. While the pandemic certainly played a role, we will continue to work on strengthening our sense of community.

### UTILIZE AND SAFEGUARD COMMUNITY ASSETS

The Municipality is working hard to utilize and safeguard community assets. We are updating master plans, investigating opportunities for shared use of municipal and school facilities and creating strategies to improve our existing village cores as community hubs.

### PRESERVE AND PROMOTE OUR HERITAGE

Only **14%** of respondents felt that the Municipality could do more to promote and preserve our natural heritage. A focus on learning about indigenous land history was noted.

### RESPOND TO COMMUNITY NEEDS

We asked you “Do you feel that the Municipality of East Ferris has increased its efforts to respond to community needs?”

**61%** of respondents agreed that we have increased our efforts. 25% were unsure.

*“I think you have done a very credible job of becoming more transparent and easy to access”.*

**OUR OBJECTIVES**

Progress checks keep us on task and ensure that our priorities are being met. Throughout this report, you will see our priorities charted with the anticipated completion date. White dots indicate the year each item was projected for.

## PROGRESS CHECK

OUR PRIORITIES	2019	2020	2021	2022	STATUS
Develop a volunteer recognition program	●				▲
Revamp the annual volunteer recognition event	●				▲
Plan and implement annual Canada Day event	●				●
Update Community Facilities Master Plan		●			⊘
Develop a Community Safety and Well-Being Plan		●			●
Move forward with the building of a new municipal office		●			●
Investigate opportunities for shared use of municipal and school facilities		●			▲
Plan and implement a Centennial Celebration			●		▲
Preserve and promote our heritage and sense of community		●			⊘
Develop an annual information booklet for recreation programs/events		●			▲
Create a strategy on how to improve our village cores as community hubs			●		⊘
Develop an Active Transportation Plan				●	▶▶
Promote affordable housing and seniors services				●	■
Develop a Community Cultural Master Plan				●	■

 Complete
  In Progress
  Ahead of Schedule
  Future Initiative
  Delayed

# PROVIDING GOOD GOVERNANCE



## SHARING IDEAS TO STRENGTHEN OUR COMMUNITY

By participating in this survey, attending public meetings and voicing your opinion, you help shape and strengthen our community.



## WHEN WE WORK TOGETHER WE CAN ACCOMPLISH SO MUCH.

There are many opportunities to volunteer in our community. Visit our website for more information!



## THANK YOU FOR YOUR TRUST!

Council is dedicated to working for its constituents to create and maintain a healthy, vibrant community.

## WHAT YOU HAD TO SAY...

*“Great social media improvements!”*

## SURVEY RESULTS

Less than 20% of respondents felt that the Municipality has not increased its communication efforts over the past year.

# GOOD GOVERNANCE PRIORITIES

OPEN AND  
TRANSPARENT  
COMMUNICATION

MEANINGFUL  
COMMUNITY  
ENGAGEMENT

FISCAL  
SUSTAINABILITY

EFFICIENT AND  
EFFECTIVE  
SERVICE

**LESS THAN 4%** of respondents are not satisfied with the services provided by the Municipality.

# PROVIDING GOOD GOVERNANCE

## PROGRESS CHECK

### OUR PRIORITIES

	2019	2020	2021	2022	STATUS
Develop a Complaint and Service Request Policy	•				
Draft a new Zoning By-law		•			
Update municipal website	•				
Establish Regulating By-law for Fire Services	•				
Update the Open-Air Burning By-law	•				
Report annually on Strategic Plan implementation progress		•			
Review Provincial Mutual Participation Aid By-law	•				
Obtain Superior Tanker Shuttle Certification			•		
Update Smoking By-law regarding vaping and cannabis use	•				
Update Financial Policies		•			
Develop a Communication Policy to improve public communications		•			
Develop a Parks Use By-law		•			
Review Emergency Management Control Group structure		•			
Increase Automatic Aid Agreements		•			
Update Asset Management Plan		•			
Develop a Community Engagement Policy		•			
Update Procurement By-law			•		
Update Property Standards By-law			•		
Investigate opportunities for a public GIS system				•	
Provide customer service training for staff				•	

Complete 
 In Progress 
 Ahead of Schedule 
 Future Initiative 
 Delayed

## PROTECTING OUR ENVIRONMENT

### *A leader in local environmental stewardship.*

The majority of respondents feel that the Municipality has done a good job of communicating recycling needs. However, it is clear that communication must continue with residents about how we can further protect our lakes.

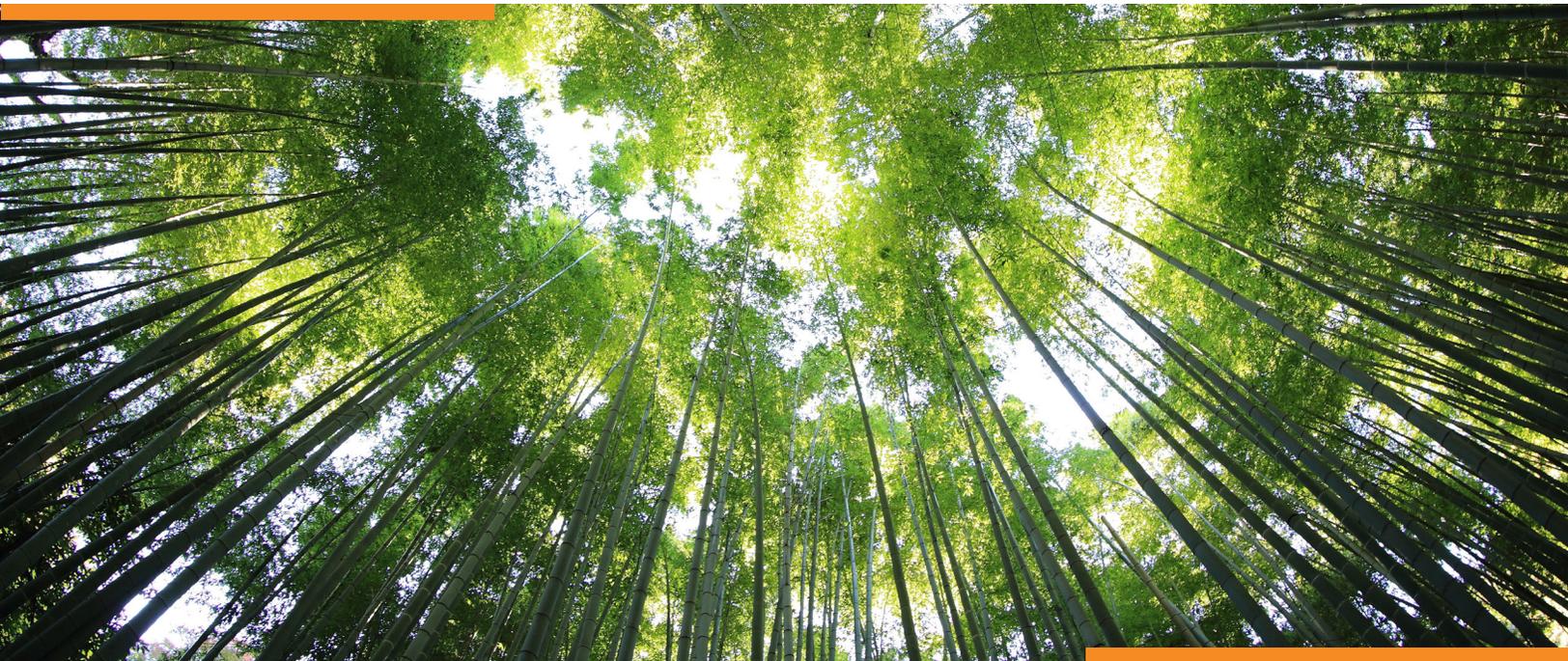
STEWARDSHIP  
OF NATURAL  
RESOURCES

SUPPORT  
ENVIRONMENTAL  
PARTNERSHIPS

MAXIMIZE  
LANDFILL  
LIFESPAN

PROMOTE  
ENVIRONMENTAL  
EDUCATION

*“Thank you for insisting on large lots and set back septics  
to help our lakes stay healthy.”*



# PROTECTING OUR ENVIRONMENT

## PROGRESS CHECK

OUR PRIORITIES
Facilitate discussions to protect our lakes from Blue Green Algae
Update studies related to Trout Lake and Lake Nosbonsing
Promote environmental programs delivered by NBMCA
Organize an annual Community Clean Up Day
Educate residents regarding the benefits of prolonging the life of the landfill
Recommend climate change reduction measures
Review, prioritize and implement recommendations from the Waste Recycling and the Waste Composition Strategies

2019	2020	2021	2022	STATUS
	●			⬛
	●			▲
	●			●
	●			●
	●			●
	●			⬛
		●		▲

● Complete  
 ▲ In Progress  
 ▶▶ Ahead of Schedule  
 ■ Future Initiative  
 ⬛ Delayed



# WE HEAR YOU, EAST FERRIS!

Thank you for taking the time to complete the Strategic Plan Survey. We are listening, and have taken all answers into consideration. There were three areas of concern that stood out against all others.



## NEW MUNICIPAL OFFICE

We have received several inquiries as to the status of the new Municipal Office. After several years of discussion and planning, the Municipality of East Ferris, in its Centennial Year, is thrilled to announce that we are proceeding with the construction of a new Municipal Office. Our current facility is beyond its useful life and no longer satisfies the operational needs of our staff and community. The new office will be located at 1990 Corbeil Road (former St. Theresa School property). This location is owned by the Municipality and allows us to utilize available services currently in place. This modern, fully accessible facility will house all municipal administrative personnel as well as Council chambers, meeting space for staff and other stakeholders, patronage washrooms, and room for future growth. With a population of 5,000+ and growing, we are certain that this development will continue to serve our staff and residents for many years to come.



## ACTIVE TRANSPORTATION

### Safe walking and cycling

Earlier this year, the Municipality appointed an Active Transportation Task Force to identify opportunities in East Ferris for enhancing active modes of transportation for recreation purposes to include walking, jogging and cycling. Concerns expressed by East Ferris citizens via the Community Safety and Well-Being survey and by online comment, form part of the information being reviewed. The Task Force will be releasing a draft Active Transportation Plan for public comments in November 2021 prior to its release to Council for final review and approval.

### Safe roads

The Municipality's Community Safety and Well-Being Plan approved by the Municipality and sanctioned by Ontario's Solicitor General aims to ensure all East Ferris residents can go about their daily activities without risk or fear of harm, and that includes when using municipal roads for driving, walking, jogging and cycling. While this may seem like a tall order, the Municipality already has a number of tools in place that enable it to measure road safety including detailed reports by the Ontario Provincial Police (OPP) on motor vehicle incidents and on traffic / road safety complaints. Since 2019, the Municipality has also been investing in mobile speed watch signs that capture speed data which is not only provided to the OPP for enforcement purposes but is also used by the Municipality to assist in determining problem areas with speed limits. The Municipality is in the process of updating its Asset Management Plan that includes reviewing established speed limits and in 2021 it approved purchase of PSD Citywide innovative software to assist with this work.

# QUESTIONS AND ANSWERS

**Q I WOULD LIKE TO VOLUNTEER. WHAT IS NEEDED?**

**A:** We were pleased to see the interest in volunteering in our community! We have many great local clubs and community groups that would welcome additional volunteers. Please visit our website here: <https://eastferris.ca/en/our-community/community-groups> to contact a community group leader. Furthermore, in the near future, the Municipality will be looking to promote volunteer opportunities within the community.



**Q CAN THE MUNICIPALITY SHARE WHAT CAN BE RECYCLED?**

**A:** This year we sent out a flyer by unaddressed admail to all households in East Ferris that reviewed the guidelines for recycling. Information is also available in the annual Municipal Calendar and on our website. We are happy to continue sharing these guidelines, and will make it an annual mailout to residents.



**Q I NEED A FAMILY DOCTOR. DOES THE MUNICIPALITY PLAN TO BRING MORE IN?**

**A:** We recently announced the development of a new medical centre in East Ferris. The Centre médical East Ferris Medical Centre will be located at 649 Astorville Road. We aim to attract and retain new medical professionals to our community as well as allied health services. We look forward to opening in 2022!

Please visit <https://eastferris.ca/en/our-community/centre-mdical-east-ferris-medical-centre-1> for detailed information.



**Q WHY DOES ROADSIDE BRUSHING LEAVE SUCH A MESS?**

**A:** To allow for more financially efficient roadside brushing, the Municipality purchased equipment in 2020 to perform the work in-house. Owning the equipment allows us to do more work each year than what has normally been done with budgeted funds. Brushing along roadways is necessary in order to provide clear sight lines which ensures the safety of travellers and other road users.

We recognize that there is more vegetation affected than some residents expect especially when we perform work along roadways where the brush has not been addressed for several years. Once the initial pass is completed, brushing will continue every other year or when deemed necessary. This will limit the amount of vegetation cut at one time. Going forward, we will have additional equipment, such as a chipper, and manpower to assist with cleanup minimizing the visual impact.

