



# 2019-2022 STRATEGIC PLAN: *2020 PROGRESS REPORT*

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

A MESSAGE FROM THE

# MAYOR

PAULINE ROCHEFORT

We are pleased to share the results of the survey conducted earlier this summer regarding the Municipality's progress with its 2019-2022 Strategic Plan. A total of 242 surveys were collected: approximately 10% of East Ferris households.

First and foremost, the safety of our residents, businesses and visitors is paramount. Although the Covid-19 pandemic has delayed some of our action items, we are proud to have balanced the needs of the community and essential services while maintaining safety for all.

The Municipality is grateful for the honest information provided and the thoughtful suggestions that have been made. Your 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.

For those citizens who did not get a chance to complete the survey, you can always reach out to members of Council and please take note that the Municipality will be repeating the survey in early 2021 and 2022. Thank you for being engaged members of this exceptional place that we call home / notre chez-nous!

**Pauline Rochefort**

Mayor, East Ferris

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# CONTENT

.....	
INTRODUCTION	3
.....	
VISION, MISSION & GUIDING PRINCIPLES	4
.....	
PRIORITIES	5
.....	
BUILDING OUR COMMUNITY	6
.....	
GROWING OUR LOCAL ECONOMY	8
.....	
PROVIDING GOOD GOVERNANCE	10
.....	
PROTECTING OUR ENVIRONMENT	12
.....	
WE HEAR YOU, EAST FERRIS!	14
.....	
QUICK Q & A	15





## 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 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 over the next four years.



### 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

The Plan prioritizes items based on necessity, cost, staff allocation and other factors. Feedback from the public is important to the success of the Strategic Plan. 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.



#### **BUILD OUR COMMUNITY**



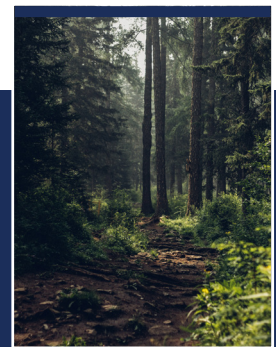
#### **GROW LOCAL ECONOMY**



#### **PROVIDE GOOD GOVERNANCE**



#### **PROTECT THE ENVIRONMENT**





## BUILDING OUR COMMUNITY

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



### STRENGTHEN COMMUNITY PARTNERSHIPS

Over **70%** of respondents noted that they have an adequate or strong sense of belonging to the community.

### PRESERVE AND PROMOTE OUR HERITAGE

Only **14%** of respondents felt that the Municipality could do more to promote and preserve our natural heritage.

### 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.

### 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?”

**51%** of respondents agreed that we have increased our efforts. 31% were unsure.

## 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
 On Track
 Ahead of Schedule
 Future Initiative
 Delayed



# 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			●		▶▶

*“We look forward to raising our family here and growing friendships for years to come!”*

## 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 7% of business owners felt that the Municipality's by-laws and policies offered a business friendly environment.



**RETAIN AND  
SUPPORT LOCAL  
BUSINESS**



**PURSUE ECONOMIC  
DEVELOPMENT**



**ATTRACT  
NEW, DIVERSE  
BUSINESS AND  
INDUSTRY**



**DEVELOP, PROMOTE  
AND FILL VACANT  
COMMERCIAL  
PROPERTIES**



*“The community has grown over the last 20 years, and it would be nice to see the continuation of the trend I’ve seen over my life here, kudos East Ferris”*

# 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



On Track



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...

*“I think  
communication has improved  
substantially!”*

### 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

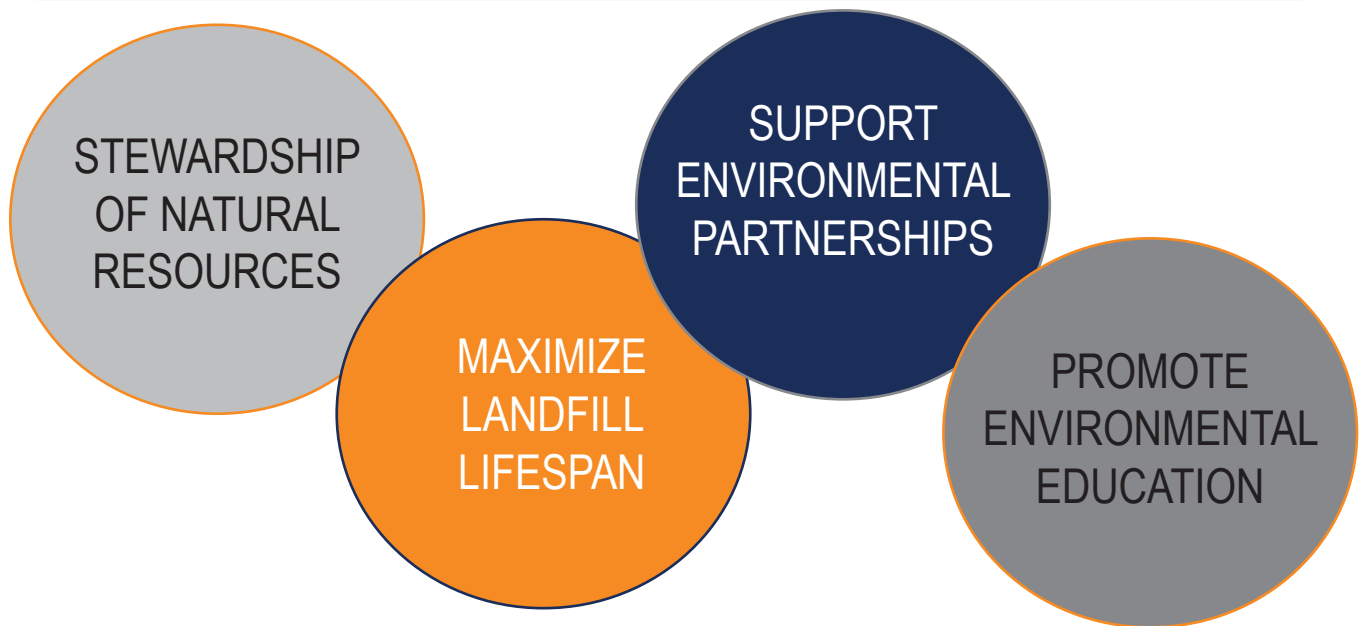
EFFICIENT AND  
EFFECTIVE  
SERVICE

**62%** of respondents are satisfied with the services provided by the Municipality.

## 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.



*"We need to ensure the water quality in our lakes"*





# 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
▲ On Track
▶ 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.



## FAST, RELIABLE INTERNET SERVICE

The municipality is aware that many residents are experiencing slow, unreliable internet service. We have acknowledged this in our strategic plan and committed to advocating for the delivery of more modern, adequate and reliable high speed internet service throughout the municipality. To date, we have communicated this issue with several Provincial and Federal Government ministries including our local MP and MPP. Lack of government funding seems to be the main reason for the lack of investment by internet service providers as they are not able to achieve a return on their investment without funding. Blue Sky Net, with support from the municipality, has submitted applications to the CRTC Broadband Fund and the Universal Broadband Fund. We have also provided letters of support to various internet service providers who have submitted applications to the government for funding. We are hopeful that any of the funding applications receives funding. Regardless of the funding outcomes, we are committed to finding solutions for our community.



## SLOW THE RATE OF DEVELOPMENT

There are concerns that we are losing our rural character due to several larger, more recent development approvals. We welcome growth as would most municipalities in Northern Ontario as there are many benefits that come with development. In saying this, as a municipality, we also do not want to lose our small, rural character as it defines who we are as a community. In 2017, East Ferris received its authority to approve subdivisions; prior to this, the Ministry of Municipal Affairs approved them. At that time, there was a backlog in applications as developers waited for us to receive our authority. This is the reason for the approval of a number of subdivisions in 2018 and 2019. Lots in a subdivision are a minimum of 2 acres in size. This level of development is not the norm for East Ferris. We recognize the importance of maintaining our identity.



## EXCESSIVE SPEEDS

Speed limits on municipal roads are set by the municipality. We set the rates based on several parameters and guidance provided by the Transportation Association of Canada. Speed limits are enforced by the Ontario Provincial Police (OPP). All speeding enforcement related concerns should be directed to the OPP versus contacting the municipality as concerns brought forward to the OPP are included in police reporting which is provided to our Police Services Board and discussed at Board meetings. In 2019, we purchased a mobile speed watch sign to assist us in determining problem areas in the municipality. In 2020, we budgeted for a second sign. These signs capture speed data which we provide to the OPP for enforcement purposes. In time, we will be looking at active transportation, as we recognize that we have citizens who love to walk, bike, etc.

## QUESTIONS AND ANSWERS

**Q** WHAT IS THE PLAN FOR THE OLD ST. THOMAS D'AQUIN SCHOOL SITE?

**A:** We do not own the former St. Thomas d'Aquin school. The owners have plans to redevelop the property and we are not at liberty to make this information public. We have had several meetings with them and are working to assist them throughout the process. We are hopeful that this project will move forward in 2021.

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**Q** DOES THE MUNICIPALITY HAVE AN ENGAGEMENT STRATEGY?

**A:** We do not have an engagement strategy, but one of our action items in our strategic plan is to develop a Community Engagement Policy. The purpose of the policy is to guide meaningful opportunities for residents to engage in the municipality's democratic process. This policy will be developed by the end of this year.

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**Q** DOES THE MUNICIPALITY OFFER ANY ASSISTANCE IF SOMEONE WAS INTERESTED IN STARTING A SMALL PUB STYLE RESTAURANT?

**A:** Our Community Improvement Plan (CIP) provides financial incentives to businesses who are looking to invest in East Ferris. There are a variety of incentives to choose from: Entrance & Façade Improvement Grant, Signage Improvement Grant, Municipal Fee Grant Program, and Tax Increment Based Financing Program. Visit our website to view our CIP.

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**Q** CAN YOU PROVIDE ATM SERVICES AT THE EAST FERRIS COMMUNITY CENTRE?

**A:** There are ATM services at the Community Centre next to the canteen.

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**Q** IS THE MUNICIPALITY LOOKING AT ORGANIZING A FARMERS' MARKET?

**A:** Yes! Examining the feasibility of a farmers'/artisans' market is an action item in our 2019-2022 Strategic Plan. This initiative is currently being examined by a subcommittee of our Economic Development Committee. More information will be made available by the end of this year.

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**Q** DO YOU PRODUCE THE MAGAZINE: EAST FERRIS EDITION?

**A:** The municipality does not produce the magazine. This community based initiative is organized by a group of volunteers. They have done a tremendous job keeping the residents of East Ferris informed. We appreciate their dedication and commitment to the magazine. Thank you!

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