



# 2023-2026 STRATEGIC PLAN

**2024** Progress Report



## ADDRESS

Municipality of East Ferris  
25 Taillefer Road  
Corbeil, ON P0H 1K0



## CONTACT

P: 705.752.2740  
E: [municipality@eastferris.ca](mailto:municipality@eastferris.ca)  
Web: [eastferris.ca](http://eastferris.ca)



# STRATEGIC PLAN INTRODUCTION

In 2023, Council approved a new strategic plan for the 2023-2026 term of Council. The 2023-2026 Strategic Plan is our guiding document which sets our direction for this term of Council. The Plan identifies Council's vision, mission, and guiding principles as well as the priorities that will be achieved by completing several action items.

The purpose of this report is to provide an update on the action items.

We appreciate members of the public who took the time to complete the survey and provide valuable input, so we could gauge our progress and improve our service delivery. Although there were only 93 survey respondents, representing less than 2% of our population, we gained valuable insights. Council was provided with all survey responses.

We look forward to discussing how we can move forward with these suggestions and make meaningful changes in our community.

# TABLE OF CONTENTS

|                           |   |                                 |    |
|---------------------------|---|---------------------------------|----|
| Introduction              | 1 | Strategic Priorities            | 10 |
| Table of Contents         | 2 | ◦ Livable & Vibrant Community   |    |
| About Our Municipality    | 3 | ◦ Entrepreneurial Community     |    |
| ◦ Mission                 |   | ◦ Open & Transparent Government |    |
| ◦ Vision                  |   | ◦ Protect our Environment       |    |
| ◦ Municipal Staff         |   | Action Items                    | 12 |
| ◦ Municipal Council       |   | ◦ Community Based               |    |
| ◦ Council Committees      |   | ◦ Business Based                |    |
| Municipal Accomplishments | 6 | ◦ Governance Based              |    |
| Finding Information       | 7 | ◦ Environment Based             |    |
| Guiding Principles        | 8 | You Commented                   | 16 |
| ◦ Transparency            |   | Addressing Your Concerns        | 17 |
| ◦ Fiscal Responsibility   |   |                                 |    |
| ◦ Listen & Collaborate    |   |                                 |    |
| ◦ Service Excellence      |   |                                 |    |

## ABOUT OUR MUNICIPALITY

### MISSION

Provide high quality services efficiently through partnerships, public engagement, and good governance.

### VISION

Our home/notre chez-nous: residents and government unified to build a vibrant, prosperous, and healthy community.



“Municipal government thrives when it is a reflection of the people it serves, creating a partnership between officials and citizens that drives positive change.” — Unknown

## STAFF

Over the years, we have seen significant changes related to legislation, provincial downloads and have increased programs and services administered by municipality resulting in the need for a diverse workforce. Our employees are highly skilled, diligent, qualified professionals. We recognize that this municipality is a service organization that relies on people to deliver the needed programs and services. Our employees demonstrate this by responding with patience and professionalism to a variety of situations. They balance their careers, families and volunteer activities while providing this community with exceptional services.



### ADMINISTRATION

A total of 11 staff, over 9 departments and 3 facilities. Our staff are always happy to help in any way that they can.

Planning, economic development, tax administration, building services, clerk's functions and general admin all operate from the Municipal Office.



### PUBLIC WORKS

6 employees operate out of the Municipal Garage and the Landfill. This crew is working hard to keep your roads safe and maintained.

Our employees are experts in their field and are often able to keep construction projects in house.



### PARKS & RECREATION

5 Employees operate from the East Ferris Community Centre. These 5 maintain all municipal parks, facilities and recreational amenities.

The arena has become a hotspot of activity thanks to these dedicated staff.



### FIRE & EMERGENCY

Our full-time Fire Chief oversees the Fire & Emergency Services in East Ferris. This group of 20+ volunteers ensures the safety of our residents.

In addition to weekly training, this group dedicates their time at many community functions.

# EAST FERRIS MUNICIPAL COUNCIL

2023-2026



From Left:  
Councillor Rick Champagne  
Councillor Terry Kelly  
Mayor Pauline Rochefort  
Deputy Mayor Lauren Rooyakkers  
Councillor Steve Trahan

ROLE OF COUNCIL  
Municipal Act, 2001 s.224.

- represent the public and to consider the well-being and interests of the municipality;
- develop and evaluate the policies and programs of the municipality;
- determine which services the municipality provides;
- ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- maintain the financial integrity of the municipality; and
- carry out the duties of council under this or any other Act.

DID YOU KNOW THAT COUNCIL SITS ON A VARIETY OF LOCAL BOARDS AND COMMITTEES?

PAULINE ROCHEFORT

MAYOR

Lake Nosbonsing OPP  
Detachment Board

Recreation, Parks &  
Culture Committee

Ex Officio on all  
Committees

LAUREN ROOVAKKERS

DEPUTY MAYOR

Planning Advisory  
Committee

Library Board

Public Works &  
Infrastructure Committee

TERRY KELLY

COUNCILLOR

Planning Advisory  
Committee

District of Nipissing  
Social Services  
Administration Board

STEVEN TRAHAN

COUNCILLOR

Fire & Emergency  
Services Committee

North Bay-Mattawa  
Conservation Authority

RICK CHAMPAGNE

COUNCILLOR

Public Works &  
Infrastructure Committee

North Bay-Parry Sound  
District Health Unit

2023-2024

# MUNICIPAL ACCOMPLISHMENTS

1

Installed 2 electric vehicle charging stations at the Municipal Office.

8

14km walking/cycling active transportation trail on MacPherson Dr. & Centennial Cres.

2

Expanded South Shore boat launch and parking area.

9

Fully digitized all municipal by-laws from 1951 to present.

3

Built the Municipal Office and Public Works Garage facilities.

10

Increased events and programming - themed public skating, Light Up the Park, Goods Exchange Day. etc.

4

Full kitchen renovation at the East Ferris Community Centre.

11

Renovations to the Astorville Fire Hall, including a new drilled well.

5

Reconstructed the outdoor rink and replaced the playground at the Corbeil Recreation Hub.

12

Space improvement renovations at the East Ferris Public Library.

6

Reconstructed Catherine Drive, Trappers Court, Astor Street, Denise Drive and Groulx Road.

13

Total paging system upgrade for East Ferris Fire and Emergency Services.

7

Culvert evaluation of all municipal culverts and a road condition study.

14

Major culvert replacement on Lake Nosbonsing Road.

# FIND THE INFORMATION YOU SEEK

WE AIM TO HAVE THE  
INFORMATION THAT YOU NEED  
AT YOUR FINGERTIPS!



Did you know that the Municipality takes measures to ensure the information you need is easy to find?

The Municipal website is loaded with information from services that are available in East Ferris to local businesses and information for new residents. We also post all Municipal events and meetings of Council on our landing page.

The Annual Municipal Calendar is delivered to your door every December for the following year. The Calendar includes pre-planned events, the garbage and recycling schedule, contact information, and so much more!

The Municipal Snapshot is a quarterly newsletter that is delivered by email to all those that sign up. It includes upcoming events and information about Council's seasonal initiatives.

When appropriate, the Municipality sends informational flyers, brochures and rack cards to all residents by mail. Each year with your final tax bill, you receive a tax information pamphlet to keep you in the loop!

All meetings are open to the public. Unable to make a Council meeting? Find us on YouTube! All meetings of Council are recorded and streamed live.

---

☐ [Facebook.com/eastferris](https://www.facebook.com/eastferris)

---

☐ [Eastferris.ca](http://Eastferris.ca)

---

☐ <https://www.youtube.com/c/MunicipalityofEastFerris>

---

# GUIDING PRINCIPLES

## TRANSPARENCY

We are committed to operating in an open and transparent manner. We will continue to enhance how we inform, engage, and listen to residents and stakeholders. Performance measures will ensure we stay on track and remain accountable for results.

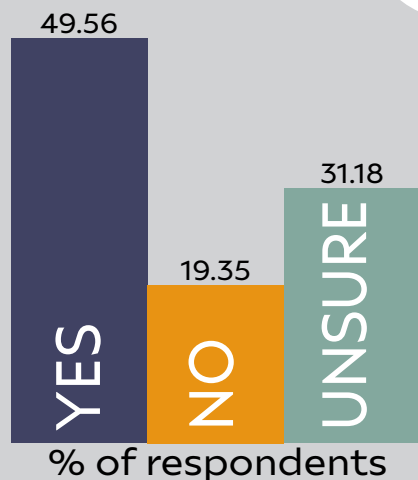
## FISCALLY RESPONSIBLE

We are focused on fiscally responsible core service delivery. To ensure the long-term financial health of our Municipality, we must think broadly, balance the needs of our rural community, and be innovative in keeping our services affordable. We will continue to make informed decisions to ensure a sound financial future.

### We asked:

Do you feel that Council has operated in an open and transparent manner and enhanced communications and engagement opportunities?

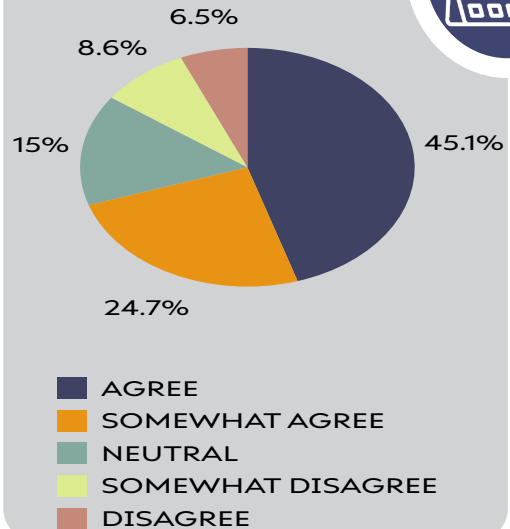
### You answered:



### We asked:

Do you agree that the Municipality is balancing the needs of the community while keeping services affordable?

### You answered:



# GUIDING PRINCIPLES

## LISTEN & COLLABORATE

We can't do it alone. We will strengthen our relationships with external organizations to collaborate on projects and services. We support innovation and look for opportunities to partner to advance our common goals. We work with all levels of government to maximize "one taxpayer" investments.

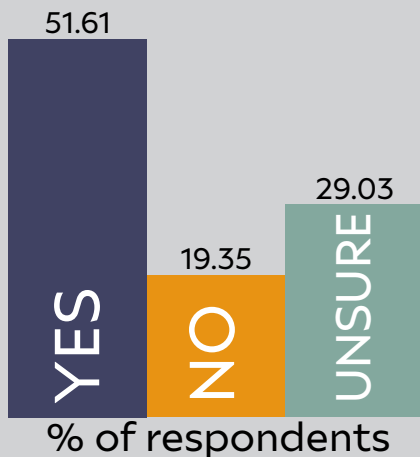


### We asked:

Do you feel that Council has listened and collaborated with residents, stakeholders and other levels of government to ensure innovation and advancement in our community?



### You answered:



## SERVICE EXCELLENCE

We serve our community with pride. We seek to understand and meet the needs of those we serve within our available resources. We are committed to accessible, timely, knowledgeable, courteous, and fair service. We value feedback and use what we learn to make it better.

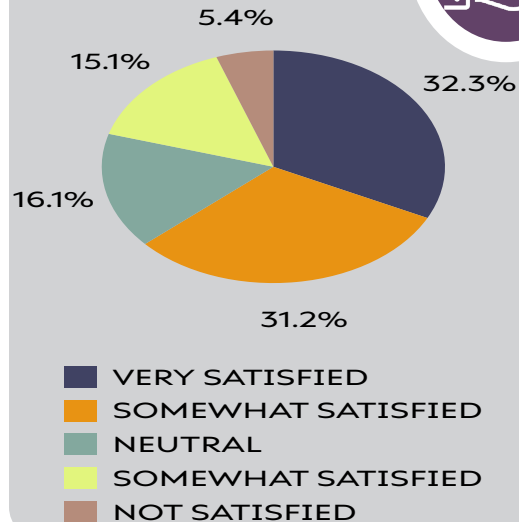


### We asked:

How satisfied are you with the quality of services delivered by the Municipality of East Ferris?



### You answered:



# STRATEGIC PRIORITIES

## VIBRANT & LIVABLE COMMUNITY

A positive and inclusive sense of place, belonging and community.

Strengthen Community Partnerships

Develop Municipal Recreational Infrastructure

Increase Community Programming & Facility Usage

Ensure Community Safety & Well-Being

## SUPPORT ENTREPRENEURIAL COMMUNITY

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

Support & Promote Local Businesses

Collaborate to Provide Educational Resources

Foster Economic Development

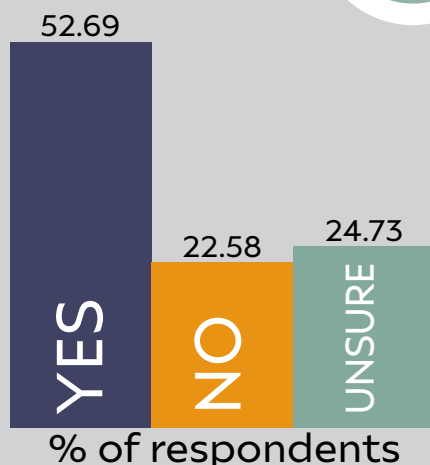
Ensure a Strong & Sustainable Business Community

### We asked:

Do you feel that progress has been made in achieving the four objectives listed above?



### You answered:

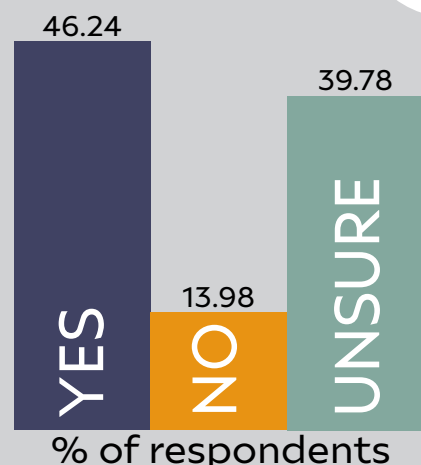


### We asked:

Do you feel that progress has been made in achieving the four objectives listed above?



### You answered:



# STRATEGIC PRIORITIES

## OPEN & TRANSPARENT GOVERNANCE

A place where residents are engaged, empowered, welcomed and well-served by their municipality.

- Increased Communication
- Maintain Low Tax Rate
- Fiscal Responsibility
- Service Excellence

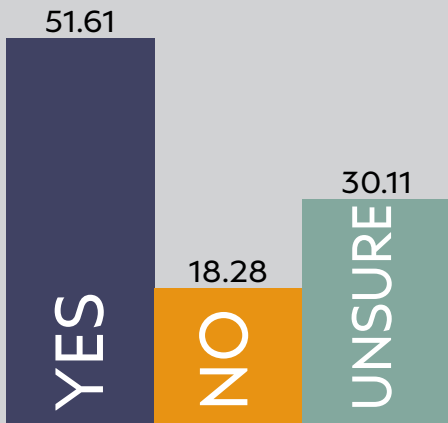


### We asked:

Do you feel that progress has been made in achieving the four objectives listed above?



### You answered:



% of respondents

## PROTECT OUR ENVIRONMENT

A leader in local environmental stewardship.

- Stewardship of Natural Resources
- Modernize Landfill Operations & Lifespan
- Maximize Waste Diversion
- Promote Our Green Spaces

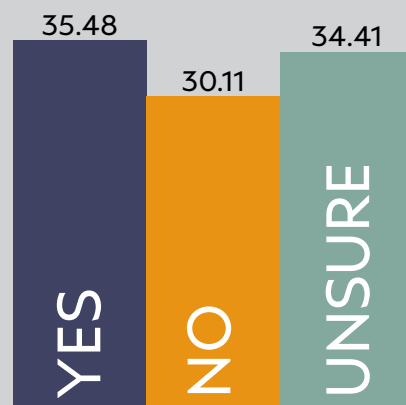


### We asked:

Do you feel that progress has been made in achieving the four objectives listed above?



### You answered:



% of respondents

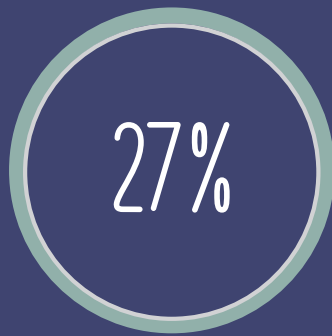
---

# ACTION ITEMS

Action items are contributing factors to creating a thriving and cohesive community where individuals feel valued, supported, and empowered to contribute positively.

---

## 2023-2024 ACTION ITEM PROGRESS



Completed



In progress to be completed by Spring 2025



Delayed to be completed by end of 2025

2016 Population

4,862

2021 Population

4,946

Growth over 2016

↑1.73%

---

**"The strength of a municipality lies in the collaboration between its leaders and citizens, working together to build a brighter future for all." — Anonymous**

# COMMUNITY BASED ACTION ITEMS

| Action  | Year      | Progress    | Notes                                     |
|---|-----------|-------------|---|
| Partner with Nosbonsing Anglers and Hunters to expand South Shore boat launch | 2023      | Completed   | Completed Fall 2024                       |
| Promote trail usage in the community  | 2024      | In Progress | Ongoing                                   |
| Implement actions from the Active Transportation Plan                         | 2023-2026 | Ongoing     | Active Trans. Trail Completed             |
| Tanker Shuttle Accreditation  | 2026      | -           | -   |
| Implement objectives of Community Safety and Well-Being Plan                  | 2023      | Delayed     | Lack of Data                              |
| Develop pocket parks for community use (where viable)                         | 2023-2026 | In Progress | 2025 Budget Discussion                    |
| Complete Corbeil Park Recreational Hub project (ICIP CCR)                     | 2023-2024 | Ongoing     | 2025 Budget Discussion                    |
| Develop shovel ready plans for Library expansion                              | 2024      | Delayed     | To be Completed in 2025                   |
| Research feasibility of a Municipal RV/trailer dumping station                | 2025      | Completed   | -   |
| New build: Corbeil Fire Hall and Training Facility                            | 2023-2025 | In Progress | 2025 Budget Discussion                    |
| Research feasibility of electric vehicle stations                             | 2023      | Completed   | -   |
| Advocate for increased childcare services                                     | 2023-2026 | Ongoing     | YMCA, Early ON, DNSSAB & CMHC discussions |
| Advocate for increased seniors housing  | 2023-2026 | Ongoing     | Met with DNSSAB & CMHC                    |
| Develop maintenance policy for municipal 'Welcome Signs'                      | 2023      | Delayed     | Spring 2025                               |
| Increase recreational programming for youth, teens, and adults                | 2023-2026 | Ongoing     | -   |
| Determine method for communicating Welcome Package                            | 2023      | Completed   | -   |
| Update Facilities & Recreation Master Plan                                    | 2023      | Delayed     | Budget Constraints                        |
| Develop Cultural Master Plan  | 2024      | Delayed     | Budget Constraints                        |
| Continue community recognition programs                                       | 2023-2026 | Ongoing     | Done in 2023 & 2024                       |

SUPPORT OUR

# ENTREPRENEURIAL COMMUNITY

2025  
Updated  
Community Profile  
Available

94  
local businesses  
listed on our  
website!

10TH  
ANNUAL  
East Ferris Tradeshow  
happening on May  
24th, 2025!

SUPPORT LOCAL!

BUSINESS-BASED

## ACTION ITEMS

| Action   | Year      | Progress    | Notes                               |
|--|-----------|-------------|-------------------------------------|
| Provide continued exposure and promotion of local businesses through Business Spotlights       | 2023-2026 | Ongoing     | 2024 Completed                      |
| Partner with community organizations to host small business seminars and educational workshops | 2023-2026 | Ongoing     | Promoted Business Centre Events     |
| Review future municipal land requirements for planning purposes                                | 2024      | Ongoing     | Continue discussions with Council.  |
| Annual Business Registry Review  | 2023-2026 | Ongoing     | 2024 Completed                      |
| Create and promote business support materials  | 2023-2026 | In Progress | Creating Support Materials for 2025 |
| Implement actions from Economic Development Committee  | 2023-2026 | Ongoing     | Economic Development Intern         |

# GOVERNANCE BASED ACTION ITEMS

| Action   | Year      | Progress    | Notes                            |
|--|-----------|-------------|----------------------------------|
| Increase communication of our quarterly newsletter   | 2023      | Completed   | -                                |
| Update Asset Management Plan   | 2023-2024 | In Progress | To be Completed January 2025     |
| Develop Risk Assessment and Fire Services Master Plan  | 2024      | In Progress | Risk Assessment Completed        |
| Revise Property Standards By-law   | 2024      | Delayed     | To be Completed in 2025          |
| Update Site Plan Control By-law  | 2023      | Delayed     | To be Completed in 2025          |
| Official Plan 10-year review   | 2026      | Not Started | To begin in 2025                 |
| Update Procurement By-law  | 2023      | In Progress | Completed in Draft - Feb. 2025   |
| Report annually on Strategic Plan implementation progress                                      | 2023-2026 | Ongoing     | Annual                           |
| Update financial policies: Reserve Funds, Debt Management, and Long-Term Funding and Financing | 2023-2024 | Delayed     | 2025                             |
| Digitize all by-laws and publicize By-law Index on municipal website                           | 2023-2024 | Completed   | 1951-Current                     |
| Develop policies that promote staff retention  | 2023      | In Progress | Completed in Draft - Spring 2025 |
| Create training inventory for all employees for career development                             | 2024      | Completed   | -                                |
| Communicate road maintenance activities with residents   | 2023      | Ongoing     | -                                |

# ENVIRONMENT BASED ACTION ITEMS

| Action   | Year      | Progress            | Notes                                    |
|--|-----------|---------------------|--|
| Finalize and implement recommendations from Trout Lake Water Quality Study               | 2023-2024 | Delayed (North Bay) | Draft Policies Created - Early 2025      |
| Reintroduce septic inspection program for permanent and seasonal residents, if feasible. | 2024      | Completed           | Council not moving forward at this time. |
| Blue Box transitioning   | 2024      | In Progress         | September 2025                           |
| Modernization of municipal landfill site   | 2024      | Delayed             | Further Discussions at PW Comm. 2025     |
| Research and initiate waste management programs/services to deter waste from landfill    | 2023      | Delayed             | Further Discussions at PW Comm. 2025     |
| Create Tree Protection By-law  | 2023      | Delayed             | To be Completed by Summer 2025           |

“I think the update to our business directory and intern are good steps. I also like the events in the community centre. I am very glad that the council is weighing the desire for growth with consideration of the impact of this growth”.

“Anyone can be informed simply by watching on YouTube. It’s great!”

“I have used the business page on the town website a number of times. I also learned a lot from the spotlights that went out”.

“East Ferris is amazing. Although it has been expanding, it has made sure to keep it’s heart and soul alive and has not sold out on the values that have built this community over the years. We are who we are, let’s be proud of it. Ont adore notre petit village !”

“New boat launch and parking lot on South Shore is awesome! Staff are always courteous and professional - what a joy to deal with compared to other municipalities I have lived in. Thank you all.”

“The facilities and trails behind the outdoor rink are great. Well done!”

“East Ferris should be proud of its many accomplishments, great progress on many issues.” Congratulations!

“For a small community, I believe the council has done an outstanding job.”

“Roads maintenance is excellent. Buildings and infrastructure are top notch.”

# ADDRESSING SIGNIFICANT CONCERNS

(Survey Feedback)

1

## SPEAKING AT COUNCIL MEETINGS

By-Law 2023-55 s 9.1 provides for delegations to Council. A Request for Delegation must be provided to the Clerk at least 6 days preceding the meeting. Requests to be heard without prior notification MAY be considered by Council under the 'Delegations' section of the Agenda. This allows for an efficient and structured meeting process. All minutes of Council are posted on the municipal website as per the Municipal Act, minutes are recorded 'without note or comment'. Contact the Clerk for further information.

2

## CORBEIL CONSERVATION TRAIL MAINTENANCE

The Corbeil Conservation Trail is owned and maintained by the Conservation Authority. The trail is managed by the Conservation Authority to ensure they remain protected, accessible, and well-preserved for public enjoyment. The Conservation Authority is responsible for the upkeep, safety, and sustainability of these trails. Their role ensures that these natural spaces continue to serve as valuable recreational resources while also protecting local wildlife and ecosystems.

3

## PAY EQUITY COSTS

East Ferris conducted a Pay Equity Study to ensure fair compensation for all employees, regardless of gender, by identifying and addressing any wage gaps. In Ontario, the Pay Equity Act mandates this process to eliminate systemic gender-based pay inequities and ensure equal pay for work of equal value. The study helps ensure that jobs, traditionally held by men or women, requiring similar skill and responsibility, are compensated equally. The Municipality is required to remain compliant with legislation. Competitive wages assists in employee retention.

4

## INCREASED GROWTH & DEVELOPMENT

East Ferris is experiencing healthy and controlled residential growth that is in line with our required provincial growth targets. Development applications are reviewed in accordance with our Official Plan and Zoning By-law policies, which set out basic lot standards to ensure that new lots are large (minimum 2 acres in area) and are consistent with the rural character of the municipality. Development standards for lot creation apply consistently across the board to all applications. Tax base growth assists in maintaining affordable property taxes.

5

## DEVELOPING THE FORMER ST. THOMAS D'AQUIN SCHOOL

The Municipality acknowledges that there are concerns regarding the former St. Thomas d'Aquin school being vacant since it was sold by the school board to investors from Toronto. Over several years, Council members and staff met with the purchasers, and were in constant communication, to discuss their development plans and provide ideas on what the community needs in terms of housing and commercial spaces. Furthermore, the Municipality advocated for affordable housing dollars from upper levels of government to assist the owners move their development project forward. In 2023, the building was resold to a local developer. We have had meetings and discussions with the new owner and our understanding is that the former school will be developed into housing units. Some work has begun on the facility, and it is anticipated that the project will ramp-up in 2025. We look forward to being able to share more details in the future and to seeing this project come to fruition.

# ADDRESSING SIGNIFICANT CONCERNS CONTINUED

6

## ACTIVE TRANSPORTATION PROJECT COSTS

This project, budgeted for \$1.7 million and completed under budget, has added a 14-kilometre hardtop trail in the community funded 90% by the federal government, the Northern Ontario Heritage Fund Corporation, and the Ontario Trillium Foundation. Less than \$170,000 was funded by taxpayers. This new asset provides a trail for recreational enthusiasts (walkers, joggers, cyclists, etc.) to connect from our MacPherson Drive Park and Boat Launch to our recreation hub in Corbeil and the Voyageur Cycling Route. By adding an active transportation trail to a community, there are many potential contributions: increased quality of life for residents, as they have recreational amenities that can be enjoyed within their own community, and meets their lifestyle preferences; makes a community more attractive to younger generations, who often prioritize walkability, sustainability, and health; having recreational infrastructure in the community may assist with youth out-migration and attracting new residents and young families to rural municipalities; provides a venue for physical activity which leads to healthier populations; increased opportunities for eco-tourism leading to economic development benefits for local businesses; and provides another transportation option leading to reduced traffic congestion on the Municipal road network.

7

## "COMMUNICATION & TRANSPARENCY NEEDS IMPROVEMENT"

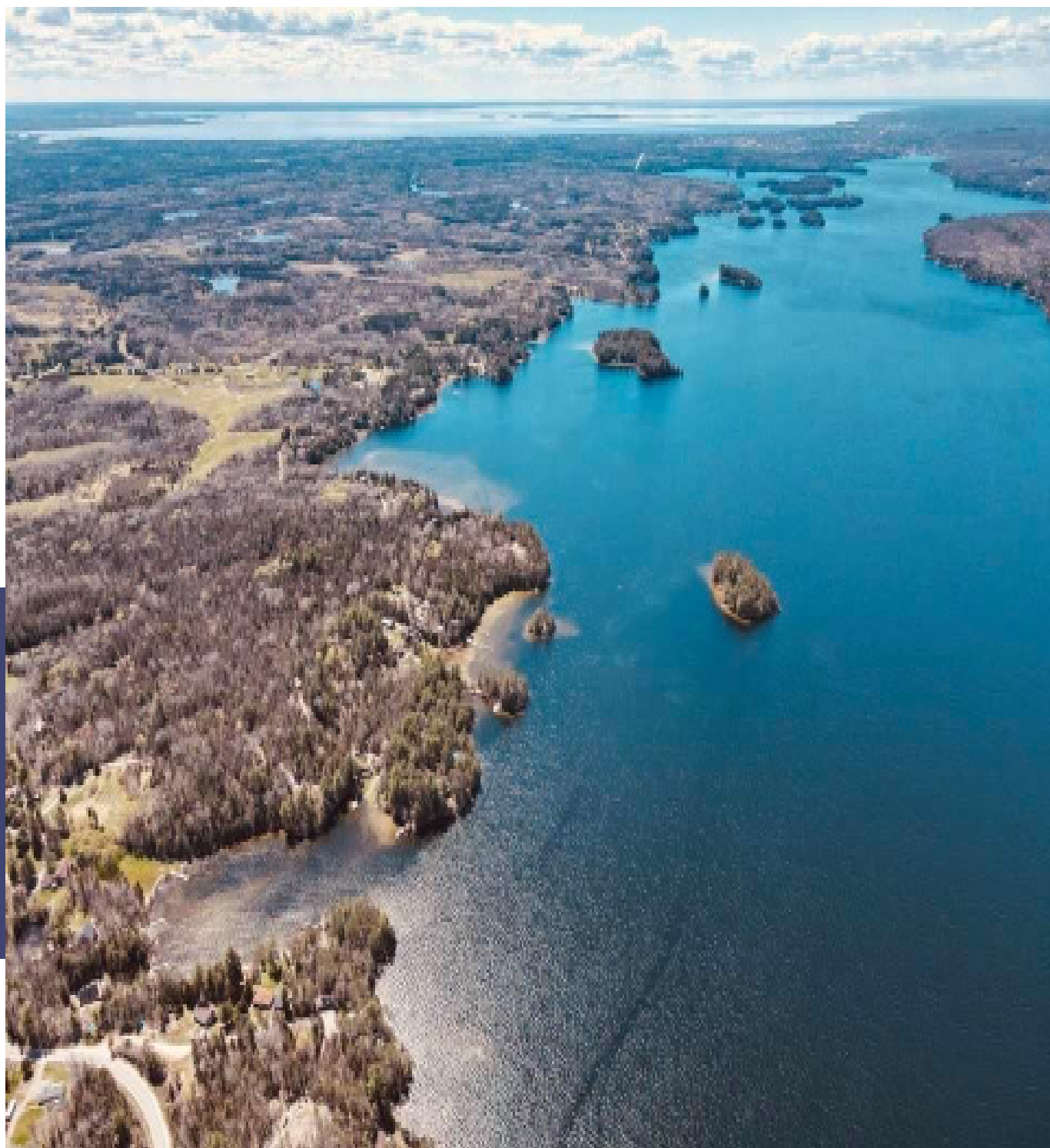
The Municipality offers many avenues for residents to keep informed. All Council meetings are streamed on YouTube, and are open to the public. The Municipality posts consistently on our Facebook page and website. An annual calendar of information is released each December and we offer a quarterly newsletter by email. In addition, informational brochures and flyers are sent by mail when required. We have expanded our communication efforts greatly and offer a variety of communication mediums to keep you informed. Communication is a shared responsibility and the Municipality welcomes feedback when something is not clear.

8

## "NOTHING HAS BEEN DONE IN OVER 30 YEARS. SAME OLD, SAME OLD"

Significant investments over the past 15 years...

- East Ferris Medical Centre - Attracted an additional 2 doctors, a full service pharmacy, allied health services (nurse practitioner, registered nurse, social worker, Life Labs blood services, foot care services, specialized nursing for patients with congestive heart failure/COPD).
- \$6+ million invested in rehabilitating the East Ferris Community Centre & Arena
- New Municipal Office & Council Chambers to replace the former office built in 1967. This project had been discussed and planned for over 15 years.
- Addition of a new playground, pickleball courts, tennis court, active transportation trail, dock at South Shore Boat Launch and refurbishment of outdoor rink and existing tennis courts.
- Creation of a cenotaph to memorialize our local veterans.
- Complete rebuild of Public Works Garage to accommodate current operational needs.
- Supported the development of an addition 28 units of geared to market seniors housing.
- Sold municipal land to facilitate the construction of the new St. Thomas d'Aquin school and guarantee its continued existence in our community
- Significant and ongoing investments in local road network.



## ADDRESS

Municipality of East Ferris  
25 Taillefer Road  
Corbeil, ON P0H 1K0



## CONTACT

P: 705.752.2740  
E: [municipality@eastferris.ca](mailto:municipality@eastferris.ca)  
Web: [eastferris.ca](http://eastferris.ca)

