

Elliot Lake Strategic Plan 2023

Final Draft

October 23, 2023



Public Input Sessions

- Open house at the Elliot Lake Public Library
 - August 29th & August 30th day and evening sessions

50 people attended – 10 written responses
- A dedicated page was available on the City website
www.elliottlake.ca

38 responses collected

How we will review public input

Strategic Action

PUBLIC INPUT

- Summary of public input related to the action item
- Items with a ★ indicate that multiple respondents had the same idea
- Requests for ‘Define’ will be hyperlinked to related pages when the plan is posted to the website

1. Establish a comprehensive marketing plan for the municipality by promoting the diverse strengths of Elliot Lake; highlighting its natural beauty and outdoor activity focused lifestyle to attract tourism, residents, and retirees This plan should focus on both new and returning residents for both traditional and remote worker opportunities.

Public Input

- More retail shops ★
- Need movie theatre and indoor mall
- Diversify and expand the population
- The Arts and Culture, lack of Cultural facilities
- Affordable housing needed ★
- Satellite University and College campuses ★
- Partnerships with an existing marketing plan/regional approach
- Information booth/ directory at grocery stores
- Focus on what makes us different or unique
- This plan should be held off until all 21 are implemented
- Focus on the current Elliot Lakers before spending funds to attract more people, aside from business
- Dock improvements are nice but use vacant land to north - expand Westview trailer park
- Hiking trails and signage are a mess
- No disaster plan in case of forest fire
- Plan guided by a need for climate protection

2. Expand on business retention and expansion activities and ensure that support is in place to help local businesses thrive.

Public Input

- I Agree ★
- Examples not only from the city ELNOS
- ELNOS Elliot Lake and North Shore Business Development
- Involve youth portion of population
- More retail, Need Giant Tiger
- Great idea, Love to hear more, Need more detail
- The cost of commercial rent is an obstacle
- Attract ECO Business – because of our natural beauty
- Need an up-to-date directory
- Welcome wagon
- Need a city refresh, look attractive and open for business

3. In order to attract new businesses to Elliot Lake the municipality will invest in readiness tools, such as a Community Improvement Plan as well as the development of lands within the municipality for commercial use.

Public Input

- Good Idea, need more detail ★
- Define “Readiness Tools” using plain language!
- Define “Community Improvement Plan”
- Use examples so people can understand!
- Would that include support for home-based businesses?
- Use lands already cleared
- Waterfront Development project made money for the city
- Study business model by residential development commission
- It covered its costs of land readiness and has provided a steady stream of taxation revenue
- Need housing to support people who wish to bring new business here
- Consider retention of young people in the plan
- Improved waste management services
- Need a 2nd hotel
- Tell us which lands are “shovel ready”
- Remain attractive and “Open for Business”

4. The City recognizes that community volunteerism is an important strategic component to its enduring vitality. The City will continue to balance appropriate policies and processes that support constituents' desire to make meaningful contributions to their community.

Public Input

- It seems like businesses are more important to council
- Give examples of “appropriate policies and procedures”
- Would that include high school students, 40 hrs? ★
- There seems to be a problem with volunteer insurance
- The city doesn't need to take the lead, just support
- This belongs in the values statement
- Deliver a flyer, list of volunteers required; include application as to what they can help with
- Add a Volunteer page to the website
- Volunteerism registry
- Specific volunteer opportunities for people with disabilities
- Work with guidance counsellors
- Make it good old-fashioned fun/workday with a picnic!
- Recognize their contributions!

5. The Council and all employees will advance their working relationship where both groups are motivated, productive, informed, and respected, creating a corporate culture that demonstrates that the City is an employer of choice.

Public Input

- Good to go! ★
- Belongs in the mission statement!
- More transparency, open honest communication related to community initiatives
- Need to measure success
- Increased access to public meetings through technology
- Amen to this!
- We could likely do with a smaller council
- This should come naturally through mutual courtesy and should not be forced!
- 100% Confidence in our acting Mayor
- These City employees have earned my high respect!
- Offer “A good day’s pay for a good day’s work” Select those who really want the job

6. In the spirit of reconciliation, The City will continue to improve our relationships with First Nation Community partners ensuring mutually beneficial outcomes on all collaborative projects.

Public Input

- Totally agree ★
- Mutually beneficial
- Honour commitments
- This belongs in our values statement
- Imperative that this gets implemented!
- More sharing of Indigenous teachings and ceremonies
- Signage and land acknowledgement
- Long term – but needed
- Partner on Arts Building 3
- Appoint a First Nations representative in some manner
- Incorporate Indigenous Language
- What happens if partners are not equally committed?
- First Nations will need to step up with money too
- Municipal Day off, town wide ceremony Sept 30th
- Council meetings must provide translation in both Anishinaabe and French
- Actively seek if they want to partner or take over parts of tourism on their land
- Are the neighbouring First nations groups on board? This should not be forced if they're not interested
- Create benefits for First Nation entrepreneurs
- Create Every Child Matters mural on City Hall
- Respecting First nations is essential, but important decisions should be for the majority of the community, not just special interest groups
- Indigenous language and culture involvement with citizens, sharing of their ideas and goals

7. The City will strengthen collaborative efforts and communication with community stakeholders and our network of healthcare partners, while sustaining an active role in retaining and attracting healthcare professionals to serve our community.

Public Input

- Examining quality of life offerings in the community will help direct marketing efforts
- Attraction and Retention healthcare professionals, long term investment ★
- Professionals want more than an Arts and Culture check added
- Offer incentives to senior medical specialists
- Provide static housing for residential rotations for a 5-year commitment to the city
- Establish a space for a walk-in clinic for doctors willing to provide this service ★
- Are there presently part-time or full-time opportunities?
- Encourage healthcare field employment in high school with incentive to return
- Need another Veterinarian
- Need to attract good teachers, nurses, PSW's
- We're missing a vital demographic of young people/families
- Expansion of long-term care facilities
- Collaborative efforts with hospitals and clinics including Veterinarians

8. The City recognizes its interest and role as a steward and stakeholder in the condition of the local environment and will continue to conduct its affairs with an awareness of environmental impact.

Public Input

- Agree ★
- City does not control the size of the septic tank, It is a Provincial Document
- Change wording. “The City recognizes it’s “Obligation”, not interest
- Should be in the values statement
- Need an Emergency Plan in event of forest fire ★
- Develop a sustainability plan using best practices from other communities
- Another good reason to have First Nations Representative
- Focus on Stigmas of Uranium, turning people away, awareness education
- Streamline landfill with less waste
- Create a waste to energy plant
- City property Radon monitoring
- Need for hazardous waste days once a month
- Everyone must be involved in keeping the city clean
- Consequences for littering

9. The City will focus its communication strategy to ensure that citizens are informed and able to provide feedback on Municipal activities. This strategy will consider multiple channels of communication between Elliot Lake and all residents.

Public Input

- This belongs in our Values statement
- Communication seems ok, the website is good, brochures arrive in the mail, Council meetings are broadcast and articles in “Elliot Lake Today”
- Provide quarterly updates on projects ★
- Updates on police presence and outcomes appreciated
- Talk with Serpent River First Nation about how they make decisions and inform citizens - May be able to use some of their strategies
- We require more notice about what is going on, e.g.: this survey -needed a month
- Interested to see what you come up with
- Interested to see how much feedback you get from this exercise
- Broadcast all committees like the council meetings
- Why is council in camera so frequently?
- Have someone present who can offer clear and concise responses to questions from the community members
- The monthly newsletters are very well done
- Communication has improved! Online forms and forums encourage participation

10. The City is committed to retaining staff and developing existing staff capacity through training and education. When hiring, the City will strive to attract the best candidates and will carry out hiring activities in a professional and comprehensive manner.

Public Input

- Emphasize training and Education ★
- Need succession plans ★
- This belongs within our values or mission statement.
- Look at why employees have left, perform “late” exit interview
- Talk to retired members for feedback

11. The City is committed to providing all employees with a safe, positive, and inclusive work environment supported by corporate policies which meet or exceed Ontario regulations.

Public Input

- Reinforcement and recourse also required in this area
- Create opportunities for employees to anonymously submit concerns
- Good idea ★
- This should go without saying ★
- This should be combined with #10 ★
- Hire people who want to work with full understanding of expectations
- Safety is paramount!
- Create an accessible office on the main floor of city hall

12. The City will review municipal systems and develop an implementation plan to ensure that effective and efficient processes for monitoring and organizing the activities of the municipality are in place.

Public Input

- Define municipal systems? Give examples? ★
- Check with other municipalities to see if they already have a monitoring plan and just adjust it to fit
- Implement previous studies so we can get the job done
- Educate the public on what your plans are, start with reviewing roads
- We don't need any more supervisors, don't have money to hire or promote
- Commit to delivering the top three priorities, actionable items that can be measured
- Need to issue building permits faster
- Please develop an implementation plan

13. The City will review the future direction of the transit system in Elliot Lake ensuring that the needs of the community are considered. The review will consider the user-friendliness of the system, competitive fare rates and a balanced overall cost to the municipality.

Public Input

- Do we really need another transit review? Population and use have not expanded
- Can we make better use of one route, one bus with earlier pick-up times?
- More efficient running of buses
- As population ages, transit system will need upgrading.
- Transit system must be supported by the City ★
- Can we have a decent swimming pool? ★
- More bus shelters, relocate the rarely used shelters
- Can we use the welcome center on 17 as a transfer spot?
- Create a bus stop at City Hall
- Advertise all services of specialized transportation, not just medical
- Create city fun monthly bus trips to Sudbury or Sault Ste. Marie
- Service to Blind River and Espanola too
- Transportation decisions should be made by people who use it
- Hand lift service needs streamlining – Smartphone app?
- People using should expect to pay for this service
- Free transit to entice riders
- Balanced cost is important

14. The City will develop a strategy to make more effective use of the airport, expanding on previous studies of the facility.

Public Input

- Great idea for people who need connection to bigger centers *
- Service to Sault Ste. Marie, Sudbury, Toronto Centre Island
- Offer services such as Porter Air Lines etc., to our “jewel in the wilderness”
- Elliot lake via helicopter for the weekend
- Benefit adjoining communities also
- Underused but fabulous if direct flight to Toronto and surrounding industrial area
- No staff, building closed, not a priority
- Huge surcharge for fuel - Use Manitoulin Island instead
- What previous studies? Where?
- Consideration for a hospital Helipad
- The city should sell the airport, we cannot promote until we expand housing and pop
- This should be done with investors money, not with public funds
- Would rather see a swimming pool open!
- Explore military contracts
- Money pit for the city
- We need an airport, improve citizen retention, so they don't have to fly out of Sault and Sudbury

15. The City will actively engage with local stakeholders in an open and transparent way to identify opportunities to collaborate that allow all parties to leverage their respective strengths to support community growth.

Public Input

- Great Idea ★
- Example of “identify opportunities”?
- Who are: Stakeholders? Taxpayers? Staff? Businesspeople?
- Perhaps hosting town hall-like sessions for similar groups to collaborate i.e., community wellness, business related groups, youth/senior organizations
- Look at dual use opportunities with our community – Ski Hill (W) (S), BMX Bike track, Golf course (S), Cross country Skiing (W), ELSS Track (W) Skating rink (S) Track
- Put this in plain language
- What does this even mean?
- This belongs in the values statement
- We need transparency in all proposals
- Create “Brainstorming” town halls with no set agenda for general ideas
- Too much jargon
- Please clarify?

16. The City will collaborate with neighbouring communities to make strategic use of shared services. This initiative will encompass recommendations from the Municipal Modernization study.

Public Input

- Sounds good ✱
- This belongs in the value statement
- Define “Municipal Modernization Study? Describe?
- Develop shared tourism initiatives
- Opportunities for regular communication with other communities
- Perhaps regional organizations working together on projects and goals
- Any cost sharing ventures are good, allow services that neither can afford alone
- Need to develop a sports complex here for EL and Blind River
- Waste to energy plant
- Terracycle
- Policing
- Pooled private business services, new ways to share skilled workers and professionals e.g., mobile clinics cell phone repair, animal microchipping etc.
- Neighbouring communities could be part of packages tourism projects since lodging is in short supply, all benefit
- They should share in the funding too!

#17. Revision Suggested

Original Presentation

The City will modernize the Parks Recreation and Culture Master Plan. This plan will assist Elliot Lake Council in establishing priorities with available finances moving forward.

Revision Suggested

The City will modernize the **Parks Recreation Master Plan to include Arts and Culture.** This plan will assist Elliot Lake Council in establishing priorities with available finances moving forward.

As revised:

17. The City will modernize the Parks Recreation Master Plan to include Arts and Culture. This plan will assist Elliot Lake Council in establishing priorities with available finances moving forward.

Public Input

- We have asked for a Cultural master plan for 20 years; it needs to be a priority★
- Not sure what this means?
- Need a museum
- While a community needs both infrastructure and recreation, I think people recognize that our current infrastructure needs immediate attention
- Willing to accept less costly recreation activities knowing that bigger things will come once the infrastructure is attended to
- The place for plays and concerts should be a separate venue
- This is necessary, need a pool, rec center and a place for community activities
- A good park, rec and culture plan are necessary for our marketing strategy
- No more expansion! We can't maintain what we have
- Hopefully this includes a pool for everyone!
- Create an indoor playground within a park-like setting
- We need a youth facility with pool tables, ping pong, and video games/cards
- After repairs are complete, focus on one before going to the next
- The Arts are season proof! With the exception of outdoor events. They can provide a steady portion of visitor dollars to flatten revenue spikes
- Involve the disabled community in this
- I believe most people are willing to pay a little bit more for reviving the pool and arena etc

18. The City of Elliot Lake will continue to provide appropriate levels of protective services through continuous training and maintenance of staff levels and equipment.

Public Input

- Upgrading is always important ★
- Police, fire, ambulance services?
- I'd like to thank the paramedics for helping with my husband
- What do you mean by protective services? Police?
- Some of these are operations and not strategic plans
- This should go in values statement
- Define "Appropriate levels of service" what are top 3 deliverables?
- This is important that we have well-trained services, spend the money
- Publish evacuation plan for major disasters
- Reestablish neighbourhood watch
- Would like a stronger police presence

19. The City will encourage private sector development of new infrastructure for improved internet services in the community. Providers will receive administrative support from the municipality.

Public Input

- Agree, Internet and Cell services are a priority★
- What does “Administrative support” mean?
- “They’re already doing it!”, its underway
- Communication is good; but I’d rather be confident that I won’t lose hydro over the winter – investigate ways to provide local power creation
- Good luck with this one! When all fail, try Starlink
- This should be paid for by the prov. and fed. governments who are mandating it
- Just keep it up to date and uncomplicated
- What specifically are we doing to encourage this? How can we measure to know if it’s successful?
- Not just internet, more choices, more competition for TV
- These companies make a huge profit, maybe they would be willing to participate in the development of services in our community
- Balance improvement with consumer cost please
- Make sure lines are buried, not overhead
- Should be private sector, what does administrative support entail?

20. The City will be strategic in their approach to making applications for financial grants. Funding applications will focus on projects that are a priority for the community. The City will ensure that its participating contribution is available to complete work.

Public Input

- Agree *
- The city needs to ensure its part of the contribution is there!
- City must have their share of cost when applying for grants
- Make process easier
- Add Both strategic and Political to wording
- Do votes from Elliot Lake both Provincially and Federally have an impact on Grant approval?
- We can't rely on grants to accomplish things that are not priorities
- For priorities, the City should apply for funding and have a plan for funding if grant is declined – necessary projects can still be completed
- Priorities are food, electricity, water, shelter, sewage disposal and transportation
- Need to depend less on government and more on community fundraising
- Some projects need a multi-year commitment, e.g., Maintenance of equipment or structure involved
- Pay for a grant writing application course at Laurentian University
- Our City could greatly benefit by looking at funding opportunities to fix, upgrade and add to what we already have
- Priority projects must come first!
- Hire staff trained in grant writing, this doesn't need to be a new position

21. The City will focus on comprehensive asset management planning to prioritize ongoing required infrastructure renewal and maintenance; Thereby ensuring its financial health and complying with Ontario Regulation 588/17.

This plan will identify priorities among capital projects and ultimately the level of services offered by the municipality. This will be done by balancing the needs of the community with available finances, resources, and capacity.

Public Input

- This is your main job! ★
- Main job of Council is to plan and provide good infrastructure and maintenance
- Roads and sewers are a priority right now!
- Pool and arena will need attention soon
- Please fill in the ditches on all the streets, still waiting. ★
- All of these are uncelebrated problems that need doing, a clear community communication plan can help promote these actions, so they see them as a win
- Advertising affordable lakefront will bring in the middle class the community is targeting
- When the budget is formalized, these should be accounted for, Action required
- Join Partners for Climate Protection (PCP), the city will join hundreds of municipalities in acting against climate change while reducing emissions
- By including the PCP program, in comprehensive asset management planning we begin to see climate friendly choices available to us and can include in the planning process
- Funding opportunities will present themselves as win-win solutions for both infrastructure renewal and maintenance
- Too much legal jargon!

22. The City is committed to making community spaces accessible, regardless of ability and encourages all to do the same. The Accessibility Advisory Committee will continue to be consulted in the design and planning of new facilities and the renovation of existing facilities.

Public Input

- Accessibility in all new buildings ★
- Required by legislation ★
- Is this method of input AODA compliant?
- This should be included in the CIP guidelines
- How will the City measure their accomplishment in these areas?
- Get mobility scooters off the sidewalks and on their own lane on the road
- Lot of good feedback on making the trails more accessible, what are top three areas you commit to making more accessible?
- Some people find it hard to walk up streets like Hillside, perhaps benches and a handrail for pedestrians would be welcome on steep streets
- Include city events as they are repurposing public buildings
- Make public meetings accessible for input from all in various formats.
- Wheelchairs can't be used everywhere in the hospital
- Is there a timeline for execution of the strategic plan?

Elliot Lake Strategic Plan 2023

Final Draft

October 23, 2023

