



Marmora and Lake Strategic Plan

Performance Measurement 2022



Introduction

The Municipality of Marmora and Lake has developed a four-year strategic plan, passed by Council on September 15, 2020.

Moving into budget discussions for 2022, staff has run the citizen survey to update Council on the public's opinion on importance versus satisfaction for the Municipality's service delivery.



Why do we follow a strategic plan?

The process of utilizing a strategic plan ensures:

1. Responsible allocation of resources
2. Effectiveness and efficiency in municipal service delivery
 - Provide the right programs and services
3. Accountability to citizens, Council and stakeholders
4. Necessary information for Council to make rational, informed decisions
5. Address strategic issues facing the Municipality



Citizen Survey: Respondents

The 2022 citizen survey was available to the public from September 13, 2021 – October 1, 2021. There were 371 respondents.

Respondents' current residence:

Current residents	81%
Cottagers	15%
Past residents	1%
Not a resident	2%
Plan on moving here	1%

Respondents' number of years living here:

Never lived here	3%
Less than 1 year	3%
1 – 5 years	23%
6 – 10 years	13%
11 – 20 years	21%
21 – 30 years	14%
31 – 50 years	17%
50+ years	6%



Service Delivery

*We will analyse the citizen survey by looking at the “**gap differential**” between the rankings of importance compared to the ranking of satisfaction for each service.*

A larger “gap differential” means we need to focus on how we are delivering that service.



Services: Current Residents

Service	Importance	Satisfaction	Gap Differential
Road Maintenance	18.40	7.56	10.84
Road Snow Clearing	18.98	13.23	5.75
Sidewalk Snow Clearing	11.04	10.61	0.43
Planning Services	12.18	9.16	3.02
Building Permits & Inspections	12.70	8.45	4.25
Public Transportation	5.27	8.88	-3.61
Garbage Collection	16.73	16.62	0.11
Curbside Recycling	17.01	16.70	0.31
Water and Sewer	8.13	11.03	-2.90
Service Ontario	13.50	13.58	-0.08
Emergency Services	19.03	14.27	4.76



Services: Cottagers

Service	Importance	Satisfaction	Gap Differential
Road Maintenance	18.24	8.49	9.75
Road Snow Clearing	16.06	13.27	2.79
Sidewalk Snow Clearing	5.46	10.47	-5.01
Planning Services	13.89	10.00	3.89
Building Permits & Inspections	14.25	10.09	4.16
Public Transportation	2.35	9.71	-7.36
Garbage Collection	15.38	14.33	1.05
Curbside Recycling	15.37	13.85	1.52
Water and Sewer	3.49	10.00	-6.51
Service Ontario	9.35	12.12	-2.77
Emergency Services	17.87	12.60	5.27



What are the stakeholders telling us?

The services to focus on are:

1. Road Maintenance
2. Road Snow Clearing
3. Emergency Services
4. Building Permits and Inspections



Responsibilities: Current Residents

Service	Importance	Satisfaction	Gap Differential
Website and Communication	15.49	12.21	3.28
Financial Responsibility and Sustainability	17.21	8.61	8.60
Customer Service and Responsiveness	17.58	10.59	6.99
Local Economic Development	16.44	8.24	8.20
Transparency and Accountability	18.29	9.03	9.26
Provincial and Federal Financial Support	16.65	9.48	7.17
Recreation and Leisure Facilities, Programs, Activities	14.54	10.84	3.70
Parks, Open Spaces, and Trails	16.99	13.80	3.19
Heritage Preservation	14.96	10.98	3.98
Accessibility	14.93	11.40	3.53



Responsibilities: Cottagers

Service	Importance	Satisfaction	Gap Differential
Website and Communication	14.41	12.98	1.43
Financial Responsibility and Sustainability	17.40	10.43	6.97
Customer Service and Responsiveness	17.31	12.02	5.29
Local Economic Development	13.46	9.68	3.78
Transparency and Accountability	18.75	10.21	8.54
Provincial and Federal Financial Support	15.10	10.53	4.57
Recreation and Leisure Facilities, Programs, Activities	8.65	11.38	-2.73
Parks, Open Spaces, and Trails	14.51	12.66	1.85
Heritage Preservation	13.92	11.28	2.64
Accessibility	11.44	10.65	0.79



What are the stakeholders telling us?

The services to focus on are:

1. Transparency and Accountability
2. Financial Responsibility and Sustainability
3. Local Economic Development
4. Customer Service and Responsiveness

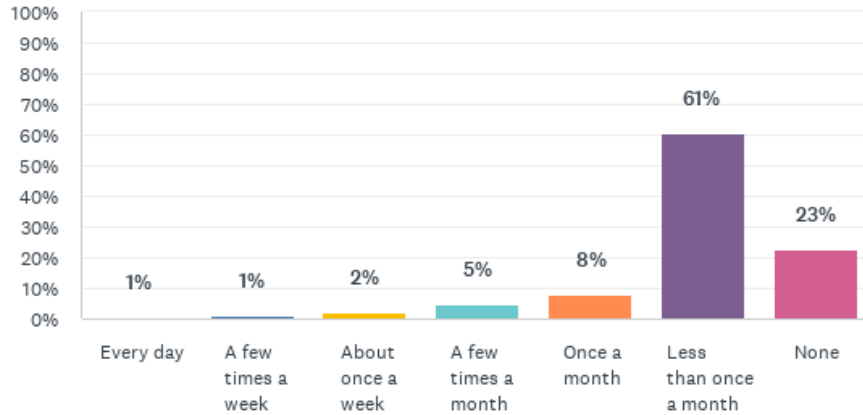


Municipal Customer Service



Interactions with Municipal Staff

How often have people been in direct contact with the Municipality in the past 12 months?



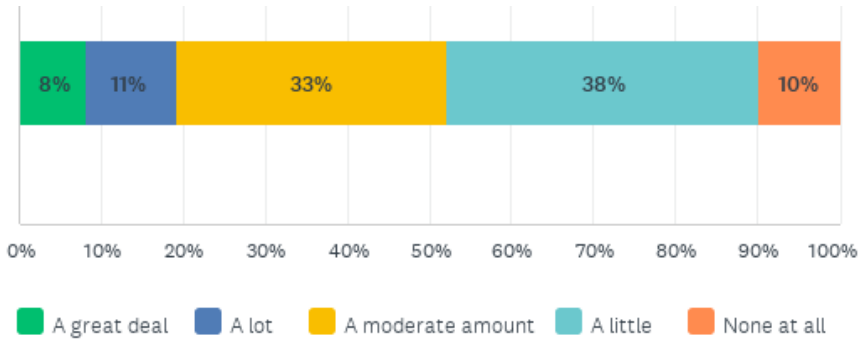
Answered: 307 Skipped: 64

Customer Service Factor	Weighted Average
I found the Municipal staff to be courteous, helpful, and knowledgeable.	14/20
When I contacted the Municipal staff, I got the information I was looking for.	14/20
The Municipal staff makes customer service a priority.	12/20
The Municipality responds in a timely manner to requests and concerns.	12/20
The Municipality allows citizens to have meaningful input into decision making.	8/20



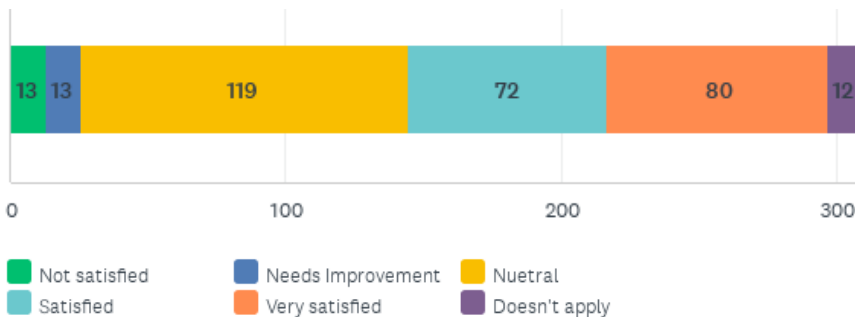
Online Services

How much have people used the Municipal website in the past 12 months?



Answered: 316 Skipped: 55

What is the level of satisfaction with the Municipal website?



Answered: 309 Skipped: 62

What online services have you used?	Users
Facility Booking Request Form	7
Request for Service Form	25
Civicweb Meeting Portal	38
Fire Permit Form	43
Business Directory Form	80
Monthly Pre-authorized Bill Payments	81
Online Banking Bill Payments	92
Live-Streamed Council Meetings	120

Answered: 259 Skipped: 112



Transparency and Accountability

How are we stacking up in transparency and accountability?	Weighted Average
The Municipality keeps the residents informed on a regular basis.	10/20
The Municipality provides information in an open and transparent manner.	10/20
The Municipality is accountable to the public for the decisions it makes.	6/20
The Municipality is responsible when managing taxpayers' money.	10/20

Answered: 313 Skipped: 58



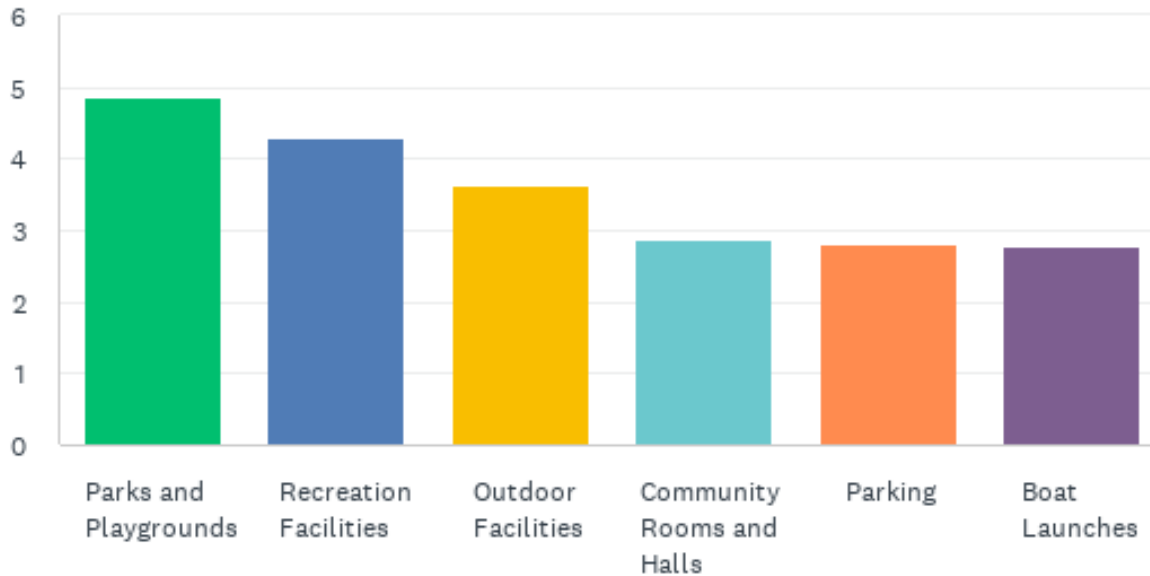
What are the stakeholders telling us?

1. Municipal staff need to improve customer service.
2. Online services have improved and are being utilized.
3. We need to improve transparency & accountability.



Non-essential Infrastructure

How does the public rank the importance of our non-essential infrastructure in relation to capital spending?



Answered: 302 Skipped: 69



Value for Tax Dollars

How does the public rate the overall value of what they receive for their tax dollars, based on the programs and services we offer?

5★

average rating



Answered: 283 Skipped: 88



Appendix 1:

Municipal Goals and Objectives Status

The 2020 Municipal Strategic Plan identified specific goals and objectives targeting our strategic priorities. The following pages illustrate how the municipality is progressing through those goals and objectives.

Municipal Goals and Objectives 2020 (4 year plan)

To Be Done

Complete

In progress

Road Maintenance		Status: 40%	
A1	Review existing policies to find cost savings or revenue opportunities	Review the road assumption and annexing policies	To Be Done
		Do not assume any private roads	Complete
		Only assume roads through land development agreements and ensure compliance	Complete
		Initiate road cut/occupancy permits with fee and deposit	BISB
		Cancel private road grant program	Decreased funding amount
		Review the roads need study requirements and cancel the program, if possible, until the roads network has improved substantially	To Be Done
		Review and update entrance permit application: applicants are required to pave from the municipal roadway to the property line in the urban area	Complete
		Review and update entrance permit application: Commercial versus residential fees	To Be Done
		Update the site plan bylaw: include developer fees for entrances	BISB
		Update the site plan bylaw: include required plans and reports	To Be Done
A2	Improve service delivery	Cancel the noxious weed program and spray only the guard rails and signs	Cancelled altogether
		Apply for 4 summer students instead of 2 to allow for two road crews	Received funding for 4 students, only 2 positions were filled.
A3	Develop 5- to 10-year forecast for transportation needs to help outline budgeting requirement year to year	Implement Programs:	
		annual traffic counting	In progress
		shoulder grading	In progress
		resurfacing	In progress
		reconstruction	In progress
equipment	In progress		
A4	Utilize the Transportation Advisory Committee on a more regular basis	Set up monthly recurring meetings	Met 3x in 2020; Met 2x in 2021

Land Use Planning

Status: 40%

B1	Increase stakeholder's general knowledge of Land Use Planning	Develop content for the website about commonly misunderstood information regarding Land Use Planning, such as the different government levels and the authority of each	
		Use simple online polls to test stakeholder's knowledge of Land Use Planning regularly	
			Created a Planning webpage
B2	Update the Comprehensive Zoning Bvlaw	Consolidate amendments that have accumulated over the years	
		Update for new considerations such as cannabis and short-term rentals	
B3	Increase revenue or cost recovery initiatives	Consider development fees	
		Identify the barriers to development and address through grant opportunities or other initiatives	
		Kirkpatrick Street in Deloro	
		Industrial Park	
			Joined the BISB

Road Snow Clearing			Status: 75%
C1	Increase stakeholder's awareness on how the Roads Department is legislated	Create online content regarding the MMS	
		Use simple online polls to test stakeholder's knowledge of MMS	
		Add templated area to public reports that include legislated requirements in relation to report topic.	
		Make Winter Maintenance information package available on the website	
		Make the Municipal Roads Class list available on the website	
C2	Ensure staff can operate effectively with available equipment	Ensure all staff have usable equipment for their shift	
		Utilize parks and recreation staff for urban workload	
		Replace the sidewalk machine with two tractors	

Permits and Inspections			Status: 80%
D1	Increase awareness of the authority of the CBO	Create online content regarding the MMS	
		Use simple online polls to test stakeholder's knowledge of MMS	
		Add templated area to public reports that include legislated requirements in relation to report topic.	
		Make Winter Maintenance information package available on the website	
		Make the Municipal Roads Class list available on the website	
		Create online content re: How to get a permit	

D2	Increase awareness of building process	What to expect when building	
		When to call the CBO	
			Before You Build Webpage
			Revised Building webpage

Transparency & Accountability			Status: 50%
E1	Increase awareness on how legislation affects decision making	Create online content regarding:	
		Restoring Trust, Transparency and Accountability Act	
		Municipal Freedom of Information and Protection of Privacy Act	report to council on updates needed
		Use simple online polls to test stakeholder's knowledge of legislation	
E2	Be more proactive in communicating policy updates	Develop a communications practice of highlighting policy changes from meeting minutes	
		Add a templated area to public reports that include a call out of policy changes, who it will affect and when the change will take effect	
E3	Ensure the public is aware of meeting topics to be discussed	Ensure special meetings are used in emergency situations only	
		Ensure the agenda is followed and debate is limited to items on the agenda	

Economic Growth and Prosperity			Status: 50%
F1	Focus on local business retention, attraction, and development	Create and distribute promotional material that is focused on attracting new business	
		Promote local business initiatives	
		Help local business groups utilize public spaces for events	
		Be the liaison between local business and municipality	
		Identify municipal barriers for development	
F2	Increase revenue or cost recovery initiatives	Review LED sign policy to allow for business subscriptions	
		Update Business Arrow Sign annually	
		Use business advertising initiatives to pay for marketing materials	
		Review Arena and Baseball field marketing opportunities	
		Identify Municipal Property that would tastefully display business advertising	
F3	Identify flagship programs that are shovel ready for grant opportunities	Identify opportunities for improvement that would be supported by provincial or federal funding	

F4	Strengthen arts and culture in the community	Increase awareness of art and culture business and events	
		Create a directory of local artists that can be called upon to enhance local events	
		Create an inventory of local cultural fixtures	
		Strengthen partnerships with historical groups and organizations	
		Work with community groups to create an inventory of key historic properties that should be preserved	
		Share funding opportunities related to arts and culture	
F5	Advocate for business and tourism infrastructure	Beautify the highway 7 corridor through banners, flowers, and permanent signage where possible	
		Support county initiatives for better internet connectivity	
		Support public transit and bus services	
		Participate in regional tourism organizations	
F6	Increase active living programming and opportunities	Recruit activities and programs that encourage physical activity for youth, adult, and seniors	
		Market municipal facilities as host sites for physical activity programming	
		Identify and address barriers for all ages to participate in activities	
		Install active living equipment in appropriate public spaces	
F7	Improve housing opportunities	Identify municipal barriers to affordable housing	
		Identify municipal barriers to development	
F8	Make the Community Safety and Well-Being Plan a priority	Get buy in from Council via Council resolution for all Central Hastings Municipalities	
		Form Committees	
		Gather Data	
		Public Consultation	
		Identify Plan Priorities	
		Compose the Plan	

Financial Responsibility & Sustainability			Status: 58%
G1	Set the tax rate to support the sustainability of the municipality	Identify key priorities year to year and set the tax rate to support services	
G2	Increase awareness on the financial challenges faced by municipal governments	Educate and test stakeholders on:	
		Cost of infrastructure, programming, and services	
		Limited resources for revenue	
		The process of conditional grants	
		Downloading from Province	

		Allocations to Upper Teir and Joint Service Bodies	
G3	Make the Asset Management Plan a priority	Update the municipal Level of Service template regularly	
		Target infrastructure identified as Very Poor for replacement or repair	
		July 1, 2021: the municipal shall prepare an asset management plan in respect of its core municipal infrastructure assets	
		July 1, 2023: the municipality shall prepare an asset management plan in respect of all other municipal infrastructure assets	
		July 2, 2024: the municipality must establish proposed levels of service for a minimum of 10 years	
G4	Improve revenue generating or cost recovery opportunities in each department	Implement user fees for facility usage and programming to recover costs where possible	

Customer Service and Responsiveness			Status: 58%
H1	Find time efficiencies for staff	Ensure new projects link to a goal in the Strategic Plan	
H2	Improve Customer Service Standards	Offer staff more training in Municipal Customer Service	
		Council, Management, and Staff need to ensure the working environment is non-toxic and accommodating to the public	
		Make the public more aware of the procedures in place to ensure timely customer service	
H3	Improve Bylaw Enforcement	Review specific bylaws with Municipal Lawyer to ensure they are enforceable	
		Initiate a bylaw enforcement budget	

Citizen involvement in municipal decision making			Status: 20%
I1	Increase the stakeholder's awareness of the day-to-day options of communicating with the municipality	Have recurring posts directing people to online forms, emails, and phone numbers	
		Educate stakeholder's on how the council operates in its decision making, why meetings are public, and how to get an item on the agenda	

		Educate stakeholder's on the authority of council versus staff and when to contact one or the other	
I2	Improve the balance of three levels of public involvement: Public Communication, Public consultation, and Public Participation	Consult the public more often using opinion polls	
		Utilize local public organizations to poll embers on certain topics	

Online Upkeep			Status: 100%
J1	Increase number of times the website is scrubbed for errors and out-of-date information	Alternate members of staff to scrub the website for errors weekly	
		Make a website feedback form available on the site	
K1	Simplify the organization of the website	Separate Tourism and Municipal Office Communications	
		Make Table of Contents	Initiated a TOC - was too hard to keep up to date.
L1	Make more information available online	Create RSS emails of all channels	
		Make bills and receipts emailable	
		Make tax bills emailable	
		Make water bills emailable	

**Year 1 of 4 Status:
67% Complete**



Appendix 2:

Survey Comments

Respondents had the opportunity to comment at the end of the survey. These are their comments in full.

Q67 Do you have any comments you would like to share about the Municipality of Marmora and Lake?

Answered: 150 Skipped: 221

#	RESPONSES	DATE
1	No	10/3/2021 10:49 AM
2	We as lakeside owners pay a large portion on taxes but receive the least services.	9/30/2021 7:37 PM
3	Create online individual municipal tax access to view and manage account.	9/30/2021 5:18 PM
4	Councillors appear to work for each other rather than work for the public	9/30/2021 5:17 PM
5	The boat launch back at twins sisters lakes needs to be addressed & the road that is eroding away!	9/30/2021 3:07 PM
6	Service booth is a joke, they don't operate under normal hours, same goes for the dump.. Transparency was fine, when holding meetings on Facebook, not so much when they switched to YouTube.. The mayor is only interested in collecting taxes and expands the township to unacceptable distances.. Council keeps status quo, until they are called out for not tendering, costing the taxpayers.. For sure, this is the land of no opportunity.. Also, they don't hire people from town, only outsiders, unless your family has lived here since the 1800's.. Big mistake for growing families to move here.. Forcing people onto municipal services, making them almost lose their homes, but at least, they can now BILL them and get more money from residents.. Current council is greedy, beyond belief..	9/30/2021 2:06 PM
7	Thank you!!!	9/30/2021 1:00 PM
8	Keep up the good work . ? Why do we have 3 or 4 pizza places, 3 gas stations, etc etc I guess competition is the norm? We are still a 1 light lovely TOWN.	9/30/2021 12:02 AM
9	Marmora is a lovely place to live and appears to be managed well.	9/29/2021 9:56 PM
10	Learn to be transparent and accountable.Also be responsible for your actions and reactions when dealing with the public.Also follow the rules of other governing agencies .	9/29/2021 8:42 PM
11	As a resident of Dickey Lake, don't have use for many of these services, only roads, garbage and recycling, and boat launch apply to us.	9/29/2021 6:43 PM
12	You need a campaign to bring in councilors who have a larger world view than just the same demographic you think you're serving. Also transfer payments to other agencies is sorely misspent so where is the accountability in that. Crowe Valley Conservation authority should be absorbed by the municipality. M&L councilors need a tour of the rest of Ontario instead of complaining about how bad it is in M&L. No one is grateful. Just spending the time complaining and posturing.	9/29/2021 5:31 PM
13	Unhappy with the lack of representation from our Dickey Lake area. Need our roads fixed!	9/29/2021 5:13 PM
14	would like to see Madoc ST cleaned up	9/29/2021 4:27 PM
15	I have enjoyed the on line meetings better because I can't get to the meetings and I can watch and keep up with matters myself without hearsay	9/29/2021 2:03 PM
16	More fairness needs to occur in spending across different areas of Municipality..rural/urban	9/29/2021 12:48 PM
17	Our most important issues in the northern part of this area is road maintenance, garbage pick up, garbage recycling and large item yearly garbage pick up.	9/29/2021 8:03 AM
18	We need to do something to stop non-residents from using the boat launch for free and then abusing the use of the sand bar area. If non-residents wish to enjoy our lake, they should be paying for that privilege.	9/29/2021 7:46 AM
19	For what we pay in taxes, I don't feel we receive the same value in return, especially in regards	9/28/2021 7:02 PM

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	to the quality of our roads.	
20	None	9/28/2021 6:07 PM
21	Marble Point Road is definitely in need of repair and has been for years	9/28/2021 5:19 PM
22	Economic & Business Development needs to be a top priority guided by highly successful business people who bring new ideas to fruition and know how to build long-term, mutually beneficial relationships. It is time to see a local craft brewery who can take advantage of the beautiful locale to bring visitors to town to keep the few businesses we have open. A fantastic downtown local pub with an enthusiastic chef who sources locally grown foods and provides entertainment. The village is tired looking and has had no real new offerings for over a decade. There is a lack of energy and excitement. Never see any of the councilors in the community/online doing anything to promote their municipality - there are completely invisible. Attending a meeting does not count as making things happen. Marmora has missed the boat when seeing all the other growth and activity in surrounding communities. Especially in light of being one of the loveliest locales around.	9/28/2021 2:06 PM
23	I feel as we are in the northwest corner we don't get the road attention on maintenance and repair...yet as a waterfront owner I'm contributing significant dollars in tax revenue!	9/28/2021 1:32 PM
24	The survey doesn't provide the flexibility for responses from cottagers that don't use most of the services available	9/28/2021 12:47 PM
25	No	9/28/2021 11:10 AM
26	Better or any Bylaw compliance for rural areas	9/28/2021 10:30 AM
27	Road maintenance is absolutely terrible! The grader comes through, tears up the road, and leaves it. We are now at 13 days of having an extremely rough road and no maintenance in site. The side access road is almost as bad, with the road pulling away from the sides, creating ditches in the roadway large enough to breach your car. Every year it's complained about and every year, nothing gets done. Shameful!	9/28/2021 10:01 AM
28	The roads desperately need better repairs around Dickey Lake. We see other municipalities around us keeping up with maintenance of their roads with no problems. The culverts were replaced but the holes and the disintegrating roads are BAD. We would like to see better maintenance on the roads NOT just filling in some small pot holes and leaving the large ones open. This is unacceptable maintenance!	9/28/2021 9:55 AM
29	No	9/28/2021 9:09 AM
30	The service Ontario office is a waste of money. I have gone in there and they have been chatting among themselves and never bothered to acknowledge my presence and then when I do get their attention they don't know anything and I've contacted the other offices and they've helped me. There is also no voicemail or messages on their line when you call and they never answer the phone. A total waste of money	9/27/2021 10:53 PM
31	Enforce building violations, Apply & apply Provincial Infrastructure Grants to improve Lake Township roads. Treat Lake Twp residents with equity to the village of Marmora	9/27/2021 10:36 PM
32	Considering the amount of money we pay in taxes we get garbage pick up which we pay for each bag. The roads are terrible and all we hear about in the Lake part of Marmora and Lake is that you can't afford to fix our roads. Then do something about it and stop complaining about no money. We pay the highest in taxes compared to Marmora. Why not just let us join another municipality that isn't to FAR away.	9/27/2021 10:18 PM
33	We seem to be last on the list for any road maintenance and help a special garbage pick up once a year that is too limited.	9/27/2021 10:11 PM
34	We live in the Lake portion of M&L and the value we get for the high level of taxes we pay is abysmal	9/27/2021 9:18 PM
35	Spend more money on gravel road maintenance, this is an essential service.	9/27/2021 9:05 PM
36	We need a big celebration for 200 Anniversary including fireworks on the Mine property so everyone can enjoy them not just those on the lake. Hold the price on garbage tags or you will find a lot more garbage tossed into the woods. Maintain the Lions Club park at all costs - it is the gem of our community.	9/27/2021 7:32 PM

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37	More attention is needed to road repair.	9/27/2021 5:09 PM
38	- Not replacing the CBO was a poor decision. Service provision is important to constituents and developers who feel they aren't getting top notch services will look elsewhere. - The ServiceOntario is nice to have but unfortunately is costing taxpayers. It would be nice to start looking now for a private business to take it over so we can retain it.	9/27/2021 2:12 PM
39	Snow plowing and salting need to be addressed.	9/27/2021 12:34 PM
40	As a seasonal residence owner, I receive almost nothing in services for my tax dollars. Getting some free garbage tags would be reasonable I think, since I have no garbage pick up services.	9/27/2021 12:29 PM
41	Year round garbage and recycling for all roads including cottage roads would be great.	9/27/2021 12:18 PM
42	keep up the good work	9/26/2021 9:30 PM
43	Nooe	9/26/2021 6:52 PM
44	As a new resident, I would like to know what is being done to attract new business to the area? What types of businesses is the town willing to entertain?	9/26/2021 6:37 PM
45	The Mayor as a Board Member of the CVCA needs to know the CVCA is failing it's constituents. Decisions to issue permits takes many months. There are environmental concerns that need to be addressed when septic and other permits are necessary. We planned to retire here but will definitely not as permits are impossible to get in a timely fashion. Can't live in a town who's paralyzed by poor services who's employees are indifferent to the well being of the town and it's constituents.	9/26/2021 12:06 PM
46	Marble point rids becoming a danger trying to drive around all the pot holes and cones left behind on the corner, they should be open for new development	9/26/2021 11:14 AM
47	I have always found the workers and staff accommodating.	9/26/2021 10:40 AM
48	Eliminate the drug trafficking that is taking over	9/26/2021 8:39 AM
49	As an outlying area of Marmora and Lake innthe northeast corner where property taxes are the highest roads garbage and recycling pickup are key as accessing other services are too far our roads are appalling and need to be resurfaced	9/26/2021 8:17 AM
50	Would really like to see industry and jobs brought to this area. Need more stores in town - more jobs. Build up Marmora to be a lovely tourist/booming town. Clean up the town - it looks run down and depressed.	9/26/2021 7:20 AM
51	I believe that Marmora and Lake is one of the more progressively run townships along the Peterborough - Ottawa Hwy 7 corridor. My intent in answering this survey was to hopefully demonstrate a need to continue to move forward and help develop this region in order to bring more tourism dollars (not really discussed in the survey) as well as plan for the coming expansion as people start migrating further from the cities. Marmora and Lake is a great Township and I look forward to retiring there in the coming years.	9/26/2021 7:14 AM
52	do not care for roads . allow to become unsafe , full of potholes	9/26/2021 2:42 AM
53	Get people who actually care about marmora and their residence not just people who squander the tax dollars	9/25/2021 9:32 PM
54	Yes! Unfortunately it is run by 3 council members who are NOT good for this community!	9/25/2021 9:13 PM
55	They do the best they can with no help from council.	9/25/2021 6:21 PM
56	No	9/25/2021 4:25 PM
57	I think that the council should be more focused on assisting businesses to grow. Follow up with people who do not get permits there is a house at 3 Forsyth. It's getting new electric out in and no permits	9/25/2021 2:07 PM
58	I wish the municipality would be more open to building affordable housing and not just retirement homes. They also need to help the residents deal with the Gypsy moth infestation. With the current pandemic I felt the municipality let the residents down with the response to the gypsy moth infestation. I was really disappointed.	9/25/2021 12:30 PM
59	YES, I completed this survey on Friday, September 24, 2021 and it would be beneficial if it	9/25/2021 12:22 PM

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was acknowledged. So, I will say again what I think. Driving, from the west into the village, it is one of the most beautiful sites with the limestone walls, and then our amazing park facility, and we need to capitalize on this to attract and want tourist to stop and spend money in our community. We need better incentives to allow businesses to thrive and open up more quality stores. Three or four years ago I sent by email some suggestions as to how the council could do this. I did not even receive a response or acknowledgement. We also need better signage at each main road entrances welcoming people to our village. Another thought is that maybe the council could arrange quarterly meetings for people to brainstorm ideas to improve our municipality and we need to know that we are trying to take action on some of these suggestions. Too often we spend more time talking about things than doing something. And, I repeat, please acknowledge that my answers to this survey were received. Thank you for doing this survey; and hopefully action will be considered when council deals with this survey and that we as taxpayers receive the results and the outcomes of such an important endeavour. e

60	For a small town, it does a lot for its citizens. I wish there was more focus on economic development to bring in more jobs/taxpayers to ensure sustainability.	9/25/2021 11:50 AM
61	Need local jobs and infrastructure.affordable housing for regular, nonretired residence.	9/25/2021 9:40 AM
62	They seem to make important decisions with three councilors we have a mayor she is always out voted	9/25/2021 9:11 AM
63	no	9/25/2021 8:30 AM
64	I feel like we would benefit from some method (committee or otherwise) of bringing our many community service groups to the table so that we could find ways of working together. At times it feels like our groups are inefficiently trying to achieve the same goals with separate programs.	9/24/2021 8:57 PM
65	This survey is not clear. A lot of questions could be answered differently depending if you were looking at "the Municipality" as the employees, or the councillors. And grouping things together like 'website' and 'communication' change the answer, when each thing is separate. Generally speaking, the council seems to be more concerned with spending less, than trying to maintain and improve services. The employees for the most part seem to be doing the best they can with what they have to work with, but given the number of employees that have left the employment of the Municipality in the last 3 years, one would have to wonder if that is due to an issue with having comparable salary for the same position in other municipalities; a problem with the work environment; some other reasons within individual departments; some other issues across the entire organization; or a combination of some or all of these things.	9/24/2021 8:54 PM
66	To much money spent on staffing	9/24/2021 7:42 PM
67	Na	9/24/2021 7:07 PM
68	Love the library and it's programs and staff. Would like to see dedicated hiking/snowshoeing trails to prevent dealing with atv's and snowmobiles. Economic Development is doing great things! Keep it up and bring us a pub!	9/24/2021 7:05 PM
69	Love it here.	9/24/2021 6:50 PM
70	No	9/24/2021 6:15 PM
71	Taxes are high and amenities are little. Public garbage cans need to be put on a quicker schedule for emptying as they are always full. Also snow plowing in the winter needs to be done in the early morning so people can safely get to work and not wait until the snow stops before cleaning. This is very dangerous.	9/24/2021 5:50 PM
72	Yes, the vision one has when entering Marmora, especially from the west on highway 7 is extremely beautiful. We need as a municipality to take advantage of this and we need economic growth to have tourist in particular to want to stop and. Shop. To do this our Council needs to provide some sort of incentive for new businesses to open. Without this we are not going to attract good businesses. I sent in some suggestions 3 or 4 years ago, but did not hear from anyone. Maybe, what we need is a gathering of people on a quarterly basis to brainstorm as to what can be done, and follow to see what is actually being done. Talk is only good if there is action after the talk. One thing we do need is a more welcoming sign at each entrance to our village. One other thing, any dilapidated building needs more action to restore it or take it down.A good example is the old building at 7 and Marble Point Road, North side.	9/24/2021 5:49 PM

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73	Permits are a pain in the ass to get A cash grab for waterfront owners and three years in a row our snow plow trucks have damaged my garbage bins Have had to replace twice I called amd was told nothing can be done	9/24/2021 5:34 PM
74	The Medical Centre is not supporting all taxpayers! If taxpayers cannot receive health services, then taxpayers should not pay to support the Medical Centre.	9/24/2021 5:31 PM
75	We have owned a cottage on Crowe Lake for 12 years. We pay full taxes yet have no access to garbage collection and road maintenance because our road access is a right of way. I wish the town would look into assuming all of Mackenzie Road for the benefit of property owners who are taxpaying members of the community.	9/24/2021 5:10 PM
76	A lot of taxes for very little service	9/24/2021 3:54 PM
77	Sadly we need a new Mayor who listens, and at the very least considers what her constituents say, and not just pass the buck and shirk responsibilities. So disappointing!	9/24/2021 1:28 PM
78	Less Government is better government. Thanks for what you do.	9/24/2021 1:09 PM
79	No	9/24/2021 12:53 PM
80	Roads here im Lake have deteriorated and need repair	9/24/2021 12:37 PM
81	Please stop plowing the roads when there is no snow. It tears up the road which requires more money to do a bad tar repair. Save the hourly rate of the driver and apply this money elsewhere	9/24/2021 12:33 PM
82	I feel the maintenance around the town, the buildings, and roads has and is going downhill. The upkeep on the roads and parks used to be impeccable! Our doctors have left. Free rent clearly isn't any incentive to come here. We have to travel to go to the dentist, doctor, medicinal medicine, massage, chiropractor etc. People aren't going to flock to Marmora for candy, 2 drug stores and an abundance of trinket shops. Booster park boat launch needs to be used more and advertised that people can launch boats there. Main Street needs to have the speed limit reduced and enforced, especially during the summer months when residents, especially children are using the sidewalks and parks. It's too dangerous! I feel the ship for prosperity in this town has sailed. Businesses have gone elsewhere, sadly. There is no 'draw' here. I hope our future holds more promise.	9/24/2021 10:24 AM
83	Oddly enough, even this survey only accounts for Marmora proper. Rural areas are essentially ignored.	9/24/2021 10:21 AM
84	A great place to live. You don't need to plow the roads as often. There are days they are plowing the asphalt. I do wish they didn't put as much, or any salt on the sidewalks. People shovelling them should be sufficient.	9/24/2021 10:09 AM
85	Bring cable,gas,sewer to close "rural" areas. Have police patrol streets on foot.	9/23/2021 11:21 AM
86	I feel that for the taxes charges for waterfront property, that we do not receive many services. The roads on the lake are in terrible condition, and need to be paved. We do not get leaf pick up, or have a green box program as other municipalities have. As well, I would like the Municipality to enforce some standards for the buildings downtown, particularly the west side of the street, which appears to have been abandoned. The buildings need to be repaired, or perhaps resold or leased to new businesses interested in locating in Marmora.	9/22/2021 9:19 PM
87	My opinion, Station rd., due to commercial traffic should be highway grade paved.	9/22/2021 1:02 PM
88	None	9/21/2021 9:43 PM
89	Road's are getting better but still far off on some garbage tags is big issue when we pay taxes already for this should be one bag free then a fee tax increase is getting to be a very big increase not wanted	9/21/2021 8:01 PM
90	Booster park with no public washrooms. Shame on you	9/21/2021 7:40 PM
91	Yes, boat launch needs to be looked at, the metal grate is falling apart and parking needs to be extended. Why do I pay for garbage tags when it is on my tax bill!?!? Maybe we could do one garbage bag free a week.	9/21/2021 6:49 PM
92	water sewage cost is to high.	9/21/2021 1:26 PM
93	The snow piles along the road to access the sidewalk is often problematic for residents. It would be helpful to have it trucked away. Also, as a rural resident, we do not receive much	9/21/2021 11:05 AM

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service for our tax dollars. Even garbage collection requires a fee of \$3 per bag. Some road crossings are blocked with sandwich boards put up by business and also brush and trees that make it difficult to see oncoming traffic unless you pull out almost onto the road. Snow clearing outside of town is great! Staff are always friendly and attentive. Overall, it is a pleasure to live in this community!

94	The road I travel to my home has been in bad shape for many years, and has taken a toll on the vehicles that I have owned...including bent rims and suspension issues.	9/21/2021 8:22 AM
95	We need progression and growth in our town, the drugs need to be cleaned up and our town needs to welcome new stores and businesses that will add to our economic growth. Marmora has been turned into a sleepy retirement town, but everyone here is not retired. The N end of Forsyth st. Is disgusting	9/21/2021 12:11 AM
96	We need medical staff and better facilities for our aging population. Doctors and nurses are highest priority.	9/20/2021 10:43 PM
97	Most of the town is inaccessible. Most sidewalks are in terrible condition and make it hard to push a wheelchair.	9/20/2021 9:46 PM
98	I would like to see more progressive ideas used at the landfill/recycling site. I do not think it is being managed as well as it could be.	9/20/2021 9:45 PM
99	No	9/20/2021 9:00 PM
100	Wasnt pleased about pot shop being shot down. Get with the times. It's in our town illegally so why not provide a safe place to purchase and now in old school that's an eye sore is now a facility.	9/20/2021 8:54 PM
101	Please raise taxes to be able to provide a community worth living in. Good spending (more) can promote folks moving to the area!	9/20/2021 8:22 PM
102	No	9/20/2021 8:09 PM
103	Services do not listen to costumers.	9/20/2021 8:07 PM
104	Big mistake wasting money on bsib. We were better off with in house building inspector. 3 councillors have a hidden agenda and it clearly shows. Not sure who is a bigger crook jason or ron. If that is transparent decision making then we are in deep trouble.	9/20/2021 7:58 PM
105	Seem to be more bean counters working than there are beans	9/20/2021 5:49 PM
106	why does this village prevents new growth like new houseing , new stores, subdivisons, since I have lived here all kinds proposals but none have been done , no new developments NOW GROWTH IT WILL ALWAYS STAY A VILLAGE ☹️☹️	9/20/2021 5:46 PM
107	A greater police presence on hwy 7, especially through town where the speed limits are lower	9/20/2021 5:42 PM
108	You need stop making this a community that only has retired people there is nothing in the community to entice the younger generation to stayor come here, we don't need anymore retirement home we have enough of them!, you are not allowing businesses to open here an be successfull.	9/20/2021 3:13 PM
109	Marble pt rd and mikolla (very large tax base) and those roads are atrocious while tiffin and goat hill to name 2 are like highways. Also the rating on prev question is not user friendly	9/20/2021 1:16 PM
110	This is a beautiful place to live the boat launches and booster park and the memorial park are essential parts of this community . The running of the town needs to be more open and transparent to the public I think more things get done in secret without the residents knowledge there should be transparency in all things to do with the running of the town hall and everyone in it.	9/20/2021 12:44 PM
111	I'm concerned about increased short-term accommodations. Prior to the pandemic I was told about bylaw that was being created. I asked for update. Haven't heard back. I am concerned about fire prevention and safety with campfires, about the impact of AirBnb type business on local housing availability and on community atmosphere.	9/20/2021 12:22 PM
112	Beautiful community with lots of potential. Too much focus on seniors although that is an important component in an ageing population need to do more to bring people to the community business wise. Cannabis dispensary should be brought to the municipality so that	9/20/2021 12:21 PM

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residents don't travel to another community.and spend there money there.Marmora us missing out on a great opportunity.

113	I think the bisb is the wrong move for our municipality. We have lost a lot of money needed to put into our own planning and building infrastructure. I think our staff and department heads do a great job,but our councillors need to be better informed to do their job.	9/19/2021 9:18 PM
114	Na	9/18/2021 11:37 AM
115	Please be more proactive rather than waiting for people to complain.	9/18/2021 11:32 AM
116	Need to be more proactive on properly maintaining infrastructure, especially roads. Inadequate maintenance is short sighted and will eventually cost residents more.	9/17/2021 1:38 PM
117	Have the Doctors who work at the supplied building roster all the residents of Marmora and open a walk in clinic to all including the ones that are summer residents	9/15/2021 3:12 PM
118	they really don't care about roads or when they snow plow they rather plow a no name road and no vehicle travel then a name road and vechiles travel	9/15/2021 11:56 AM
119	Improvements to the Building/Inspection Dept is desperately needed!	9/15/2021 11:32 AM
120	Love that the walking path and sidewalks are cleared of snow	9/14/2021 9:26 PM
121	In the northern sections of this Municipality, the roads are the only service we get for our tax dollars, except for garbage collection, which we pay our fair share. The roads around Dickey Lake are a mess, especially Skene Road surface. The council has to create a strategic plan to improve this Road. Every year it's put off for another few years. There has been no major re surfacing and repairs to this Road for decades. Our tax dollars continually go south to parks, arenas, library, services that we don't use because it takes an hour and half to drive there.	9/14/2021 5:15 PM
122	The traffic lights are a big concern east and west on hwy 7. There is a need for an advanced green turning left onto Forsyth Street.	9/14/2021 3:58 PM
123	I would love to see more programming for kids/teens. The schools don't run anything anymore, so promoting our facilities to sports teams would be a nice addition to this town.	9/14/2021 2:55 PM
124	focus on Economic Development, allow cannabis sales, get out of BSIB deal asap,	9/14/2021 10:52 AM
125	better road maintenance	9/14/2021 10:11 AM
126	A debit or credit option at the dump would be great ! Its very rare that i have cash	9/14/2021 10:10 AM
127	Do not outsource Municipal services. Contractors have no vested interest in the Community the way that employees do...it isn't just the isolated service cost that needs to be considered.	9/14/2021 9:45 AM
128	Love this little town.	9/14/2021 7:58 AM
129	Promote for more diverse stores downtown. Re-evaluate the decision to not allow marijuana/recreation stores in the municipality. Marmora should host "free days" where residents are invited to put free household items (not garbage/waste) they no longer want out on the curbside and anyone is welcome to take what they want.	9/14/2021 7:57 AM
130	The survey did not allow for answers when something did not affect me. I'm rural but asked how satisfied I am with town Water for example. I have filled out so many of these surveys over the years and all the councils do what they want anyway. Even when the public clearly expresses what they want. Maybe this will be different?	9/14/2021 7:49 AM
131	The mayor and council should work and be accountable to the residents and not themselves	9/13/2021 9:40 PM
132	I was very angry about selling the train station and didn't know about it until it was put up for sale! Thank you for ditching and cleaning up the shoulders of Marble Pt. Rd. but what about the rest of it???	9/13/2021 7:56 PM
133	No	9/13/2021 7:24 PM
134	No	9/13/2021 6:58 PM
135	The roads could be fixed. Main st	9/13/2021 6:56 PM
136	No	9/13/2021 6:40 PM

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137	None	9/13/2021 6:05 PM
138	Road maintenance is generally very poor. There are some very important roads such as Station Road where roadway deterioration has reached a stage where patch repairs cannot fix the problem.	9/13/2021 5:56 PM
139	We need the go ahead for the Marmora Mine project !!	9/13/2021 5:42 PM
140	I'm generally very happy with the services and I beleive we get a good 'bang for the buck' with our property taxes. I've found our staff to generally be very friendly and efficieint. My one outstanding concern is the maintenance of Callaghan's Rapids Conservtion Area and the damage being done there by vandals and trespassers, esp. ATVs in the river bed and off the legit EOTA trails!	9/13/2021 5:22 PM
141	STREETS NEED PAVING. SNOW CLEARING NEEDS 24 HR CARE, NOT JUST DURING THE DAY. MORE MONEY/MAINTENANCE SPENT ON VEHICLES AND THE BALLPARK THAN STREETS. THIS TOWN HAS TOO MANY VEHICLES TAXPAYERS ARE PAYING FOR.	9/13/2021 5:20 PM
142	Being that our Parks, Arena and roads within our community are important to us I tend to think that our Arena Parking Lot and Roads within our community are in disrepair. Our arena is a focal point but the facilities parking aria looks awful and needs to be repaired. Most of our side streets are awful too and need resurfacing. Street signs need some attention too. Victoria Ave. is not an "Ave." it is a Street under Marmora's official "Street" map.	9/13/2021 4:55 PM
143	Bear in mind I have been hear only 2 months and am looking forward to our planned future living and owing our new home in the town of Marmora. A big Thank You to Tammy May and Nancy for all your help in getting grounded and settled in!	9/13/2021 4:54 PM
144	Our council is wreckless and seems to be a two sided council. With two teachers and and ex municipal employee making all the decisions without researching or listening to tax payers.	9/13/2021 4:10 PM
145	Reevaluate the bylaws, some are clearly outdated and some are hurting the growth of the community, people interested in making a home here simply don't want to deal with some of the ridiculous bylaws	9/13/2021 2:20 PM
146	Remember -lake township all the time - not just when it is election time.	9/13/2021 12:34 PM
147	more polite and informative staff at the municipal office would be nice	9/13/2021 11:59 AM
148	I live at the north end, close to Coe Hill so I dont see much of the township.	9/13/2021 11:27 AM
149	The only thing I've really noticed is a lack of industry and and new quality businesses! They seem to bypass Marmora or are being bypassed! People have commented that we need a pub .. bakery and especially a bank!!! We also drive to madoc for service ont. Ours seems to be closed more than open!	9/13/2021 10:55 AM
150	The council has made some terrible decisions to the detriment of this Municipality including but not limited to; driving away businesses, worsening the accesibility to services and losing money because of there ineptness to fully read a contract proposal (building and permits)	9/13/2021 10:40 AM