



**The Municipality of Whitestone**  
**Agenda for Special Council Meeting**  
**Saturday January 21, 2023 at 9:00 a.m.**  
**Dunchurch Community Centre**

**and**

Join Zoom Meeting **(Video)**  
<https://us02web.zoom.us/j/89644912700>

**(Phone Call Only)**  
Dial [+1 647 558 0588](tel:+16475580588) then Enter Meeting ID: 896 4491 2700#

*Meetings are recorded. Both the audio and video are posted on the Municipal Website*

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1. **Call to Order and Roll Call** **9:00 a.m.**
2. **Disclosure of Pecuniary Interest**
3. **Approval of Agenda ®**
4. **Committee of the Whole**  
**Adjourn to Committee of the Whole ®**
  - 4.1 Municipality of Whitestone, Strategic Plan review and update
    - 4.1.1 Municipality of Whitestone Strategic Plan dated December 2019
    - 4.1.2 2021 update on the progress of initiatives and action items
- Reconvene to Regular Meeting ®**
- Matters Arising from Committee of the Whole ®**
5. **Confirming By-law ®**
6. **Adjournment ®**



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# **Strategic Plan**

***December, 2019***

*To the Whitestone community.....*

*Early in its term, your current Council decided to review and update the Municipality's Strategic Plan originally established in 2015 as a framework for municipal policy decisions and priorities. We therefore set aside time at several Council meetings this past spring to review the plan's guiding principles, objectives, and key action items, as well as progress to date on achieving the original plan elements. During the summer and early fall we circulated a revised draft to the community for their review and comment.*

*This document is the product of our collective efforts. The vision, mission, and core values for our Municipality remain essentially the same, but some of the high-level objectives have been updated to reflect work completed during the last term of Council, and changing priorities. More changes have taken place in the detailed action items at the lower levels of the plan, which are not included here, but are being tracked and monitored by Council and staff.*

*Plans are well underway to advance several of the action items identified in our Strategic Plan; in fact, some tasks have been completed already. Watch for progress reports on implementation of the plan in our Newsletters and on the Municipality's website.*

*The Strategic Plan is intended to be a living document, and as such will continue to be updated as changing circumstances and priorities dictate. Your comments and suggestions are always welcome. Please direct them to our CAO / Clerk Michelle Hendry or to any member of Council.*

*Thank you for your important contributions to the Municipality of Whitestone's strategic planning process.*

*Sincerely,*

A handwritten signature in cursive script, appearing to read "G Comrie", is placed on a light yellow rectangular background.

*Mayor George Comrie  
December 2019*



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## **Vision**

***Under the leadership of Council, and working together in a spirit of collaboration, our community is engaged in making Whitestone one of the best places in Ontario to live, work, and play, so that:***

- The services the community wants and needs are delivered efficiently and effectively.***
- Whitestone's unique character, beauty, and quality of life are preserved and enhanced.***
- Its resources are managed prudently for the benefit of present and future generations.***

## **Mission**

***Our mission is to achieve and maintain a municipality that is sound financially, supportive of appropriate opportunities, protective of the natural environment, and that preserves the unique heritage of the area.***

***We challenge ourselves to diversify and create a more vibrant local economy through collaborative partnerships with existing businesses, service groups, and adjacent municipalities, as well as through proactive efforts to attract new businesses and services.***

***We will create initiatives to include all residents, both permanent and seasonal, in contributing to the betterment of our community.***

## **Core Values**

***We will govern our actions according to the following core values:***

- Accountability*** . ***Openness and transparency***
- Respect for others*** . ***Respect for nature and the environment***
- Honesty and integrity*** . ***Efficiency and cost effectiveness***



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## **Strategic Objectives**

### **1. Communication**

***To review and improve the Municipality’s communication with all stakeholders in the community with a view to openness and transparency***

### **2. Fiscal Responsibility and Accountability**

***To be financially responsible and accountable in delivering municipal services efficiently and cost effectively within the community’s economic framework***

### **3. Management Systems**

***To develop management systems that support the goals and objectives of Council and staff***

### **4. Environmental Stewardship**

***To preserve and enhance the natural environment of our community with its small, rural, and waterfront character, and maximize the quality of life for present and future generations***

### **5. Maintenance of our Infrastructure**

***To maintain and preserve the Municipality’s infrastructure to established standards within our financial capability***

### **6. Economic Development**

***To investigate opportunities for economic development consistent with the character of the community and the Official Plan, in collaboration with businesses in the Community and the West Parry Sound region.***

### **7. Building Community**

***To encourage and enhance community involvement, pride, and spirit in the Municipality, including its visual image***



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# Action Plan Priorities to Achieve Strategic Objectives

## 1. Communication

### 1.1 Review and renew communication policy

Whitestone has in place various policies governing communication: what is to be communicated, when, how, and by whom. These policies will be reviewed and amended where appropriate to reflect Council's priority for effective communication and the needs of our various stakeholders, and to take advantage of modern communication technologies.

### 1.2 Improve two-way communication with ratepayers

The Municipality's most important stakeholder group is its ratepayers. Council has expressed its desire to enhance its communication with ratepayers, in both directions; i.e., to provide them with better information on the issues facing the municipality and how Council and Municipal staff are addressing them, and to provide them with opportunities to provide input and feedback.

Council is committed to modernizing and updating the Municipal web site and Facebook pages, allowing for easy access to Municipal news, events and services. In addition, we are committed to ensuring that the audio and recording options for Council meetings are enhanced.

### 1.3 Develop a communication strategy

Council has committed to developing a comprehensive communication strategy and a communication planning framework, with the assistance of a consultant. Various communication media will be considered as vehicles for delivering key messages and for obtaining ratepayer input and feedback. These will include printed newsletters, the Municipal website, social media, surveys, and meetings (Council meetings, special meetings, “town hall” meetings, and meetings with various community groups).



### 1.4 Enhance internal communication

Special emphasis will be placed on communication with and between Municipal staff. Council believes it is important that all staff understand Municipal goals, priorities and directions, and how they can contribute to advancing them. Enhancing internal communication will contribute positively to workplace harmony, collaboration, and employee satisfaction.

## 2. Fiscal Responsibility and Accountability

### 2.1 Maintain an open and transparent budgeting process

We will continue to enhance our fiscal planning and budgeting process, taking into consideration:

- Inflation and interest rates, increases in cost of living and of key commodities
- Changes to external levies, grants, costing models, and regulations.
- Staffing requirements and results of collective bargaining
- Requirements for asset management and new initiatives



### 2.2 Create a robust asset management plan

Whitestone will have in place a comprehensive inventory of Municipal assets. Municipal budgets will include reasonable reserves for major capital expenditures required to replace and renew key municipal assets, as well as for contingencies. Such expenditures may to be financed through effective borrowing. Reserves will be used to cushion tax increases.

### 2.3 Collaborate with neighbouring municipalities and external agencies

Opportunities may exist for sharing procurements and/or services with neighbouring municipalities and other agencies in the District of Parry Sound. The Municipality of Whitestone will explore such opportunities as a means of obtaining efficiencies and controlling costs.

### 2.4 Engage in responsible collective bargaining

Council will engage in responsible collective bargaining with a view to balancing the need for fiscal responsibility and accountability to ratepayers with the need to maintain a productive workforce and good labour relations.

### 2.5 Capitalize on external sources of funding / grants

Council will attempt to take advantage of all available sources of external funding for contingencies, major capital projects, and community enhancements.



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## **3. Management Systems**

### **3.1 Clarify roles and responsibilities**

With a small staff and tight budgets, the Municipality of Whitestone must place a high priority on effective organization and staffing. Council will continue to take steps to clarify staff roles, responsibilities, and authorities, and to ensure that all staff are trained and equipped to perform their duties.

### **3.2 Enhance performance appraisals**

Performance appraisals, evaluations and mentoring of staff will be undertaken to ensure staff are measured against key objectives for their positions. This will provide meaningful feedback and identify strengths as well as development opportunities.

### **3.3 Measure results against objectives**

As part of this strategic plan, Council intends to define specific performance objectives with associated timelines and costs, and measure achievement of those objectives on an ongoing basis. This management discipline will ensure that efforts are focused on the most important outcomes, and will enable resources to be adjusted as required to maximize their achievement.

### **3.4 Plan for management development and succession**

The Municipality’s staffing needs will be reviewed on a regular basis with a view to identifying potential skills gaps and opportunities for staff development and succession.

### **3.5 Manage Council’s business more effectively**

Council will review its operations and procedures to identify opportunities to make Council meetings more productive.

### **3.6 Review policies, procedures, and processes**

Council will review established policies, procedures, and processes to bring them up-to-date and to ensure their consistency with this Strategic Plan, the Whitestone Official plan and best municipal practices.







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## **4. Environmental Stewardship**

### **4.1 Outreach to conservation associations**

Council will increase communication and collaboration with the conservation and lake associations that exist within the bounds of the Municipality as a means of focusing our collective efforts on environmental stewardship.

### **4.2 Enhance lake and watershed planning and management**

The Municipality of Whitestone will participate in and encourage lake planning and management efforts at the watershed level to ensure that the interests of our lakes and their residents / users are recognized appropriately in regional planning and operations, including the minimization and mitigation of spring flooding.



### **4.3 Monitor and promote water quality**

The Municipality of Whitestone will encourage and support programs to maintain and enhance water quality in the lakes, rivers, and aquifers within its bounds.

### **4.4 Educate about recycling and hazardous waste**

A significant amount of recyclable waste is being discarded in the Municipality's landfill sites as regular garbage, instead of being segregated and deposited in the containers provided for recycling. This environmentally unfriendly practice shortens the useful life of the landfill sites. Ratepayers need to be clear as to what can and can't be recycled, what materials are considered hazardous waste, and how to dispose of them. Council will develop programs to educate our community on the importance of responsible waste management practices and to encourage waste reduction and recycling wherever possible.

### **4.5 Plan for the future of landfill sites**

The Municipality's two existing waste management facilities (on York Street and Auld's Road) have limited capacity for future expansion and could be nearing their end-of-life. Given the lengthy and difficult approval processes associated with such facilities, it is important to plan for Whitestone's future waste management needs well in advance of their reaching capacity. Council will consider options for extending the life of our waste management facilities, including other operating models such as transfer stations.

### **4.6 Enhance forest fire protection**

Large forested areas that are difficult for firefighters to access, together with increased variability in weather, make Whitestone increasingly vulnerable to forest fires. The Municipality will consider ways to increase protection of its residents and recreation areas from fire through enhanced permitting, surveillance, and cooperation with the Ministry of Natural Resources and Forestry.



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## **5. Maintenance of our Infrastructure**

### **5.1 Review and update 5-year road and bridge plan annually**

In order to plan and budget for capital works, and to focus opportunities for provincial and federal funding, the Municipality must have an up-to-date road and bridge management plan with priorities for major improvements beyond routine annual maintenance. To this end, all municipal roads will be assessed annually as to their condition and need for capital improvement, and the 5-year road plan will be updated accordingly. Bridges will be assessed biennially as required by legislation.



### **5.2 Support the private road grant protocol**

The Municipality will continue to support the existing Private Road Grant Protocol that assists users of shared private (unassumed) roads with a portion of their costs of maintaining those roads privately.

### **5.3 Improve information and regulatory signage**

Council intends to identify and respond to opportunities to improve signage within the Municipality for the benefit of visitors to the community and for public safety.

### **5.4 Develop a Public Land Strategy**

Council will develop a strategy for the use of existing Municipal property and potentially available public lands that may be used to further some of the objectives in this strategic plan. We will also assess the potential for the disposal of surplus land currently owned by the Municipality.



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## **6. Economic Development**

### **6.1 Identify opportunities for and obstacles to economic activity**

Council will work with the community partners, Community Investment in Northern Ontario (CIINO), and the West Parry Sound Economic Development Officer to identify and address opportunities to enhance Whitestone’s existing businesses and to develop new ones. We will also support opportunities for improved broadband service in the Municipality.

### **6.2 Encourage home-based businesses**

The municipality will consider means of attracting new businesses that do not need to be located in major centres and that do not require extensive physical facilities, such as those that can be home-based, and those that provide services to seniors.

### **6.3 Attract tourism through events**

In collaboration with local businesses and associations, the Municipality will seek opportunities to promote tourism through special events.

### **6.4 Collaborate with existing businesses**

The Municipality will seek strategies that assist existing businesses to grow and prosper.

### **6.5 Consider shared economic development resources**

The Municipality will consider partnering with neighbouring municipalities to share economic development resources.

### **6.6 Promote our commercial tax rate**

The Municipality will promote its favourable commercial tax rate, which is the same as its residential tax rate.

## **7. Building Community**

### **7.1 Promote community assets**

Some of Whitestone’s assets and facilities are not well known and may be underutilized. The Municipality will promote these assets and their use to both residents and visitors.

### **7.2 Support the future of Whitestone Lake Public School**

The existence of a public elementary school in the Municipality is a significant factor in making Whitestone a place where families with young children will choose to live, and in preserving the character of the community for the future. Council will use its influence to support the continued existence of the school and the expansion of its programs and facilities.

### **7.3 Encourage and enhance community involvement**

The vitality of a community depends in large measure on the commitment and engagement of its ratepayers. The Municipality of Whitestone will seek opportunities to promote involvement in the community and its affairs on the part of all residents, both permanent and seasonal. This will be supported by a strong communications strategy and implementation plan.



### **7.4 Support the Whitestone Hagerman Memorial Public Library**

The Whitestone Hagerman Memorial Public Library has become an important hub for advancing personal growth, life-long learning, and recreational interests of the community, and has out grown its existing facilities. Council is committed to work with the Library Board, staff and the community at large to move forward with an expansion of the Library to support the Library’s services and programs.

### **7.5 Investigate community improvement programs**

Throughout Canada, communities similar in size and character to Whitestone face the same challenges of maintaining their unique character, spirit and attractiveness. Opportunities exist to learn from and emulate the best community improvement practices of other communities. The Municipality of Whitestone will consider participating in community improvement programs that offer expertise and standardized approaches to community improvement.



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## **7.6 Promote tidiness**

Tidiness and attractiveness are important contributors to residents’ pride in their community and to its appeal to visitors. The Municipality of Whitestone will promote tidiness and beautification of the community through measures such as community clean-up days and special days for disposal of yard waste and other unsightly materials.

## **7.7 Enhance recruitment and appreciation of volunteers**

Whitestone depends on its dedicated volunteer base for many important community activities and services. We will implement measures to attract and retain volunteers, and will encourage their recognition and appreciation, both within the community and externally, as a means of building community.

## **7.8 Recognize milestones**

The Municipality will recognize milestones both in the history of the community, and in the lives of its residents, as a means of building community.

## **7.9 Promote health and safety**

Health and safety are important factors in the quality of life of Whitestone residents. Council will continue to support health and safety related services and programs within the Municipality such as the Volunteer Fire and Rescue Service, the Nursing Station, and fitness programs.



## Whitestone Strategic Action Plans - High Level Objective #1: Communication

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
1.1	<b>Review and renew communication policy</b>	1.1.1 A communication Policy was approved by Council in May 2016; this Policy could be revisited and consideration given to updating and modernizing	*	A 2021 initiative	Staff/Council	Improved and modernized policy
1.2	<b>Improve two-way communication with ratepayers</b>	1.2.1 Website improvements; update and modernize the web site for easy access to information (budget item for 2019). Include a 'What's New' section on the website	substantially complete	Website substantially complete; Improved communications via Facebook and Twitter Need to develop a 'what's New' Section	Staff	Improved Website; user friendly and easy to navigate
		1.2.2 Website content needs to be maintained and updated regularly	ongoing	ongoing	Staff	Well maintained and up to date website
		1.2.3 Newsletter consideration: move away from traditional mailout newsletter four times per year (as per current Communications Policy); consider on-line only a combination of online and mail out ; allow people to subscribe and have newsletter and other information automatically sent by email	*	Council direction as of February 2021 - maintain hard copy, mail out Newsletter until further notice	Staff / Council	Continued interaction with the Community through the quarterly newsletter
		1.2.4 Revisit the townhall meeting concept; it may not have been effective in the past (few residents attended). Are there other options for engaging residents face to face?	*	*	Council direction	Enhanced engagement opportunities with ratepayers
		1.2.5 Consider improving the audio system in the Community Centre and the meeting recording options	complete	2020 budget item	N/A	Improved audio and meeting recording opportunities
		1.2.6 Consider ways that residents can interact with Council through an on-line forum.	ongoing	Feedback on Facebook available; website poll available subject to Council direction	Staff/Council	Enhanced engagement with ratepayers

## Whitestone Strategic Action Plans - High Level Objective #1: Communication

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
1.3	<b>Develop a communication Strategy</b>	1.3.1 Consider the use of a professional Communication Consultant for the development of a communication and social media strategy including making use of social media platforms - Facebook, twitter etc. Staff to write RFP to obtain this service.	complete	By separate report, staff will report on the recommendations	CAO/Clerk	Improved and expanded communication options
1.4	<b>Enhance Internal Communications</b>	1.4.1 Continue improved communication with staff	ongoing	ongoing	CAO/Clerk	Ongoing opportunities for staff to contribute and be provided with information

## Whitestone Strategic Action Plans - High Level Objective #2: Fiscal Responsibility and Accountability

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
2.1	Maintain an open and transparent budgeting process	2.1.1 Identify potential process improvements	ongoing	ongoing	Treasurer	Process improvements; clarity in the budgeting process
		2.1.2 Continue quarterly variance reporting	ongoing	Ongoing	Treasurer	Reports submitted to Council within 2 meeting cycles of the end of the quarter
		2.1.3 Strengthen reserves for contingencies and major capital expenditures	ongoing	Ongoing	Council, Treasurer	Adequate reserves on an ongoing basis
		2.1.4 Find and recommend opportunities to minimize borrowing (Grant and external funding opportunities)	ongoing	Ongoing	Treasurer / CAO/Clerk	Reduced borrowing
2.2	Create a robust Asset management plan	2.2.1 Prepare to meet deadline for the Municipal Asset Management Planning Regulation (O.Reg. 588/17) under the Infrastructure for of Jobs and Prosperity Act, 2015.	ongoing	Policy complete; Asset Management Plan Development in progress	Treasurer	Asset Management Plan in respect of Core Assets to be complete by July 1, 2021 (note legislation has changed allowing for completion by July 1, 2022)
2.3	Collaborate with neighbouring municipalities and external agencies	2.3.1 Consider opportunities for shared procurement and/or services	ongoing	Ongoing cooperation and discussion on various issues (Broadband, Pool and Wellness Centre, Waste Management etc.) Participation in purchasing group.	CAO/Clerk and Public Works Manager	Controlling costs and ensuring efficiencies in the procurement process
2.4	Engage in responsible collective bargaining	2.4.1 Collective Bargaining process	complete	Complete in 2020; 4 year contract (2019 to 2023)	Management Bargaining Committee	Signing of agreement



## Whitestone Strategic Action Plans - High Level Objective #2: Fiscal Responsibility and Accountability

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
		2.4.2 Undertake updated Road Needs Study and Biennial Bridge assessment	budget item	Complete 2020	CAO/Clerk and Public Works Manager	Updated information on Roads and Bridges for Asset Management
2.5	Capitalize on external sources of funding / grants	2.5.1 Respond to all available grant opportunities	ongoing	Ongoing. 8 grants applied for in 2020 and 7 grants applied for in 2021 (to date)	CAO/Clerk / Treasurer	Success with grant proposals; additional funding for Municipal projects

## Whitestone Strategic Action Plans - High Level Objective #3: Management Systems

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
3.1	<b>Clarify roles and responsibilities</b>	3.1.1 Update Org chart; work to ensure roles and responsibilities are clearly defined.	complete	Complete	CAO/Clerk	Org Chart reflects Council approved staffing complement
3.2	<b>Enhance performance appraisals</b>	3.2.1 Recommence regular performance reviews for all staff. Consider 360 reviews.	ongoing	ongoing	Department Heads	Regular (minimum annual) performance reviews completed for all employees
3.3	<b>Measure results against objectives</b>	3.3.1 Council to define specific performance objectives with associated timelines and costs.	ongoing	ongoing	CAO/Clerk and Council	Goals and Objectives met
3.4	<b>Plan for management development and succession</b>	3.4.1 Consider options for Succession Planning	ongoing	ongoing	CAO/Clerk and Department Heads	Well trained staff compliment
3.5	<b>Manage Council's business more effectively</b>	3.5.1 Review Council Procedures By-Law and recommend changes	*	2021 Initiative	CAO/Clerk	Council approval of revised By-law by end of Q3 2021
		3.5.2 Reduce paper burden for Council meetings. Budget for Council electronics options for Council	*	*	Budget item	Reduced paper usage and printing
3.6	<b>Review policies, procedures, and processes</b>	3.6.1 Make a list of the policies the Municipality currently has in place and prioritize those that need review and updating	ongoing	ongoing	CAO/Clerk and staff	Polices continue to be updated revised

## Whitestone Strategic Action Plans - High Level Objective #4: Environmental Stewardship

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
4.1	<b>Outreach to conservation associations</b>	4.1.1 Municipality to reach out to lake associations and help promote their work	ongoing	Conservation/Lake Associations (and Road Associations) are now regularly provided with information in respect of planning and other matters as it relates to Whitestone initiatives. New website provides updated and current contact information	Staff / Council	All conservation associations connected and informed
4.2	<b>Enhance lake and watershed planning and management</b>	4.2.1 Create Invasive Species Policy	ongoing	Education and Promotion underway as well as a survey	Staff / Council	Increased understanding of invasive species
4.3	<b>Monitor and promote water quality</b>	4.3.1 Consider a program for the protection and preservation of water quality	ongoing	Benthic monitoring of two lakes commencing 2021	Lake Associations/ Staff/Georgian Bay Biosphere	Water quality testing on all lakes within Municipality; data shared
<b>NOTE: In respect of 4.1, 4.2 and 4.3, an Environmental Stewardship Committee is in the process of being formed to provide ongoing support for these initiatives</b>						
4.4	<b>Educate about recycling and hazardous waste</b>	4.4.1 Ratepayers need to be clear as to what can and can't be recycled, what materials are considered hazardous waste and how to dispose of them	ongoing	Ongoing in concert with Landfill Changes made in 2020; Update Waste By-law Q2 2021; Increase presence on social media; new signs at the landfill sites by May 2021	Staff	Increased diversion from landfill and environmental compliance
4.5	<b>Plan for the future of landfill sites</b>	4.5.1 Develop tools and programs to enforce recycling and encourage waste diversion in order to extend the life span of the landfill sites.	ongoing	Ongoing in concert with Landfill Changes made in 2020; Update Waste By-law Q2 2021; Increase presence on social media; new signs at the landfill sites by May 2021	Staff	Increased diversion from landfill

## Whitestone Strategic Action Plans - High Level Objective #4: Environmental Stewardship

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
4.6	Enhance forest fire protection	4.6.1 The Municipality will consider ways to increase protection of its residents and recreation areas from fire through enhanced permitting, surveillance, and cooperation with the Ministry of Natural Resources and Forestry.	ongoing	New open air, online permitting process in place as of April 1, 2021	Fire Chief	On going coordination and cooperation with MNR

## Whitestone Strategic Action Plans - High Level Objective #5: Maintenance of our Infrastructure

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
5.1	<b>Review and update 5-year road plan annually</b>	5.1.1 Budget for roads needs study in 2020 and update 5 year plan prior to next budget cycle	ongoing	Road needs study complete in 2020; Recommendations integrated into 5 year Capital Plan and 2021 Budget Cycle	Public Works Manager	Roads and Bridges program reviewed and updated annually
5.2	<b>Support private road grant protocol</b>	5.2.1 Continue to support road grant protocol	ongoing	Council requested a 3% increase to the payout for the 2021 Road Grant applications	Council / Treasurer	Continued use of the Road Grant program and Council support
5.3	<b>Improve information and regulatory signs</b>	5.3.1 Improve signage to benefit the visitors and ratepayers of the Community and for public safety	ongoing	Commencing 2021 a regulatory/warning sign review, reflectivity check and inventory. 2-3 year program; New Waterfront Park sign and Landfill signage to be installed 2021; Electronic sign for CC and Library budgeted for 2021	Public Works Manager	Roads and bridge signage meet regulations; improved information signage
5.4	<b>Develop a Public Land Strategy</b>	5.4.1 Council will develop a strategy for the use of existing Municipal property. Will assess the disposal of surplus land.	ongoing	Consideration has been given to the expansion of the Nursing Station on Municipal Lands; Identified surplus lands to be reconsidered for sale in the future (process paused in 2020 due to COVID-19)	Council / CAO/Clerk	Strategic use of Municipal lands in support of the Community needs; Revenue opportunity for the disposal of surplus lands

## Whitestone Strategic Action Plans - High Level Objective #6: Economic Development

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
6.1	Identify opportunities for and obstacles to economic activity	6.1.1 Remove reference to CBDC	*	Continued participation in the Regional EcDev Collaborative	Staff and EDO	Improved Economic Activity in Whitestone
6.2	Encourage home-based businesses	6.2.1 Expand broadband	ongoing	On going conversations and efforts in regard to improved broadband options for Whitestone; RFI for broadband now being evaluated with possible partnering options with McKellar Township	CAO/Clerk	Improved broadband throughout Whitestone
		6.2.2 Consider options to support businesses that serve the seniors demographic	*	*	Staff/Council	Metrics TBD
6.3	Attract tourism through events	6.3.1. Seek opportunities to promote tourism through special events	*	*	Staff/Council	Metrics TBD
6.4	Collaborate with existing businesses	6.4.1 Update current list of local businesses in the area.	ongoing	Website listing of local businesses updated; Expansion of Whitestone Public Library and Technology Centre will assist small businesses with the availability to technology	Staff/Council	Continued support of local business interests
6.5	Consider shared economic development resources	6.5.1 Work with neighbouring Municipalities to share economic development resources	ongoing	Continued participation in the Regional EcDev Collaborative	Staff/Council	Improved EcDec opportunities throughout West Parry Sound that will support Whitestone ratepayers
6.6	Promote our commercial tax rate		ongoing	Website has been updated to ensure this information is clear	Treasurer	Ability to attract and keep local business in Whitestone

## Whitestone Strategic Action Plans - High Level Objective #7: Building Community

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
7.1	Promote community assets		*	*	Staff / Council	TBD
7.2	Support future of Whitestone Lake Public School	7.2.1 Support continued existence of the school and the expansion of programs and facilities. Invite new School Trustee to the School	ongoing	The After School Program continues and is well received by the Community; it allows for families to live in Whitestone and work out of the Community if necessary ; Council allows for the bottles and can revenue from the Landfill sites to be utilized (for the most part) by the Parents Association in support of school activities and needs	Council/Staff	Continued existence of the Whitestone Lake Pubic School
7.3	Encourage and support community involvement	7.3.1 Seek and promote Community engagement opportunities in the affairs of the Municipality (both seasonal and permanent)	*	*	Staff / Council	Active Committees (i.e. Recreation Committee); ongoing opportunities for the Community to have a voice
7.4	Support the Whitestone Hagerman Memorial Public Library	7.4.1 Council remains committed to the Public Library and the services/programs it offers	ongoing	Library expansion successfully completed on time and on budget in 2020; continued support for the Library on Township Social Media	Council/Staff	Continued success and increased use of Library services

## Whitestone Strategic Action Plans - High Level Objective #7: Building Community

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
7.5	<b>Investigate community improvement programs</b>	7.5.1 Consider Community improvement programs	ongoing	Historical panels installed on the Grange; new electronic signs to be installed at the Community Centre and the Library 2021; discussions on new sidewalk linking the Community Centre and the Duck Rock Store/Restaurant; new docking facilities to be installed early 2021	Council/Staff	Continuous, noticeable visual improvement in the Community
7.6	<b>Promote tidiness</b>	7.6.1 Promote tidiness and beautification of the Community	*	*	Staff / Council	Metrics TBD
7.7	<b>Enhance recruitment and appreciation of volunteers</b>	7.7.1 Find a mechanism to recruit and retain volunteers	*	*	Staff / Council	An active and engaged Community of volunteers supporting Whitestone
		7.7.2 Continue to support Volunteer Appreciation Dinner	N/A	Event to be scheduled when conditions permit (i.e.COVID-19)	Staff	Event successful
7.8	<b>Recognize milestones</b>	7.8.1 Work with Historical Society to recognize Historical milestones	ongoing	A planned 'flash back Friday' picture and caption for Facebook post to remember past milestones and Community members	Councillor Gorham-Matthews / Historical Society and staff	A focus on the history of the Whitestone and positive messaging on Facebook
7.9	<b>Promote health and safety</b>	7.9.1 Nurse Practitioner Led Clinic - continued support	ongoing	Proposed Nursing Station expansion (2022)	Staff / Council / WPSHC	An expanded Nursing Station offering additional services
		7.9.2 Staff Health and Safety	ongoing	Staff training and certification ongoing	Staff	A continuous safe working environment; No accidents or incidents



## Whitestone Strategic Action Plans - High Level Objective #7: Building Community

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	PROGRESS as of March 2021	RESPONSIBLE	METRICS
		7.9.3 Fitness programs	ongoing	Continued support for Walk-fit; consideration of Pickle Ball and other sports	Recreation Committee and Staff	Continuation of Fitness programs; development of new opportunities