



**The Municipality of Whitestone**  
**Agenda for Special Council Meeting**  
**Monday April 24, 2023 at 3:00 p.m.**  
**ZOOM Meeting Only**

<https://us02web.zoom.us/j/81738902092>

**(Phone Call Only)**

Dial [+1 647 558 0588](tel:+16475580588) then Enter Meeting ID: 817 3890 2092#

*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** **3:00 p.m.**

**National Anthem**

**Indigenous Land Acknowledgement Statement**

*The Municipality of Whitestone recognizes all of Canada resides on traditional, unceded and/or treaty lands of the Indigenous People of Turtle Island.*

*We recognize our Municipality on The Robinson Huron Treaty territory is home to many past, present and future Indigenous families.*

*This acknowledgment of the land is a declaration of our commitment and collective responsibility to reconcile the past, and to honour and value the culture, history and relationships we have with one another.*

- 2. Disclosure of Pecuniary Interest**
- 3. Approval of Agenda ®**
- 4. Committee of the Whole**
- Adjourn to Committee of the Whole ®**

- 4.1 Continuation of Municipality of Whitestone, Strategic Plan review and update
  - 4.1.1 Municipality of Whitestone Strategic Plan – February 2023 update
  - 4.1.2 Priorities and Action items

**Reconvene to Regular Meeting ®**

**Matters Arising from Committee of the Whole ®**

- 5. **Confirming By-law ®**
- 6. **Adjournment ®**



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## MEMORANDUM

**To:** Mayor and Council  
**From:** Michelle Hendry , CAO/Clerk  
**Date:** April 24, 2023  
**Re:** Strategic Plan Update

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The attached *second DRAFT* of the Strategic Plan represents the recommended updates to the Plan from the input provided at the Special Council meetings of both January 21 and February 25, 2023. The February 25 updates are shown in 'red' track changes.

The 'Action Plan' spread sheet has been updated (with additions and deletions in 'red') for Section 1 (Communications) and Section 2 (Fiscal Responsibility) per discussions on February 25, 2023.

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***“A Perfect Place to Live, Work, and Play”***

# **Strategic Plan**

***December, 2019***

***April 2023 update***

**To the Whitestone community.....**

***Message to be updated (to acknowledge various communities and volunteers)***

*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 black ink, appearing to read "G. Comrie". The signature is written in a cursive style and is positioned on a light yellow rectangular background.

*Mayor George Comrie*

## 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 needs are delivered efficiently and effectively.*
- *The Municipality’s unique character, beauty, and quality of life are preserved and enhanced.*
- *The Municipality’s resources are managed prudently for the benefit of present and future generations.*
- *The Municipality commits to responsible and sustainable development.*

## 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, services and investments.*

*We will create and support initiatives to include all residents and visitors, in contributing to the betterment of the community.*

## Core Values

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

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

## 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 population and its rural, and waterfront character, and to maximize-improve 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.*

8. Land Use Planning

*To support and maintain land use planning decisions that align with the rural character and economic potential of the Municipality.*

# Action Plan Priorities to Achieve Strategic Objectives

## 1. Communication

### 1.1 Review and renew communication policy

The Municipality 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.

The Municipality is committed to continuing to modernize and update the Municipal website and social media, allowing for easy access to Municipal news, events and services. In addition, we are committed to ensuring that the audio/[video](#) and recording options for Council meetings are enhanced.

### 1.3 Review and update the communication strategy

The Municipality has committed to updating and implementing the comprehensive communication strategy and the communication planning framework. 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 Continue to 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

The Municipality 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
- Procurement Policies



### 2.2 Complete implementation of ~~the a robust~~ asset management plan

The Municipality 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.

The Municipality is committed to ensuring equal access and participation for people with disabilities, in accordance with the commitments outlined in the Municipal Accessibility Plan. When constructing new or redeveloping existing public spaces and assets, the Municipality will adhere to the applicable requirements under the Design of Public Spaces, AODA requirements.

### 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 will explore such opportunities as a means of obtaining efficiencies and controlling costs.

### 2.4 Engage in responsible collective bargaining

The Municipality 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

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

## 3. Management Systems

### 3.1 Clarify roles and responsibilities

With a small staff and tight budgets, the Municipality must place a high priority on effective organization and staffing. The Municipality 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, the Municipality will continue 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

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

### 3.6 Review policies, procedures, and processes

The Municipality will review established policies, [By-laws](#), 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.



## 4. Environmental Stewardship

### 4.1 Outreach to community groups and associations

The Municipality will continue to communicate and collaborate with community groups and 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 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 will continue to support programs to maintain and enhance water quality in the lakes, rivers, and aquifers within its bounds. ~~Whitestone will continue to support Benthic Monitoring in partnership iw the Georgian Bay Biosphere.~~

### 4.4 Educate ~~about~~ and commit to recycling and hazardous waste management

The Municipality is committed to responsible waste management practices by encouraging recycling and a ‘REDUCE - REUSE - RECYCLE’ approach. We will continue to educate the Community and promote the mandatory initiatives that divert materials away from the landfill sites

### 4.5 Plan for the future of landfill sites

The Municipality’s two landfill sites (on York Street and Auld’s Road) have limited and diminishing capacity for long term future use. Given the lengthy and difficult approval processes associated with expanding such facilities, it is important to plan for Whitestone’s future waste management needs well in advance of their reaching capacity.

The Municipality will prioritize the development of future options and strategies for either extending the life of the landfill sites or other operating models such as transfer stations. ~~Environmental Consultants specializing in such matters will be contracted for this work.~~

### 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.

## ***“A Perfect Place to Live, Work, and Play”***

### **4.7 Improve energy efficiency**

In 2021, the Municipality committed to becoming a member of ICECAP (Integrated Community Energy and Climate Action Plans). ICECAP is a partnership between the Municipalities and First Nations located in and around the Georgian Bay Biosphere region for the purpose of a collaborative, more cost-effective approach to energy management and the reduction of greenhouse gas emissions for the operations of each corporate stakeholder, for each participating community and for the broader region.

The objectives of ICECAP are:

1. Encourage the reduction of greenhouse gas emissions
2. Improve energy efficiency
3. Reduce the use of fossil fuels
4. Adapt to a changing climate by building greater resilience

### **4.8 Address climate change resiliency**

To prepare the community for extreme weather events and climate change mitigation, the Municipality will consider and develop adaptation solutions and implement actions to respond to current and future climate change impacts.

## 5. Maintenance of our Infrastructure

### 5.1 Annually review and maintain a 5-year road and bridge plan

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 Asset Management Plan that prioritizes road and bridge management infrastructure improvements beyond routine annual maintenance. In addition, all municipal roads are assessed annually as to their condition and need for improvements, and the 5-year road plan will be updated accordingly in concert with recommendations of the Asset Management Plan and the biennial Bridge Assessment Plan as required by legislation.



### 5.2 Support the private road grant protocol

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

### 5.3 Improve information and regulatory signage

The Municipality 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

The Municipality will develop a strategy for the use of existing Municipal properties 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.

### 5.5 Public access points and open spaces

The Municipality will review, develop policies and invest in Municipal access points (boat launches/ landings, parklands and trail systems).

## **6. Economic Development**

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

The Municipality will work with the community partners Community Investment in Northern Ontario (CIINO), and the West Parry Sound Economic Development Collaborative to identify and address opportunities to enhance Whitestone’s existing businesses and to develop new ones. We will also support and promote 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 the Municipality’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. This includes the Dunchurch Community Centre, the Dundome Pavilion, the Whitestone Public Library and Technology Centre, the Whitestone Waterfront Park, numerous boat launch locations, ~~and~~ our wonderful walking trails (Nesbitt and Whitestone), as well as vast areas of Crown land and lakes.

### 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.

The Municipality continues to manage the licensed After-School Program in support of families who need after school child care.

### 7.3 Encourage and enhance community involvement and diversity from all parts of the Community

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 throughout the Community. This will be supported by a strong communications strategy and implementation plan.



We are committed to developing actions to improve inclusion, diversity, equity and access. As our community is becoming increasingly diverse, and so are the needs of our residents and visitors. We will incorporate this reality into how we engage, plan and deliver services, so that we can remain relevant, meaningful and effective.

### 7.4 Support the Whitestone Public Library and Technology Centre

The Whitestone Public Library and Technology Centre has become an important hub for advancing personal growth, ~~life-long learning, technology~~ and recreational interests of the community.

## ***“A Perfect Place to Live, Work, and Play”***

The Library fosters lifelong learning, diverse and meaningful connections, and an environment where all can flourish and be inspired.

### **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 will consider participating in community improvement programs that offer expertise and standardized approaches to community improvement.

### **7.6 Promote community cleanliness and pride**

Cleanliness and attractiveness are important contributors to residents' pride in their community and to its appeal to visitors. The Municipality will promote cleanliness and beautification of the community through measures such as Earth Day cleanup and promoting a 'leave no trace' philosophy. Pack it in, pack it out," is a guiding principal for reducing waste when using our parks, public beach, trails and boat launches.

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

The Municipality depends on its dedicated and enthusiastic 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 and acknowledging their service and commitment.

### **7.8 Recognize milestones**

The Municipality will recognize and honour 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 for Whitestone residents. The Municipality will continue to support health and safety related services and programs within the Municipality such as the Volunteer Fire and Rescue Service, the Nurse Practitioner Led Clinic, and fitness programs.

### **7.10 Prepare for emergencies**

All municipalities in Ontario have an obligation to develop, implement and maintain an Emergency Management Program that includes plans, exercises and public awareness. We will continue to maintain an updated Emergency Management Plan and ensure emergency preparedness.



## **8.0 Land Use Planning**

### **8.1 Update Official Plan and Zoning By-law**

The Municipality will undertake a comprehensive review and update of the 2016 Official Plan and the 2018 Zoning By-law.

### **8.2 Planning services and process**

The Municipality will consider how planning services are delivered and engage new consulting services to assist with the land use planning responsibilities of the Municipality.

### **8.3 Attainable Housing**

The Municipality will work with Regional partners and area municipalities to develop strategies and to support initiatives for attainable housing.

### **8.4 Lake Planning** (Note- this new section is also addressed in 4.2 and 4.3)

With guidance from both the Whitestone Environmental Stewardship Committee and Professional Environmental Consultants, we will develop and implement a Lake Planning Strategy that will identify opportunities to protect the physical, environmental and social values of our lakes and river systems.



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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
1.1	Review and renew communication policy	1.1.1 A communication Policy was approved by Council in May 2016; this Policy should be revisited and consideration given to updating and modernizing	*	Communication Policy is outdated and needs to be re-written		Staff/Council	Improved and modernized policy
1.2	Improve two-way communication with ratepayers	1.2.1 The four year contract with the website provider allowed for an update to the website in year three of the contract (2023) . Resources will be required for this effort	*	An opportunity to make improvements and enhancements to the Municipal website		Staff/consultant	Improved Website; user friendly and easy to navigate
		Continue with and enhance the Bi-weekly E-news letter - the new content development. Responsibilities to be passed on to the new Administrative Assistant/Communications Coordinator	ongoing			Staff	More Ratepayers have information on Municipal Initiatives
		Continue to encourage sign up for the e-news letter (currently 460 enrolled for newsletter)	ongoing				More Ratepayers have information on Municipal Initiatives
		1.2.2 Website content needs to be maintained and updated regularly	ongoing	Twitter and other Social Media platforms (as determined appropriate by the Communications Coordinator) to be maintained		Staff/Contracted Services	Well maintained and up to date website
		<del>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-</del>	*	Council direction as of February 2021 - maintain hard copy, mail out Newsletter until further notice. Reconfirmed February 2023 Be selective with the informtion - not so 'wordy'.		Staff / Contracted Services / Council	Continued interaction with the Community through the quarterly newsletter
		REVISIED SUBTASK 1.2.3 Maintain quarterly hardcopy newsletter and continue to provide opportunities for residents to have the newsletter delivered electronically					
		<del>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?</del>	*	*		Council direction	Enhanced engagement opportunities with ratepayers

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
	REVISED SUBTASK	1.2.4 Consider ways residents can interact with Council through planned Townhall Meetings with specific topics of interest to the Community (examples: agriculture interests, local business interests, short term rentals, trailers and other items of general interest)				Staff/Council	Enhanced engagement with ratepayers
		1.2.5 Consider improvements to the Audio/Video system in the Community Centre and the meeting recording options	ongoing	2023 and 2024 Budget item		Staff/Consultant	Improved audio/video and meeting recording opportunities
	NEW SUBTASK	1.2.6 Ensure robust agenda packages are provided to Council and the Public	ongoing			Staff	Enhanced engagement with ratepayers
	SUBTASK DELETED	<del>1.2.6 Consider ways that residents can interact with Council through an on-line forum.</del>	*	<del>Feedback on Facebook available; website poll available subject to Council direction</del>		Staff/Council	<del>Enhanced engagement with ratepayers</del>
1.3	Review and Update the communication Strategy	1.3.1 Review the Communications Strategy and consider updates as needed.		Review the January 2022 update as presented to Council and consider prioritizing unfinished initiatives		Staff/Contracted Services	Improved and expanded communication options
1.4	Enhance Internal Communications	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	COMMENTS AS OF February 2023	Priority and Timeline	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 for Q2, Q3 and Q4	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
		NEW SUBTASK 2.1.4 Review and update Procurement Policy		Note - this is captured as well in Management Systems - item 3.6.1		Treasurer	
2.2	Complete implementation of a robust Asset Management Plan (AMP)	2.2.1 Prepare to meet deadlines for the Municipal Asset Management Planning Regulation (O.Reg. 588/17) under the Infrastructure for of Jobs and Prosperity Act, 2015.	ongoing	Core assets and vehicles complete.		Treasurer / Public Works Manager	5. (1) Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets on or before July 1, 2022, and in respect of all of its other municipal infrastructure assets on or before July 1, 2024. O. Reg. 193/21, s. 1.
		2.2.2 Ensure the Municipal Accessibility plan (November 2018) and AODA requirements are components of the AMP	ongoing				
		2.2.3 Ensure parks, public landings and docks are a component of the AMP	ongoing	Parks /public landings / docks to be assessed in 2023			
		2.2.4 Ensure the WahWahKesh Dam is a component of the AMP	ongoing	Municipally owned dam on WahWashKesh Lake to be assessed in 2023			
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 , Waste Management etc.) Participation in Regional purchasing group. Member of LAS Municipal 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	*	Collective Bargaining scheduled for 2023		Management Bargaining Committee	Signing of agreement

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS AS OF February 2023	Priority and Timeline	RESPONSIBLE	METRICS
2.5	Capitalize on external sources of funding / grants	2.5.1 Respond to all available grant opportunities	ongoing	Grant opportunities are maximized as they become available		CAO / Treasurer/ Manager of Public Works	Success with grant proposals; additional funding for Municipal projects

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	Comments as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
3.1	Clarify roles and responsibilities	3.1.1 Update Org chart; work to ensure roles and responsibilities are clearly defined.	to be reviewed in 2023			CAO/Clerk	Org Chart reflects Council approved staffing complement
3.2	Enhance performance appraisals		ongoing	ongoing		Department Heads	Regular (minimum annual) performance reviews completed for all employees
3.3	Measure results against objectives	3.3.1 Council to define specific performance objectives with associated timelines and costs.	ongoing			CAO/Clerk and Council	Goals and Objectives met
3.4	Plan for management development and succession	3.4.1 Consider options for Succession Planning for several staff and consultant roles	to be reviewed in 2023			CAO/Clerk and Council	Well trained staff compliment
3.5	Manage Council's business more effectively	3.5.1 Review Council Procedure By-Law and recommend changes	*	2023 Initiative			Council approval of revised By-law by end of Q2 2023
		3.5.2 Reduce paper burden for Council meetings. Budget for Council electronics options for Council	*	2023 Council approved electronic device allowance - Members of Council to utilize laptop at Council meetings for access to Zoom and to eliminate paper agendas		2023 Budget item	Reduced paper usage and printing
3.6	Review policies, procedures, and processes	3.6.1 Consider a list of the policies the Municipality currently has in place and prioritize those that need review and updating	priorities to be reviewed in 2023	Polices / Bylaws for review and possible update: Short Term Rental By-law Road Grant By-law Communications Policy Procurement Policy Health and Safety Policy Trailer By-law Notice By-law Delegation of Authority By-law (to be developed) Other?			Polices continue to be updated and revised

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as per February 2023	Priority and Timeline	RESPONSIBLE	METRICS
4.1	<b>Outreach to community groups and associations</b>	The Municipality will continue to communicate and collaborate with community groups and associations that exist within the bounds of the Municipality, as a means of focusing our collective efforts on environmental stewardship.	ongoing	Regularly provide information in respect of planning and other matters as it relates to Whitestone initiatives. New website provides updated and current contact information		Staff / Council	Community Groups connected and informed
4.2	<b>Enhance lake and watershed planning and management</b>	4.2.1 Consider Lake Planning and Management studies	*	Council to consider options and budget		Whitestone Environmental Stewardship Committee	Increased understanding of invasive species
4.3	<b>Monitor and promote water quality</b>	4.3.1 Continue to support Benthic Monitoring in partnership with the Georgian Bay Biosphere.	ongoing	Benthic Monitoring to continue - budget for three lakes in 2023		Georgian Bay Biosphere	Water quality testing on all lakes within Municipality; data shared
4.4	<b>Education and commitment to recycling and hazardous waste</b>	4.4.1 Encouraging recycling including a 'REDUCE - REUSE - RECYCLE' approach. Whitestone will continue to educate the Community and promote initiatives that divert materials away from the landfill sites	ongoing	Increase presence on social media; new signs at the landfill sites to be installed		Staff	Increased diversion from landfill and environmental compliance
4.5	<b>Plan for the future of landfill sites</b>	4.5.1 Prioritize the development of future options and strategies for either extending the life of the landfill sites or other operating models such as transfer stations. Environmental Consultants specializing in such matters will be contracted for this work.	A 2023 initiative	Consultant report on options to be budget for in 2023		Consultant	Future options developed for the Landfills
4.6	<b>Enhance forest fire protection</b>	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, 2022		Fire Chief	On going coordination and cooperation with MNRF
4.7	<b>Energy efficiency (New)</b>	4.7.1 The Municipality committed to becoming a member of ICECAP (Integrated Community Energy and Climate Action Plans)	ongoing	Milestone 1 complete - consider work plan for 2023 (Milestone 2 and 3)		Municipal ICECAP representatives	Move towards energy efficiencies in the Municipality

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
5.1	Annually review and maintain a 5-year road and bridge plan		ongoing	Road Needs Study and asset Management plan continue to be a component of the annual budget process		Public Works Manager	Roads and Bridges program reviewed and updated annually
5.2	Support private road grant protocol	5.2.1 Continue to support road grant protocol	ongoing	Road Grant program continues to be supported by Council. A review of the By-law to provide clarity of terms/conditions		Council / Treasurer	Continued use of the Road Grant program and Council support
5.3	Improve information and regulatory signs	5.3.1 Improve signage to benefit the visitors and ratepayers of the Community and for public safety	ongoing			Public Works Manager	Roads and bridge signage meet regulations; improved information signage
5.4	Develop a Public Land Strategy	5.4.1 Council will develop a strategy for the use of existing Municipal property. Will assess the disposal of surplus land.	ongoing	Consideration to be given to use and opportunities for lands purchased in Dunchurch 2022 and 2023		Council	Strategic use of Municipal lands in support of the Community needs.



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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
6.1	Identify opportunities for and obstacles to economic activity		*	Ongoing		Staff and EDO	Improved Economic Activity in Whitestone
6.2	Encourage home-based businesses	6.2.1 Expand broadband	ongoing	Broadband project in process with Cogeco		Cogeco	Improved broadband throughout Whitestone
		6.2.2 Consider options to support businesses that serve the seniors demographic	*			TBD	Metrics TBD
6.3	Attract tourism through events	6.3.1. Seek opportunities to promote tourism through special events	*			TBD	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 continue to be updated.		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			Staff/Council	Improved EcDev opportunities throughout West Parry Sound that will support Whitestone ratepayers
6.6	Promote our commercial tax rate		ongoing			Treasurer	Ability to attract and keep local business in Whitestone

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	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; Bottles and can revenue from the Landfill sites to be utilized 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 from all parts of the Community	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 Public Library and Technology Centre	7.4.1 Council remains committed to the Public Library and the services/programs it offers	ongoing			Council/Library Board	Continued success and increased use of Library services
7.5	Investigate community improvement programs	7.5.1 Consider Community improvement programs	ongoing			Council/Staff	Continuous, noticeable visual improvement in the Community
7.6	Promote Community cleanliness and pride	7.6.1 Promote beautification of the Community	*			Staff / Council	Metrics TBD
7.7	Enhance recruitment and appreciation of volunteers	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	Annual Volunteer Appreciation Event		Staff	Event successful

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

ACTION #	DESCRIPTION	SUBTASK	PROGRESS	COMMENTS as of February 2023	Priority and Timeline	RESPONSIBLE	METRICS
7.8	Recognize milestones	7.8.1 Work with Historical Society to recognize Historical milestones	ongoing	Flash Back Friday posts weekly. Milestone certificates (birthday, anniversary etc.) provided when requested		Staff	A focus on the history of the Whitestone and positive messaging on Facebook
7.9	Promote health and safety	7.9.1 Nurse Practitioner Led Clinic - continued support	ongoing	Completion of expansion of the NPLC in 2023		Staff / Council / WPSHC	An expanded Nursing Station offering additional services
		7.9.2 Staff Health and Safety	ongoing	Update policy in 2023		Staff	A continuous safe working environment; No accidents or incidents
		7.9.3 Fitness programs	ongoing			Recreation Committee and Staff	Continuation of Fitness programs; development of new opportunities