



MUNICIPALITY OF
GREENSTONE

Strategic Plan 2023



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► LAND ACKNOWLEDGEMENT

We respectfully acknowledge that the Municipality of Greenstone is situated on the traditional territory of Robinson Superior Treaty and James Bay Treaty No 9. To do so recognizes and respects Indigenous People's long-standing presence in the territory, which is a key step towards reconciliation. The Municipality is committed to its relationships and partnerships with First Nation, Métis, and Inuit people and their communities.

We deliver this land acknowledgement as an expression of gratitude and appreciation to those on whose traditional territory we gather, and as a way of honouring the Indigenous peoples who have been living and working on this land for centuries.

We hope that all who read this plan will continue to seek knowledge, have conversations, share what you know, inspire others to learn and take actions towards truth and reconciliation.





► WELCOME FROM THE MAYOR

JAMIE MCPHERSON

The Municipality of Greenstone is pleased to present its 2023 Strategic Plan. Our plan will ensure that decisions made by Council and staff are made with a clear purpose based on all our communities' input.

Over the first part of this year, we have reached out to our residents, partners, and neighbours to gather your thoughts on what Greenstone should be. Those discussions have led us to this new plan which will focus on ensuring that we have pride in our communities, be inclusive and collaborative in decisions while maintaining fiscal responsibility.

We recognize that communication is very important in our large Municipality so it is a key value. We must show stewardship of our environment and have respect for all people. This plan will be the guiding document in moving Greenstone forward. We look forward to working with all as progress is made in achieving our goals.

► GREENSTONE COUNCILLORS



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► WELCOME TO GREENSTONE

The Municipality of Greenstone, comprised of the communities of Beardmore, Caramat, Geraldton, Jellicoe, Longlac, MacDiarmid, Nakina, and rural areas, is a gem in northern Ontario. It provides the friendliness, hospitality and comfort of a small town while surrounding residents with the beauty of nature and access to outdoor adventures. It's about as far from city life as you can get with world-class fishing and hunting, vast wilderness to explore, white sand beaches for swimming, all served with friendly, warm northern hospitality.

Surrounded by the expansive Boreal Forest, the Municipality of Greenstone offers a unique outdoor escape that drives its key industries and supports a quality of life for both residents and visitors. Fishing and hunting opportunities abound, supported by numerous outfitters. There are at least five wilderness canoe routes that celebrate history, wildlife viewing and so much more. There are hiking and camping opportunities throughout the communities, with campgrounds and lodges for every level of camper. And don't discount the ice and rock climbing, Nordic skiing, snowshoeing and snowmobiling adventures that are near every community.

Neighbouring First Nations include Long Lake 58 First Nation, Animbiigoo Zaagi'igan Anishinaabek First Nation, Biinjitiwaabik Zaaging Anishinaabek First Nation, Bingwi Neyaashi Anishinaabek First Nation, Aroland First Nation and Ginoogaming First Nation. Greenstone is also home to Métis people represented by the Métis Nation of Ontario and Red Sky Métis Independent Nation.

Exciting things are happening throughout Greenstone with the development of the Greenstone Gold mine and a thriving tourism industry. While forestry is not what it once was, it still is an important economic driver now and into the future. Greenstone is host to an active sawmill, harvesting, and reforestation activities. Greenstone has a strong volunteer base that helps to bring extracurricular activities and exciting events to all communities.

And to top it all off, we boast a bilingual living and visiting experience with residents who have French either as their first or second language.

We are Nature's Home Town.



► GREENSTONE TODAY

As a result of the unique history of Greenstone, the Municipality operates, through tax revenues and fees, the following:

5 WATER
TREATMENT
FACILITIES

5 WASTEWATER
TREATMENT
SYSTEMS

2 FEDERALLY
REGULATED
AIRPORTS

4 MUNICIPAL
ADMINISTRATION
BUILDINGS

4 PUBLIC WORK
GARAGES

1 MARINA

3 ACTIVE
LANDFILLS

5 CAMPGROUNDS

4 SPORT
COMPLEXES

4 FIRE
STATIONS

5 CEMETERIES

175 KM
OF ROADS

22 PLAY
GROUNDS

2 DAYCARES

**NUMEROUS
OTHER
MUNICIPAL &
RECREATIONAL
BUILDINGS**

112.3 KM
OF WATER/WASTEWATER
INFRASTRUCTURE

4 LIBRARY
BRANCHES

► WHY A STRATEGIC PLAN?

IT'S LIKE A LARGE SCALE BLUEPRINT

A municipal strategic plan is like a large-scale blueprint. Rather than having a series of individual (and often unrelated) plans, the strategic plan sets out goals and objectives that all other plans can use to guide their activities and execute responsibilities. It maps out the priorities of that municipality, establishes indicators of success and provides focus for staff, council and citizens.

The plan provides three different but equally valuable benefits:

- It can be used as an accountability tool to help local government monitor progress on goals, objectives, and strategies.
- It is a prioritization tool, helping Council guide decisions related to staff, projects and financial resources.
- It is incredibly useful as a communication tool for both staff and residents, communicating the vision for the community.

When developed with the insights of Council, staff and the public, a strategic plan represents a shared view of the municipality's future, encourages public commitment, and supports the ability for the municipality to move towards achieving the identified, mutual goals.

► THE STRATEGIC PLANNING PROCESS

The strategic planning process for Greenstone followed the path outlined below. A consulting team worked closely with Council and staff to carry out each step, crafting a promising vision balanced with appropriate resources.



Research and review all materials available.



Undertake SWOT with staff and Council.



Engage with stakeholders/ rights holders and other key players.



Analyze and integrate all data into Situational Analysis.



Craft vision, mission, goals, objectives and strategies.



Monitor, revise when and as necessary.



- A broad range of reports and reference documents and materials were analysed and reviewed to build a comprehensive situational analysis. This provided a factual context for the decisions to follow, while working to sift the most relevant references from the material available.
- A SWOT/C analysis was undertaken to explore strengths, weaknesses, potential opportunities, and threats/challenges the municipality may face. The SWOT/C helps to challenge long standing assumptions, uncover barriers, and can serve as a baseline to provide new perspectives into potential growth and future planning for a municipality.
- Stakeholders, rights holders and other key players in the municipality and region were interviewed, and key themes were identified and supported throughout those conversations.
- All the data, both quantitative and qualitative, were reviewed, analysed and then integrated into a presentation for Council as the consultants painted a clear picture of Greenstone.
- The Vision, Mission and Values were crafted during a facilitated education session with Council. The goals, objectives, and strategies (with associated action plans) have been researched and prepared with input and support from staff.
- The Plan will be monitored and adjusted to keep it relevant and to remain a “living” document. With regular reports to Council, the Plan can be adjusted to best reflect the changing needs of the Municipality.

The strategic plan that follows here is a transitional plan that is designed to allow Greenstone to track progress on near to medium term goals, strategies, and projects. Consequently, this plan focuses the Municipality on financial stability and key municipal services to build a solid foundation for the future. The next planning round will then take a longer-term perspective, complete with long-term goals that will achieve the strategic vision for the future.

► OUR VISION

Greenstone strives to be an inviting and inclusive community of communities by fostering quality of life for all in an economically sustainable way.

► OUR MISSION

Through collaboration and connection with rights holders, communities, and other partners, we will balance Greenstone's needs and expectations by adapting policies and programs to economic realities.



► OUR CORE VALUES

- Pride – we will be proud of our municipality and each community within its boundaries.
- Inclusivity and collaboration – we will cultivate an environment of trust and respect, and we will strive to ensure that all our plans, policies and activities are inclusive and reflective of the diverse community we strive to be.
- Fiscal responsibility – we will demonstrate fiscal responsibility in all activities of the municipality. We will make the best use of our resources to achieve the best possible results.
- Communication – we will share clear, timely, and relevant information with one another, our citizens, and visitors.
- Environmental stewardship – we protect and celebrate our natural environment and the habitat it provides, while maintaining our municipal assets.
- Respect – we will show deep respect for our residents, rights holders, visitors, stakeholders as well as municipal staff and Council to enable all to live in a way that promotes harmony and balance with everyone.



► KEY STRATEGIC ISSUES

1. The municipality is undergoing extraordinary near to mid-term growth with the expansion of the Greenstone Gold facility in Geraldton. The mine brings a significant expansion of business activity to the community and increased revenues from planning fees and capital development. The financial benefits to the community are not well defined because the mine provides many services that are not currently available within the municipality.

The mine development brings additional capital obligations for the municipality to improve municipal infrastructure, fleet and equipment. The levels of service standards will have to be revisited and restated to reflect the new economic environment.

2. Greenstone has a high dependence on non-residential, prescribed rate tax levy support. A significant diversification of revenue sources is not foreseeable in the near future and therefore financial flexibility is limited. With a smaller residential tax base, substantial revenue change is a challenge and careful planning for financial obligations is a necessity.

3. Greenstone has an unusual burden of municipal infrastructure and equipment as a result of the amalgamation of settlement and unincorporated areas across a wide geography. The infrastructure has aged and is generally in a poorer state of repair than desirable. As a result, the capital maintenance requirements are far greater than most comparable municipalities. Couple this with the legislated obligations under the Infrastructure For Jobs and Prosperity Act (IJPA), and the attendant Ontario Regulation 588/17, and Greenstone has an extraordinary capital maintenance financial obligation.
4. Given the infrastructure challenge, the Asset Management Plan becomes a central planning function. There is a considerable infrastructure funding gap calculated based on some condition assessment and to a greater extent, the estimated useful life and amortization. The municipality recognizes this requirement and is undertaking a number of condition assessments to assist with the capital optimization and decision-making process. Reliable condition assessments assist with more precise asset management planning, risk assessment, and quality decision making.

5. The demographics of the community are changing as the largest increase in age cohort is within those of 55 years of age and older while the 20-54 age group declines as individuals leave for greater employment and educational opportunities. The municipality has difficulty in attracting and retaining individuals in the 20-54 age employment cohort. The difficulty is rooted in structural, economic, and social/educational challenges.
6. A structural challenge is the lack of adequate and affordable housing available in Greenstone, of a type and form desirable to attracting long-term residents such as workers, business owners, and professionals. Further, the cost of building materials and a lack of local builders and building trades presents additional challenges. Greenstone has commissioned a housing study to identify strategies to address this concern.
7. The economic challenge for employment is a lack of opportunity in Greenstone, particularly for skilled trades and professionals. Socio-economic challenges include limited educational options, recreational programming for youth and young adults, and employment opportunities for youth. Thus, families leave to seek greater educational and development opportunities.
8. As the population of Greenstone ages, there will be increasing demands for age-friendly infrastructure, appropriate housing, age-friendly service provision, and senior-oriented recreational services and programming that currently do not exist.



► GOALS AND OBJECTIVES

1.0 BUILD FINANCIAL CAPACITY

GOAL

To create the financial capacity to invest in capital infrastructure and equipment to meet service level expectations and statutory requirements, and to allow flexibility to enhance existing and future service delivery options.

OBJECTIVES

- 1.1 Service Delivery Review (SDR): Council has approved the commencement of a service delivery review. The SDR will look at current and future levels of service for program delivery and asset maintenance. With the completion of each SDR, develop business plans to ensure that the services meet the strategic service level objectives of Council in a fiscally prudent manner.
- 1.2 Infrastructure Funding Strategy: Develop a financial strategy to fully fund the infrastructure deficit as identified by the Asset Management Plan and asset requirements identified in the Fire Master Plan. While this is ultimately a legislated requirement moving toward 2025 and beyond, this statement confirms the commitment of Council to achieving this objective.
- 1.3 Tax Rate Projections: Develop 10-year tax rate projections to create sustainable tax levy revenues. Set water and wastewater rates to create independence from the tax levy supported operating budget and build sufficient reserves to meet the 10-year full capital requirements.
- 1.4 Communication: Communicate the budget challenges and strategies through a variety of formats to assist residents in understanding the budget strategies.



2.0 ASSET MANAGEMENT

GOAL

To manage current and future municipal capital assets on a life-cycle basis, meeting levels of service expectations while mitigating risk factors in an effective and cost-efficient manner. Consistent with the Strategic Asset Management Policy, the commitment to the stewardship of municipal infrastructure assets demonstrates accountability and transparency using best practices in asset management.

OBJECTIVES

- 2.1 With the completion of a number of asset condition assessments contemplated or underway, revise the Asset Management Plan to provide the best quality of information for financial models and long-term decision making.
- 2.2 Assess and optimize the use of buildings through a business plan including service delivery standards, life-cycle maintenance, or disposal if appropriate.
- 2.3 Enhance and expand current and future levels of service, as contemplated by the asset management legislation, to support the long-term decision making for operating and capital management.
- 2.4 Expand the currently approved Geographic Information System (GIS) technician role to include assisting with the asset register maintenance and develop spatial modeling for asset maintenance and emergency management.
- 2.5 Review the infrastructure and equipment recommendations of the Fire Master Plan.
- 2.6 Develop 20-year fleet replacement and major maintenance plan for Fire Services and fund sufficiently to ensure effective and efficient service delivery.



► GOALS AND OBJECTIVES

3.0 BUSINESS DEVELOPMENT

GOAL

To develop strategies to create opportunity for business development within Greenstone that will attract and retain resident businesses, encourage workers and service providers to locate in Greenstone, and support the provision of enhanced services and the well-being of staff within the municipality.

OBJECTIVE

- 3.1 Complete the Housing Strategy recognizing that a lack of sufficient available housing, of the desired form and quality and accessibly priced, has been identified as a significant constraint to attracting and retaining workers and small business operators.
- 3.2 Complete the Zoning By-law revisions to expand the planning control of residential and business use properties to meet the goals of the Official Plan.
- 3.3 Apply a range of planning controls and incentives to foster the enhancement of the Hwy 584/Main street corridor.
- 3.4 Assess key attraction factors for new workers and service providers. Consider housing, community services, recreational programs and facilities, educational opportunities for youth, and other factors. Develop strategies to encourage and support the enhancement of worker attraction, including immigration.
- 3.5 Assess the key retention factors for existing members of the community and develop objectives and strategies to retain that portion of the population that is actively involved in services to the community.
- 3.6 Implement effective Property Standards enforcement as a basis to beautification and instilling pride in the community.

► GOALS AND OBJECTIVES

4.0 COMMUNITY SAFETY AND WELL BEING

GOAL

To work collaboratively with all sectors to commit to a long-term vision of community safety, well being and inclusivity.

OBJECTIVE

- 4.1 Develop and implement a Community Safety and Well Being Plan (CSWBP) in accordance with the Police Services Act for the Municipality of Greenstone.
- 4.2 Assess the effectiveness of the CSWBP related to risk-focussed planning rather than incident driven action.

5.0 FIRE AND EMERGENCY SERVICES

GOAL

To ensure that the delivery of fire and emergency services meets the legislative requirements while achieving the desired levels of service approved by Council, in a cost effective manner with regard to the health, safety, and professional training of fire and emergency services personnel.

OBJECTIVE

- 5.1 Address key issues arising from the Community Risk Assessment and Fire Master Plan at the earliest opportunity and optimize and improve the Fire and Emergency Services fleet. This is both tactical in the near term and strategic, given the length of time involved to achieve the objectives that are prioritized in the business plan. The provision of certain vehicles may require a prioritization in advance of a business plan.

► GOALS AND OBJECTIVES

6.0 INDIGENOUS COMMUNITY ENGAGEMENT AND PARTNERSHIPS

GOAL

To strengthen meaningful engagement with Indigenous organizations and communities by co-developing consistent and respectful approaches to consultation and decision-making processes and leveraging lessons learned through these collaborative efforts. The Municipality will also work to enhance public awareness and dialogue through sharing of stories and local knowledge of Indigenous communities and partners.

OBJECTIVE

- 6.1 Review names of Municipal roads that are not aligned with Reconciliation objectives and rename roads through a truth and reconciliation lens.
- 6.2 Ongoing Council and staff training to increase knowledge of Indigenous engagement and truth reconciliation.
- 6.3 Recognize, acknowledge, and increase public awareness of truth and reconciliation and the impacts to Indigenous peoples.
- 6.4 Expand inclusion of Indigenous ceremonies, practices, and protocols into official Municipal events.
- 6.5 Develop consultation and communication protocols for formal Government to Government relationships with interested local Indigenous governments.



► ACTION PLANS

1.0 BUILD FINANCIAL CAPACITY

1.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Service Delivery Review (SDR).	<p>Council has approved the commencement of a service delivery review process consisting of 35 focus areas to be reviewed between June 2023 and December 2024.</p> <p>With the completion of each service delivery review, develop business plans to ensure that the services meet the strategic service level objectives of Council in a fiscally prudent manner.</p>	Staff will present a report on each SDR resulting in approximately 6 reports quarterly (one each council meeting).
1.2	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Develop a financial strategy to fully fund the infrastructure deficit.	As part of asset management legislation, long term plans must include financially sustainable levels of service.	Staff will complete the required Asset Management Plan (AMP) including current levels of service, future expected levels of service, costs to provide the service, and a financial plan to fund the desired outcomes.

► ACTION PLANS

1.0 BUILD FINANCIAL CAPACITY CONTINUED

1.3	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Develop 10-year tax rate projections to create sustainable tax levy revenues.	<p>As part of asset management legislation, long term plans must include financially sustainable levels of service.</p> <p>Set water and wastewater rates to create independence from the tax levy supported operating budget and build sufficient reserves to meet the 10-year full capital requirements.</p>	<p>Staff will update the Water and Wastewater Rate Study to provide a self sufficient system.</p> <p>Staff will complete the AMP to comply with legislation requiring financial sustainability.</p>
1.4	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Communicate the budget challenges and strategies through a variety of formats to assist residents in understanding the budget strategies.	Further engage citizens and encourage meaningful communication.	Positive increase in measures through surveys and public meetings.

► ACTION PLANS

2.0 ASSET MANAGEMENT

2.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	With the completion of a number of asset condition assessments contemplated or underway, revise the Asset Management Plan to provide the best quality of information for financial models and long-term decision making.	Council has approved the completion of Facility Condition Assessments, Road Condition Study, Fire Master Plan, and Recreation Master Plan that need to be incorporated into the long-term plan.	Staff will incorporate the data from the various plans, studies, and initiatives to ensure a more robust data set and more reliable financial model.
2.2	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Assess and optimize the use of buildings.	<p>Council has approved the completion of Facility Condition Assessments (FCA) on approximately 55 facilities.</p> <p>Staff will prepare business plans that will include service delivery standards, life-cycle maintenance, or disposal if appropriate.</p>	With the completion of the FCAs, staff will provide recommendations on facility optimization based on usage, future demand and long term operations, maintenance, and capital rehabilitation costs.

► ACTION PLANS

2.0 ASSET MANAGEMENT CONTINUED

2.3	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Enhance and expand current and future levels of service, as contemplated by the asset management legislation, to support the long-term decision making for operating and capital management.	Council has approved the commencement of a service delivery review. As part of the Service Delivery Review (SDR) process, Council is establishing service levels and key performance indicators on which to report.	Staff are completing 35 SDRs, which provide options on service levels for Council (where possible).
2.4	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Expand the currently approved GIS technician role to include assisting with maintaining the asset register and develop spatial modeling for asset maintenance and emergency management.	GIS tag every fixed asset in the municipality and develop multiple spatial analysis layers for municipal planning, asset management and emergency management.	Staff will prepare a variety of reports based on the GIS location tagging and descriptors for the assets.

► ACTION PLANS

2.0 ASSET MANAGEMENT CONTINUED

2.5	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Review infrastructure and equipment recommendations of the Fire Master Plan, and develop a strategy to fund and optimize the buildings and fleet.	As part of asset management legislation, long-term plans must include financially sustainable levels of service. Council has adopted the recent Fire Master Plan and has approved the Facility Condition Assessment project which includes fire-related buildings.	Staff will update the existing Asset Management dataset to include revised fleet and facility data and lifecycles. Staff will incorporate data from the Facility Condition Assessment for all fire-related buildings to ensure appropriate rehabilitation and replacement plans are in place to maintain fire services.
2.6	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Develop 20-year fleet replacement and major maintenance plan for Fire Services and fund to ensure effective and efficient service delivery.	As part of asset management legislation, long-term plans must include financially sustainable levels of service. Council has adopted the recent Fire Master Plan, which includes fire-related apparatus.	Staff will develop a fleet management policy and program to identify proper life-cycle maintenance and long-term fleet replacement schedules. Staff will incorporate policy directives into AMP for all fire-related apparatus to ensure appropriate rehabilitation and replacement plans are in place to maintain fire services.

► ACTION PLANS

3.0 BUSINESS DEVELOPMENT

3.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Complete the Housing Strategy.	The strategy will provide reliable data and the information necessary for the Municipality to move housing initiatives forward.	Sufficient available housing, of the desired form and quality, and accessibly priced.
3.2	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Complete the Zoning By-law revisions to expand the planning control of residential and business use properties to meet the goals of the Official Plan.	The draft of a new Zoning By-law has been completed and a public meeting will be held on September 25, 2023.	Passing and enactment of the Zoning By-law.

► ACTION PLANS

3.0 BUSINESS DEVELOPMENT CONTINUED

3.3	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Apply a range of planning controls and incentives to foster the enhancement of the Hwy 584/Main Street corridor.	Completion of the Beautification Strategy, Roads Condition Assessment, and Geotechnical Investigation to guide development of planning controls and incentives.	Implementation of Council approved recommendations resulting in a more appealing Hwy 584/Main Street corridor.
3.4	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Assess the key attraction factors for new workers and service providers, including housing, community services, recreational programs and facilities, educational opportunities for youth, and other factors.	Development of strategies to encourage and support the enhancement of worker attraction, including the engagement of local key stakeholders.	Engagement of representatives from key local stakeholders. Implementation of recommendations in strategies as approved by Council.

► ACTION PLANS

3.0 BUSINESS DEVELOPMENT CONTINUED

3.5	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Assess the key retention factors for existing members of the community and develop objectives and strategies, which may be very similar to the attraction strategies, to retain that portion of the population that is actively involved in services to the community.	Analyze the results of the Housing and Beautification Strategies. Further engage residents to determine wants and needs (e.g. recreation offerings, etc.).	Increased satisfaction of residents as may be determined by various qualitative measures.
3.6	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Implement effective property standards enforcement as a basis to beautification and instilling pride in the community.	The draft of the new Property Standards By-law is currently being reviewed by the Municipality's legal counsel to ensure compliance with current legislation.	Passing and enactment of a new Property Standards By-law to replace the five current ones now in force, and to raise maintenance standards in the community. Enforcement of the by-law to ensure compliance with the standards.

► ACTION PLANS

4.0 COMMUNITY SAFETY AND WELL BEING

4.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Develop and implement a Community Safety and Well Being Plan in accordance with the Police Services Act for the Municipality of Greenstone.	The Community Safety and Well Being Plan is to be developed with service delivery partners in order to take a proactive community approach to safety and well being.	The plan is completed. The plan incorporates a cooperative and coordinated approach using various resources across the municipality.
4.2	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Assess the effectiveness of the CSWBP related to risk-focussed planning rather than incident driven action.	The projects will depend upon the findings of the plan.	The plan will be assessed for effectiveness based on outcomes identified within the plan.

► ACTION PLANS

5.0 FIRE AND EMERGENCY SERVICES

5.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Address key issues arising from the Community Risk Assessment and Fire Master Plan at the earliest opportunity, optimize and improve the Fire and Emergency Services fleet.	Develop a business plan that incorporates tactical and strategic planning objectives from the Fire Master Plan.	Create a 5, 10 and 20-year roadmap to optimize the provision of fire and emergency services.



► ACTION PLANS

6.0 INDIGENOUS COMMUNITY ENGAGEMENT AND PARTNERSHIPS

6.1	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Review names of Municipal roads that are not aligned with reconciliation objectives and rename roads through a truth and reconciliation lens.	Determine the process of renaming, level of consultation, and public engagement.	Completion of the renaming of identified roads.
6.2	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Ongoing Council and staff training to increase knowledge of Indigenous engagement and truth and reconciliation.	Engage training facilitators to provide Indigenous engagement and truth and reconciliation training and allow staff the opportunity to participate in training.	Completion of Safe Spaces and 4 Seasons of Reconciliation training.

► ACTION PLANS

6.0 INDIGENOUS COMMUNITY ENGAGEMENT AND PARTNERSHIPS CONTINUED

6.3	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Recognize, acknowledge, and increase public awareness of truth and reconciliation and the impacts to Indigenous peoples.	Develop and implement a plan regarding truth and reconciliation awareness and the impacts to Indigenous peoples.	<ul style="list-style-type: none">• Municipality works with Indigenous communities to apply an Indigenous truth-telling and storytelling lens in municipal space via arts and culture.• Municipal website is used as an educational resource regarding Truth and Reconciliation as well as the history and contribution of Indigenous peoples.• Flags Policy revised to include flying of Every Child Matters Flag annually.• Municipal Grants and Resources Policy (and/or other policies) revised to provide support for Indigenous festivals and events.
6.4	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Expand inclusion of Indigenous ceremonies, practices, and protocols into official municipal events.	Develop policy and protocols regarding Indigenous inclusion into official municipal events.	Inclusive Indigenous policies and protocols developed.

► ACTION PLANS

6.0 INDIGENOUS COMMUNITY ENGAGEMENT AND PARTNERSHIPS CONTINUED

6.5	OBJECTIVE	PROJECT DESCRIPTION	OUTCOME
	Develop consultation and communication protocols for formal Government to Government relationships with interested local Indigenous governments.	Determine interest of consultation and communication protocols.	Engage interested Indigenous community leadership to determine their preferred consultation and communication procedure.





MUNICIPALITY OF
GREENSTONE

STRATEGIC PLAN 2023

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