



# The Town of The Blue Mountains Corporate Strategic Plan 2015-2020

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DECEMBER 21- 2015



## Introduction

The current Corporate Strategic Plan for the Town of The Blue Mountains was adopted by Council in 2005. In 2010 a Community-Based Strategic Plan entitled “The Blue Mountains Sustainable Path” was completed by the community and the municipality with financial assistance from the Federation of Canadian Municipalities. In the spring of 2015 the newly elected Council for the Town of The Blue Mountains initiated the preparation of a new Strategic Plan to guide them into 2020. This Strategic Plan is intended to build upon the foundation provided by the existing Strategic Plan (2005) and The Sustainable Path (2010) while focusing on the corporate future for the municipality in the 2015 Corporate Strategic Plan. A review of the existing strategic documents also provides Council with an opportunity to build upon the considerable amount of work completed to meet the priorities contained in the 2005 Corporate Strategic Plan.

The Blue Mountains Sustainable Path (2010 Community-Based Strategic Plan) was developed with contributions from the Town and community members that devoted a great deal of time and effort. Moving forward there is a need but also an opportunity to integrate corporate initiatives with the community vision and project priorities that have been identified in that document. Having a new Corporate Strategic Plan in place for the Town of The Blue Mountains will provide a roadmap for Council Members over their term of office and it will provide a guidebook for staff that will summarize strategic actions to assist in aligning resources (fiscal and human).

For all of these reasons, the development of the new Corporate Strategic Plan is timely. It will outline the steps that are required in order for the Town to be ready and well-positioned to access all of the opportunities that the future holds.



## Message from the Mayor

The Town of The Blue Mountains is proud of our agricultural history. We are a proud community – one that is forward thinking and innovative. We pride ourselves in providing a level of service that is coveted by other organizations and the results of our efforts have been confirmed by those we serve. Members of our community have indicated their satisfaction with the level of service that we provide. Organizations wishing to remain at the forefront of innovation must continually look for new opportunities; new ways of delivering services better, more efficiently, more effectively and we must remain in step with the needs of our community members. Thinking strategically and making a commitment to continuous improvement is essential to our long-term success.

This Corporate Strategic Plan is about managing change and taking our service to the next level. It is about making certain that we retain our unique community character. It is about capitalizing on the opportunities that will allow the Town of The Blue Mountains to achieve success – long-term sustainable success.

This Plan has been developed with the input of our community members and partners. It is a reflection of the collective priorities of Council and, to this end, articulates clearly where Council and staff will place their efforts over the current term of Council. At the same time, it offers a platform for the long-term by identifying a strategic vision for our community. We are working together to ensure that the Town of The Blue Mountains encompasses the best of Ontario experiences.



# Strategic Planning Process

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1

- **The purpose of The Corporation of the Town of The Blue Mountains**
- Why are we here? What purpose do we have to our community?

2

- **Assess the internal and external environment.**
- What is going on globally? Nationally? Provincially? Across the County?

3

- **Understand our community needs.**
- Where do the gaps exist between the existing plan and community directions?

4

- **Determine what will be accomplished in the future.**
- Where can we align Council's vision and the community priorities for the future?

5

- **Allocate resources for the future.**
- What resources do we have and where can they align with priorities and goals?



## The Vision

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The Vision Statement describes a picture for the future; a sense of what makes The Town of The Blue Mountains special and unique. It represents a significant challenge and will require the Corporation to make a focused and direct effort to achieve. The Vision should stimulate leadership activity, commitment and participation beyond the Town's current leadership.

**THE TOWN OF THE BLUE MOUNTAINS – Encompassing the best of Ontario experiences. A complete community designed to last, where opportunities abound.**



## The Mission

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A Mission Statement is an informal statement that defines the purpose of an organization. It defines an organization's reason for existing – its purpose.

**THE CORPORATION OF THE TOWN OF THE BLUE MOUNTAINS will support our diverse community by managing change through innovative leadership, fiscal responsibility and commitment to excellence.**



## Corporate Values

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Values are the governing principles that guide our organization on a daily basis. The Corporation's values have been developed through collaboration with Council and Staff to work towards the common goal of striving to be the best local government for the residents it serves.

### **At the Corporation of The Town of The Blue Mountains, we believe in:**

- **PEOPLE-** growing and working together.
- **TRUST-** provide open and clear communication to the public.
- **RESPECT-** for every voice.
- **EXCELLENCE-** providing great service to our community.
- **INTEGRITY-** honest and fair in all we do.
- **ACCOUNTABILITY-** committed and accountable to our community.
- **STEWARDSHIP-** caring for the present, committed to the future.

**We are committed to doing our best and doing the right things for our community. We are constantly looking to improve our services and to enhance our practices of striving towards municipal service excellence.**



# Strategic Goals and Objectives

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Strategic Goals provide key areas of focus for the Strategic Plan and provide the basis for Objectives that will guide the Strategic Actions taken by the Corporation to implement this Plan.

## Strategic Goals

- 1. Create opportunities for sustainability**
- 2. Engage our community and partners**
- 3. Support healthy lifestyles**
- 4. Promote a culture of organizational and operational excellence**
- 5. Ensure our infrastructure is sustainable**







Objectives set out specific results that the Corporation aims to achieve in order to fulfill its Goals. The following provides a brief overview of the rationale for each Goal and then describes the Corporation's Objectives.

### **Goal #1: Create Opportunities for Sustainability**

**The Town of The Blue Mountains is home to progressive businesses that provide employment opportunities and economic benefits. Agriculture continues to be a cornerstone of our municipality's economy and identity. Tourism is a key economic driver and we will capitalize on our unique strengths and defining natural features to continue to draw year-round visitors as a unique and vibrant four-season community.**

#### **Objectives:**

- 1. Retain Existing Business**
- 2. Attract New Business**
- 3. Promote A Diversified Economy**
- 4. Support Value-Added Agriculture And Culinary Tourism**
- 5. Improved Visibility And Local Identity**



## **Goal #2: Engage Our Communities and Partners**

**At the Town of The Blue Mountains, we value mutual respect and the input and the ideas of all. We are an inclusive community and our service groups and volunteers continue to enhance our community's quality of life. We will continue to build our partnerships with others within the municipality and beyond.**

### **Objectives:**

- 1. Improve External Communication With Our Constituents**
- 2. Use Technology To Advance Engagement**
- 3. Strengthen Partnerships**



### **Goal #3: Support Healthy Lifestyles**

**The Town of The Blue Mountains recognizes the significance of our natural ecological assets and the need to protect them for future generations. Our community offers an unparalleled lifestyle, small town charm and a range of housing choices. The corporation will keep the needs of our residents in mind while making appropriate and well considered land-use decisions.**

#### **Objectives:**

- 1. Promote The Town As A Healthy Community**
- 2. Increase The Range of Housing Choices And Promote Housing Affordability**
- 3. Manage Growth And Promote Smart Growth**
- 4. Commit To Sustainability**



## **Goal #4: Promote a Culture of Organizational and Operational Excellence**

**The Corporation will be a leader in municipal and customer service excellence. We will strive to offer remarkable service to those we serve. We will promote operational excellence by focusing on fiscal responsibility. The Corporation will be fiscally prudent and we will invest in our staff to attract the best employees.**

### **Objectives:**

- 1. To Be An Employer Of Choice**
- 2. Improve Internal Communications Across Our Organization**
- 3. To Consistently Deliver Excellent Customer Service**
- 4. To Be A Financially Responsible Organization**
- 5. Constantly Identify Opportunities To Improve Efficiencies and Effectiveness**



## **Goal #5: Ensure that our Infrastructure is Sustainable**

**Infrastructure is the Town's most important physical asset. It is critical that the Corporation responsibly plans for the maintenance, renewal, replacement and development of new infrastructure. Asset Management is a journey – not a destination. The value of asset management is achieved through ongoing effort, by continually collecting quality data, creating a “culture of responsible asset management”, adequately allocating resources across the organization and using the knowledge gained to manage the Town's infrastructure.**

### **Objectives:**

- 1. Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure**
- 2. Avoid Unexpected Infrastructure Failure And Associated Costs And Liability**
- 3. Implement Best Practices In Sustainable Infrastructure**
- 4. Ensure That Infrastructure Is Available To Support Development**



## Operational Implementation Strategy

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Following the approval of the Corporate Strategic Plan the Senior Management Team (SMT) will establish an Implementation Strategy with projected costs for human and other fiscal resources required to implement this Plan. Appendix A identifies specific Strategic Actions that have been identified by Council and staff that can be undertaken to achieve the Objectives identified in the previous section of this Corporate Strategic Plan. In some instances the Strategic Actions are specific project and tasks to be completed. In other cases, the Actions reflect a philosophy or business practice that would be undertaken in an on-going manner.

The Implementation Strategy may change depending on budget allocation, opportunities for funding and available staff resources. It is attached as Appendix 1 to recognize the need to be flexible and adaptable to internal and external change. The Implementation Strategy should be reviewed as the Municipal Budget is developed on an annual basis and when Provincial, Federal or County programs are developed where partnership opportunities become available.

The Implementation Strategy identifies a proposed time-line for initiating specific actions. The priority actions will be initiated in 2016, followed by this term of Council – to 2019. Medium and long-term projects will extend beyond this term of Council and would be reviewed with each new Council following election. In some instances the actions are on-going and are therefore reflected in each time line.



## Monitoring and Tracking Progress

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In order to measure our success we must monitor the progress of achieving our strategic goals and actions. The Corporate Strategic Plan will be implemented into department plans and budgets. Regular monitoring and review will occur on annual basis with a Report to Council. The Report will review what has been achieved and what is required to be completed. The annual reporting will ensure the Town is working towards achieving Council's priorities and the overall vision of the Corporate Strategic Plan - **Encompassing the best of Ontario experiences. A complete community designed to last, where opportunities abound.**

The follow actions will be taken to monitor and track the progress of the Corporate Strategic Plan:

### **Monitoring Table**

Council has identified strategic actions for short, medium and long-term success to guide staff. This monitoring table will be updated on an annual basis and provided to Council. Attached as Appendix B.

### **Reports to Council**

How do we know we have achieved our goals and priorities? All reports to Council will be required to take into consideration goals and priorities of the Corporate Strategic Plan.

### **Council Progress Report**

To ensure yearly success in achieving the actions outlined in the Corporate Strategic Plan an annual report to Council from the CAO will outline what actions have been achieved in the past year, what actions are ongoing and what actions still need to be completed.



## Appendix A: Strategic Actions

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# Strategic Actions

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Strategic Actions describe how the organization will accomplish their Strategic Goals. In order to achieve our Strategic Goals, the following Strategic Actions have been identified.

In addition to determining Strategic Actions, the Town of The Blue Mountains has prioritized the Strategic Actions into the following implementation categories:

**2016:** Strategic Actions that are to be commenced during this time frame.

**2017-2019:** Strategic Actions that are to be commenced during this time frame.

**2020-2023:** Strategic Actions that are to be commenced during this time frame.

**2024-2027:** Strategic Actions that are to be commenced during this time frame.

Some Strategic Actions have been identified as being carried throughout the duration of the Corporate Strategic Plan (all time frames identified above) and will be identified within all the implementation categories. The Strategic Actions identified as being carried throughout the duration of the Corporate Strategic Plan will become standard municipal operational actions.



# Strategic Actions: 2016

<b>GOAL #1: CREATE OPPORTUNITIES FOR SUSTAINABLE GROWTH</b>		
<b>OBJECTIVE: Retain Existing Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Assist in the evolution of staff culture as facilitators of growth. See also Goal #4.	SMT
	Update and engage businesses as changes to the Planning and Development process as implemented.	PDS
	Explore the expansion of a regional transit network	CS
<b>OBJECTIVE: Attract New Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to find ways to streamline the development approval process and make it more user-friendly.	PDS
	Zone Employment lands consistently with the Official Plan to reduce uncertainty and delays and implement a Business Development Strategy.	PDS
<b>OBJECTIVE: Promote A Diversified Economy</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.	Council
	Require new developments and infrastructure to be pre-serviced for higher technology options.	PDS



<b>OBJECTIVE: Support Value-added Agriculture And Culinary Tourism</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Enhance zoning permission for agriculturally related and secondary business uses in Rural and Agricultural areas.	PDS
	Work collaboratively with OMAFRA and the County and the agricultural sector to strengthen the industry through innovative initiatives including: <ul style="list-style-type: none"> <li>○ Farm to Fork/Farm to Table</li> <li>○ Winery &amp; Craft Breweries</li> <li>○ 100 Mile Diet (Sustainable Agriculture)</li> <li>○ Culinary Tourism</li> </ul>	CEDC
<b>OBJECTIVE: Improve Visibility and Local Identity</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Prepare report to Council on urban design for Highway 26 corridor through Craighleith.	PDS
<b>GOAL #2: ENGAGE OUR COMMUNITIES AND PARTNERS</b>		
<b>OBJECTIVE: Improve External Communication With Our Constituents</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Revise procedural by-law to accommodate requests to make deputations to Council after the agenda has been published.	CAO/Clerk
	Provide information on how to connect with Town Council and Staff.	CAO/Clerk
<b>OBJECTIVE: Use Technology To Advance Engagement</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to improve the Town's website to be more user-friendly and provide more opportunities for feedback.	CAO/CEDC



<b>OBJECTIVE: Strengthen Partnerships</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to facilitate connections between business associations.	CEDC
	Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.	SMT & Council
	Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.	SMT & Council
<b>GOAL #3: SUPPORT HEALTHY LIFESTYLES</b>		
<b>OBJECTIVE: Promote The Town As A Healthy Community</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Investigate opportunities for public access to the shoreline and promote existing beaches.	CAO/PDS/CS
	Develop an Active Transportation Plan	CS/PDS
	Invest in more opportunities for cycling and the Town's trail network.	CS
	Ensure that Development is designed for accessibility, meet AODA requirements and is transit supportive.	CS/IPW
	Include cycling lanes in the Towns road standards and provide for maintenance.	CS/IPW/PDS
<b>OBJECTIVE: Increase The Range of Housing Choices And Promote Housing Affordability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.	PDS
	Support the Town of The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability.	Council



<b>OBJECTIVE: Manage Growth And Promote Smart Growth</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Implement the Town's Official Plan through the Consolidated Zoning By-law.	PDS
	Develop a Growth Management Strategy to promote the logical phasing of future development.	PDS
<b>OBJECTIVE: Commit to Sustainability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.	SMT/ Council
<b>GOAL#4: PROMOTE A CULTURE OF ORGANIZATIONAL AND OPERATIONAL EXCELLENCE</b>		
<b>OBJECTIVE: To Be An Employer Of Choice</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.	Council & SMT
	Develop and implement a staff recognition program that recognizes excellence in public service.	SMT
<b>OBJECTIVE: Improve Internal Communications Across Our Organization</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Review and re-define corporate staff governance process.	SMT
	Maintain the open-door portal to CAO policy.	CAO
	Conduct formal Employee Satisfaction/Culture survey once per term of Council and develop plans for organizational improvement based on survey results.	CAO



<b>OBJECTIVE: To Consistently Deliver Customer Service Excellence</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Follow up on the three priority areas for improvement identified in the 2015 citizen satisfaction survey.	CAO
<b>OBJECTIVE: Constantly Identify Opportunities To Improve Efficiencies and Effectiveness</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Engage the County in discussion of road maintenance responsibilities and a reduced County levy or increased County capital expenditure in The Blue Mountains.	IPW
<b>GOAL #5: ENSURE THAT OUR INFRASTRUCTURE IS SUSTAINABLE</b>		
<b>OBJECTIVE: Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Develop Town Asset Management Strategic and Policy Statements including understanding the financial and human resource requirements for implementation.	FIT/SMT
	Prepare a Town Asset Management Plan by January 1, 2017 to satisfy provincial requirements with respect to maintaining access to Gas Tax Funding.	FIT/SMT
<b>OBJECTIVE: Implement Best Practices In Sustainable Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.	IPW/PDS



# Strategic Actions: Short Term- 2017-2019

<b>GOAL #1: CREATE OPPORTUNITIES FOR SUSTAINABLE GROWTH</b>		
<b>OBJECTIVE: Retain Existing Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Assist in the evolution of staff culture as facilitators of growth. See also Goal#4.	SMT
	Update and engage businesses as changes to the Planning and Development process as implemented.	PDS
	Explore the expansion of a regional transit network.	CS
	Identify and recommend further actions to implement the Business Retention & Expansion Strategy.	CAO/CEDC
<b>OBJECTIVE: Attract New Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to find ways to streamline the development approval process and make it more user-friendly.	PDS
	Retain consultants to advise on a Business Development Strategy to focus economic development efforts on specific business sectors and amend the Official Plan and Zoning By-law as necessary	CEDC/PDS
	Zone employment lands consistently with the Official Plan to reduce uncertainty and delays and implement a Business Development Strategy.	PDS
<b>OBJECTIVE: Promote A Diversified Economy</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.	Council
	Support the growth of compatible home-based business through Zoning and Development Charges. Review again in 2024.	PDS
	Complete an Employment Lands Inventory and provide information online.	Ec Dev / PDS



<b>OBJECTIVE: Support Value-added Agriculture And Culinary Tourism</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Enhance zoning permission for agriculturally related and secondary business uses in Rural and Agricultural areas.	PDS
	Support farmers through the provision of information, farm visits and business support to encourage the growth of farm-based businesses and industries.	CEDC
	Work collaboratively with OMAFRA and the County and the agricultural sector to strengthen the industry through innovative initiatives including: <ul style="list-style-type: none"> <li>○ Farm to Fork/Farm to Table</li> <li>○ Winery &amp; Craft Breweries</li> <li>○ 100 Mile Diet (Sustainable Agriculture)</li> <li>○ Culinary Tourism</li> <li>○</li> </ul>	CEDC
<b>OBJECTIVE: Improved Visibility And Local Identity</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Retain a marketing consulting firm to provide recommendations on what would be the costs of increasing the recognition of the Town and what benefits would be recognized through that process.	CEDC/SMT
	Prepare a Highway 26 Corridor Plan and Urban Design Guidelines.	PDS
<b>GOAL #2: ENGAGE OUR COMMUNITIES AND PARTNERS</b>		
<b>OBJECTIVE: Improve External Communication With Our Constituents</b>		<b>LEAD DEPARTMENT</b>
	Provide information on how to connect with Town Council and Staff.	CAO/Clerk





<b>OBJECTIVE: Use Technology To Advance Engagement</b>		<b>LEAD DEPARTMENT</b>
	Continue to improve the Town’s website to be more user-friendly and provide more feedback opportunities.	CAO/CEDC
	Establish a contract position/ co-op position to implement an improved communication process, advance engagement through existing technologies (Facebook, Twitter and Instagram).	CEDC
<b>OBJECTIVE: Strengthen Partnerships</b>		<b>LEAD DEPARTMENT</b>
ACTION	Facilitate a “Community Builders Breakfasts” with key groups.	CEDC/CAO
	Continue to facilitate connections between business associations.	CEDC
	Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.	SMT & Council
	Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.	SMT & Council
<b>GOAL #3: SUPPORT HEALTHY LIFESTYLES</b>		
<b>OBJECTIVE: Promote The Town As A Healthy Community</b>		<b>LEAD DEPARTMENT</b>
ACTION	Investigate opportunities for public access to the shoreline and promote existing beaches.	CAO/PDS/CS
	Invest in more opportunities for cycling and the Town's trail network.	CS
	Ensure that Development is designed for accessibility, meet AODA requirements and is transit supportive.	CS/IPW
	Include cycling lanes in the Towns road standards and provide for maintenance.	CS/IPW/PDS
	Identify areas where lower speed limits may be considered to improve community safety in the entire municipality.	IPW
	Develop an Age Friendly Community Strategy.	PDS/ CS



<b>OBJECTIVE: Increase The Range of Housing Choices And Promote Housing Affordability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Take the lead to develop an Affordable Housing Strategy in collaboration with development partners including the County and private sector including acquiring lands and developing buildings.	TBM Housing Corp/PDS/FIT/CAO
	Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.	PDS
	Utilize Bonusing and Community Improvement incentives to develop affordable housing.	PDS
<b>OBJECTIVE: Manage Growth And Promote Smart Growth</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Implement the Town's Official Plan through the Consolidated Zoning By-law.	PDS
	Phase in incentives for installation of automatic sprinkler systems in all residential buildings such as a Development Charge credit bonusing and other alternatives in order to prevent fires rather than fight them.	PDS and Fire Department
<b>OBJECTIVE: Commit To Sustainability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Provide incentives through Community Improvement grants or Development Charge reductions for sustainable design and development.	PDS
	Promote Low Impact Development (LID) where appropriate in new developments through engineering standards and site plan control.	IPW/PDS
	Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.	SMT
	Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.	SMT/ Council



<b>GOAL #4: PROMOTE A CULTURE OF ORGANIZATIONAL AND OPERATIONAL EXCELLENCE</b>		
<b>OBJECTIVE: To Be An Employer Of Choice</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.	Council & SMT
	Develop and implement a staff recognition program that recognizes excellence in public service.	SMT
	Develop objective evaluation/ measurements to be recognized as one of the best 100 places to work.	SMT
	Develop a Succession Management Plan.	SMT/HR
	Identify training opportunities for staff and encourage continuous learning.	SMT/HR
<b>OBJECTIVE: Improve Internal Communications Across Our Organization</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Strengthen communications between staff at Service Area Manager level and disseminate information through the organization.	SMT/CEDC
	Maintain the open-door portal to CAO policy.	CAO
<b>OBJECTIVE: To Consistently Deliver Customer Service Excellence</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Develop a service standard for delivering municipal services (in addition to AMP).	SMT
	Develop a customer service policy to provide guidelines for the timely response to requests for service.	SMT
	Develop a system to ensure timely responses to customer requests and measure success.	CAO
	To ensure staff are equipped with the skills to provide service excellence recognizing the aging society and persons with disabilities.	HR
	Develop a first point of contact location on the main floor staffed by people who are trained to provide a variety of services to the public.	CAO
	Follow up on the three priority areas for improvement identified in the 2015 citizen satisfaction survey.	CAO



<b>OBJECTIVE: To Be A Financially Responsible Organization</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Ensure sustainable funding of priority programs while maintaining a sustainable tax program.	FIT
<b>OBJECTIVE: Constantly Identify Opportunities To Improve Efficiencies and Effectiveness</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Encourage and reward staff for identifying improved efficiencies and effectiveness in SMT review as part of a staff recognition program.	CAO
<b>GOAL #5 : ENSURE THAT OUR INFRASTRUCTURE IS SUSTAINABLE</b>		
<b>OBJECTIVE: Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Implement leading technology and develop staff resources required to develop and maintain asset management data (inventory, work order, human resources, financial, etc.).	FIT / IPW
	Prepare asset inventory and condition assessments.	IPW
	Prepare bi-annual Town Asset Management Plans that include: <ul style="list-style-type: none"> <li>○ capital replacement algorithms or methodologies to determine “best value” of undertaking replacement where number of assets affected maximize the value of the group of assets (i.e. roads and underground piping reconstruction)</li> <li>○ financial plan to responsibly fund asset management needs</li> </ul>	FIT / IPW
<b>OBJECTIVE: Avoid Unexpected Infrastructure Failure And Associated Costs And Liability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Establish Level of Service for each asset category.	IPW / CS / FIT
	Undertake risk assessment of asset failure and consequences of failure.	IPW
	Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing (annually).	IPW



<b>OBJECTIVE: Implement Best Practices In Sustainable Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.	IPW / PDS
	Identify high performer among of comparable municipalities and research best practices with respect to asset management.	FIT/ IPW
	Identify staff awareness and training gaps, determine means by which to undertake training, and undertake training.	IPW
<b>OBJECTIVE: Ensure That Infrastructure Is Available To Support Development</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Prepare a Future Infrastructure Needs Plan following final approval of the Official Plan.	PDS/IPW
	Develop Sanitary System Hydraulic Model and identify system deficiencies.	IPW



# Strategic Actions: Medium Term- 2020-2023

<b>GOAL #1: CREATE OPPORTUNITIES FOR SUSTAINABLE GROWTH</b>		
<b>OBJECTIVE: Retain Existing Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Assist in the evolution of staff culture as facilitators of growth. See also Goal #4.	SMT
	Update and engage businesses as changes to the Planning and Development process as implemented.	PDS
	Explore the expansion of a regional transit network.	CS
	Identify and recommend further actions to implement the Business Retention & Expansion Strategy.	CAO/CEDC
<b>OBJECTIVE: Attract New Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to find ways to streamline the development approval process and make it more user-friendly.	PDS
	Zone employment lands consistently with the Official Plan to reduce uncertainty and delays and implement a Business Development Strategy.	PDS
<b>OBJECTIVE: Promote A Diversified Economy</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.	Council
	Complete an Employment Lands Inventory and provide information online.	Ec Dev / PDS



<b>OBJECTIVE: Support Value-added Agriculture And Culinary Tourism</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Work collaboratively with OMAFRA and the County and the agricultural sector to strengthen the industry through innovative initiatives including: <ul style="list-style-type: none"> <li>o Farm to Fork/Farm to Table</li> <li>o Winery &amp; Craft Breweries</li> <li>o 100 Mile Diet (Sustainable Agriculture)</li> <li>o Culinary Tourism</li> </ul>	CEDC
<b>OBJECTIVE: Improved Visibility And Local Identity</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Retain a marketing consulting firm to provide recommendations on what would be the costs of increasing the recognition of the Town and what benefits would be recognized through that process.	CEDS/SMT
	Improve Gateway signs.	All of SMT, as this involves PDS; IPW; CS; CEDC; Finance
<b>GOAL #2: ENGAGE OUR COMMUNITIES AND PARTNERS</b>		
<b>OBJECTIVE: Use Technology to Advance Engagement</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to improve the Town's website to be more user-friendly and provide more feedback opportunities.	CAO/CEDC
<b>OBJECTIVE: Strengthen Partnerships</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Facilitate "Community Builder's Breakfasts" with key groups.	CEDC/CAO
	Continue to facilitate connections between business associations.	CEDC
	Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.	SMT & Council
	Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.	SMT & Council



<b>GOAL #3: SUPPORT HEALTHY LIFESTYLES</b>		
<b>OBJECTIVE: Promote The Town As A Healthy Community</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Investigate opportunities for public access to the shoreline and promote existing beaches.	CAO/PDS/CS
	Invest in more opportunities for cycling and the Town's trail network.	CS
	Ensure that Development is designed for accessibility, meet AODA requirements and is transit supportive.	CS/IPW
	Include cycling lanes in the Towns road standards and provide for maintenance.	CS/IPW/PDS
	Develop an Age Friendly Community Strategy.	PDS/ CS
<b>OBJECTIVE: Increase The Range of Housing Choices And Promote Housing Affordability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.	PDS
	Utilize Bonusing and Community Improvement incentives to develop affordable housing.	PDS
<b>OBJECTIVE: Manage Growth And Promote Smart Growth</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Phase in incentives for installation of automatic sprinkler systems in all residential buildings such as a Development Charge credit bonusing and other alternatives in order to prevent fires rather than fight them.	PDS and Fire Departmen





<b>OBJECTIVE: Commit To Sustainability</b>		<b>LEAD DEPARTMENT</b>
ACTION	Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.	SMT
	Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.	SMT/ Council
<b>GOAL #4: PROMOTE A CULTURE OF ORGANIZATIONAL AND OPERATIONAL EXCELLENCE</b>		
<b>OBJECTIVE: To Be An Employer Of Choice</b>		<b>LEAD DEPARTMENT</b>
ACTION	Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.	Council & SMT
	Develop and implement a staff recognition program that recognizes excellence in public service.	SMT
	Develop objective evaluation/measurements to be recognized one of the best 100 places to work.	SMT
	Develop a Succession Management Plan.	SMT/HR
	Identify training opportunities for staff and encourage continuous learning.	SMT/HR
<b>OBJECTIVE: Improve Internal Communications Across Our Organization</b>		<b>LEAD DEPARTMENT</b>
ACTION	Maintain the open-door portal to CAO policy.	CAO
	Conduct formal Employee Satisfaction/Culture survey once per term of Council and develop plans for organizational improvement based on survey results.	CAO
<b>OBJECTIVE: To Consistently Deliver Customer Service Excellence</b>		<b>LEAD DEPARTMENT</b>
ACTION	To ensure staff are equipped with the skills to provide service excellence recognizing the aging society and persons with disabilities.	HR
	Continue with customer service surveys once per term of Council.	CAO



<b>OBJECTIVE: To Be A Financially Responsible Organization</b>		<b>LEAD DEPARTMENT</b>
ACTION	Funding the obligations identified in the Town’s Bi-Annual Asset Management Plan.	FIT
	Ensure sustainable funding of priority programs while maintaining a sustainable tax program.	FIT
<b>GOAL #5: ENSURE THAT OUR INFRASTRUCTURE IS SUSTAINABLE</b>		
<b>OBJECTIVE: Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure</b>		<b>LEAD DEPARTMENT</b>
ACTION	Implement leading technology and develop staff resources required to develop and maintain asset management data (inventory, work order, human resources, financial, etc.).	FIT / IPW
	Prepare asset inventory and condition assessments.	IPW
	Prepare bi-annual Town Asset Management Plans that include: <ul style="list-style-type: none"> <li>○ capital replacement algorithms or methodologies to determine “best value” of undertaking replacement where number of assets affected maximize the value of the group of assets (i.e. roads and underground piping reconstruction)</li> <li>○ financial plan to responsibly fund asset management needs</li> </ul>	FIT / IPW
<b>OBJECTIVE: Avoid Unexpected Infrastructure Failure And Associated Costs And Liability</b>		<b>LEAD DEPARTMENT</b>
ACTION	Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing (annually).	IPW
<b>OBJECTIVE: Implement Best Practices In Sustainable Infrastructure</b>		<b>LEAD DEPARTMENT</b>
ACTION	Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.	IPW / PDS
	Identify staff awareness and training gaps, determine means by which to undertake training, and undertake training.	IPW



<b>OBJECTIVE: Ensure That Infrastructure Is Available To Support Development</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Develop Storm System Hydraulic Model(s) and identify system deficiencies.	IPW



# Strategic Actions- Long Term 2024-2027

<b>GOAL #1: CREATE OPPORTUNITIES FOR SUSTAINABLE GROWTH</b>		
<b>OBJECTIVE: Retain Existing Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Assist in the evolution of staff culture as facilitators of growth. See also Goal #4.	SMT
	Update and engage businesses as changes to the Planning and Development process as implemented.	PDS
	Explore the expansion of a regional transit network.	CS
	Identify and recommend further actions to implement the Business Retention & Expansion Strategy.	CAO/CEDC
<b>OBJECTIVE: Attract New Business</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to find ways to streamline the development approval process and make it more user-friendly.	PDS
	Zone Employment lands consistently with the Official Plan to reduce uncertainty and delays and implement Business Development Strategy.	PDS
<b>OBJECTIVE: Promote A Diversified Economy</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.	Council
	Support the growth of compatible home-based business through Zoning and Development Charges. Review again in 2024.	PDS



<b>OBJECTIVE: Support Value-added Agriculture And Culinary Tourism</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	<p>Work collaboratively with OMAFRA and the County and the agricultural sector to strengthen the industry through innovative initiatives including:</p> <ul style="list-style-type: none"> <li>○ Farm to Fork/Farm to Table</li> <li>○ Winery &amp; Craft Breweries</li> <li>○ 100 Mile Diet (Sustainable Agriculture)</li> <li>○ Culinary Tourism</li> </ul>	CEDC
<b>GOAL #2: ENGAGE OUR COMMUNITIES AND PARTNERS</b>		
<b>OBJECTIVE: Use Technology To Advance Engagement</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Continue to improve the Town's website to be more user-friendly and provide more feedback opportunities.	CAO/ CEDC
<b>ACTION</b>	Establish a contract position/ co-op position to implement an improved communication process, advance engagement through existing technologies (Facebook, Twitter and Instagram).	CEDC
<b>OBJECTIVE: Strengthen Partnerships</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Facilitate "Community Builder's Breakfasts" with key groups.	CEDC/CAO
<b>ACTION</b>	Continue to facilitate connections between business associations.	CEDC
<b>ACTION</b>	Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.	SMT & Council
<b>ACTION</b>	Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.	SMT & Council



<b>GOAL #3: SUPPORT HEALTHY LIFESTYLES</b>		
<b>OBJECTIVE: Promote The Town As A Healthy Community</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Investigate opportunities for public access to the shoreline and promote existing beaches.	CAO/PDS/CS
	Invest in more opportunities for cycling and the Town's trail network.	CS
	Ensure that Development is designed for accessibility, meet AODA requirements and is transit supportive.	CS/IPW
	Include cycling lanes in the Towns road standards and provide for maintenance.	CS/IPW/PDS
	Develop an Age Friendly Community Strategy.	PDS/ CS
<b>OBJECTIVE: Increase The Range of Housing Choices And Promote Housing Affordability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.	PDS
<b>OBJECTIVE: Commit To Sustainability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.	SMT
<b>ACTION</b>	Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.	SMT



<b>GOAL #4: PROMOTE A CULTURE OF ORGANIZATIONAL AND OPERATIONAL EXCELLENCE</b>		
<b>OBJECTIVE: To Be An Employer Of Choice</b>		<b>LEAD DEPARTMENT</b>
ACTION	Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.	Council & SMT
	Develop and implement a staff recognition program that recognizes excellence in public service.	SMT
	Identify training opportunities for staff and encourage continuous learning.	SMT/HR
<b>OBJECTIVE: Improve Internal Communications Across Our Organization</b>		<b>LEAD DEPARTMENT</b>
ACTION	Maintain the open-door portal to CAO policy.	CAO
<b>OBJECTIVE: To Consistently Deliver Customer Service Excellence</b>		<b>LEAD DEPARTMENT</b>
ACTION	Continue with customer service surveys once per term of Council.	CAO
<b>OBJECTIVE: To Be A Financially Responsible Organization</b>		<b>LEAD DEPARTMENT</b>
ACTION	Ensure sustainable funding of priority programs while maintaining a sustainable tax program.	FIT



<b>GOAL #5 : ENSURE THAT OUR INFRASTRUCTURE IS SUSTAINABLE</b>		
<b>OBJECTIVE: Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Prepare asset inventory and condition assessments.	IPW
	Prepare bi-annual Town Asset Management Plans that include: <ul style="list-style-type: none"> <li>○ capital replacement algorithms or methodologies to determine “best value” of undertaking replacement where number of assets affected maximize the value of the group of assets (i.e. roads and underground piping reconstruction)</li> <li>○ financial plan to responsibly fund asset management needs</li> </ul>	FIT / IPW
<b>OBJECTIVE: Avoid Unexpected Infrastructure Failure And Associated Costs And Liability</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing (annually).	IPW
<b>OBJECTIVE: Implement Best Practices In Sustainable Infrastructure</b>		<b>LEAD DEPARTMENT</b>
<b>ACTION</b>	Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.	IPW / PDS





## Appendix B: Monitoring Table

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## GOAL #1: CREATE OPPORTUNITIES FOR SUSTAINABLE GROWTH

CORPORATE STRATEGIC GOALS, OBJECTIVES AND ACTIONS		LEAD DEPARTMENT	STATUS			
			Completed	In Progress	Carry Over	Not Started
<b>Retain Existing Business</b>						
ACTION	Assist in the evolution of staff culture as facilitators of growth. See also Goal #4	SMT				
	Update and engage businesses as changes to the Planning and Development process as implemented.	PDS				
	Explore the expansion of a regional transit network.	CS				
	Identify and recommend further actions to implement the Business Retention & Expansion Strategy.	CAO/CEDC				
<b>Attract New Business</b>						
ACTION	Continue to find ways to streamline the development approval process and make it more user-friendly.	PDS				
	Retain consultants to advise on a Business Development Strategy to focus economic development efforts on specific business sectors and amend the Official Plan and Zoning By-law as necessary.	CEDC/ PDS				
	Zone employment lands consistently with the Official Plan to reduce uncertainty and delays and implement Business Development Strategy.	PDS				
<b>Promote A Diversified Economy</b>						
ACTION	Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.	Council				
	Support the growth of compatible home-based business through Zoning and Development Charges. Review again in 2024.	PDS				
	Require new developments and infrastructure to be pre-serviced for higher technology options.	PDS				
	Complete an Employment Lands Inventory and provide information online.	Ec Dev / PDS				
<b>Support Value-Added Agriculture And Culinary Tourism</b>						
ACTION	Enhance zoning permission for agriculturally related and secondary business uses in Rural and Agricultural areas.	PDS				
	Support farmers through the provision of information, farm visits and business support to encourage the growth of farm-based businesses and industries.	CEDC				
	Work collaboratively with OMAFRA and the County and the agricultural sector to strengthen the industry through innovative initiatives including: <ul style="list-style-type: none"> <li>o Farm to Fork/Farm to Table</li> <li>o Winery &amp; Craft Breweries</li> <li>o 100 Mile Diet (Sustainable Agriculture)</li> <li>o Culinary Tourism</li> </ul>	CEDC				
<b>Improved Visibility And Local Identity</b>						
ACTION	Retain a marketing consulting firm to provide recommendations on what would be the costs of increasing the recognition of the Town and what benefits would be recognized through that process.	CEDC/SMT				
	Prepare report to Council on urban design for Highway 26 corridor through Craigeleith.	PDS				
	Improve Gateway signs.	SMT: involves PDS; IPW; CS; CEDC; Finance				
	Prepare a Highway 26 Corridor Plan and urban design guidelines.	PDS				



## GOAL #2: ENGAGE OUR COMMUNITIES AND PARTNERS

CORPORATE STRATEGIC GOALS, OBJECTIVES AND ACTIONS		LEAD DEPARTMENT	STATUS			
			Completed	In Progress	Carry Over	Not Started
<b>Improve External Communication With Our Constituents</b>						
ACTION	Revise procedural by-law to accommodate requests to make deputations to Council after the agenda has been published.	CAO/Clerk				
	Provide information on how to connect with Town Council and Staff.	CAO/Clerk				
<b>Use Technology To Advance Engagement</b>						
ACTION	Continue to improve the Town's website to be more user-friendly and provide more feedback opportunities.	CAO/CEDC				
	Establish a contract position/ co-op position to implement an improved communication process, advance engagement through existing technologies (Facebook, Twitter and Instagram).	CEDC				
<b>Strengthen Partnerships</b>						
ACTION	Facilitate "Community Builder's Breakfasts" with key groups.	CEDC/CAO				
	Continue to facilitate connections between business associations.	CEDC				
	Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.	SMT & Council				
	Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.	SMT & Council				



### GOAL #3: SUPPORT HEALTHY LIFESTYLE

CORPORATE STRATEGIC GOALS, OBJECTIVES AND ACTIONS		LEAD DEPARTMENT	STATUS			
			Completed	In Progress	Carry Over	Not Started
<b>Promote The Town As A Healthy Community</b>						
ACTION	Investigate opportunities for public access to the shoreline and promote existing beaches.	CAO/PDS/CS				
	Develop an Active Transportation Plan.	CS/PDS				
	Invest in more opportunities for cycling and the Town's trail network.	CS				
	Ensure that Development is designed for accessibility, meet AODA requirements and is transit supportive.	CS/IPW				
	Include cycling lanes in the Towns road standards and provide for maintenance.	CS/IPW/PDS				
	Identify areas where lower speed limits may be considered to improve community safety in the entire municipality.	IPW				
	Develop an Age Friendly Community Strategy.	PDS/ CS				
<b>Increase The Range of Housing Choices And Promote Housing Affordability</b>						
ACTION	Take the lead to develop an Affordable Housing Strategy in collaboration with development partners including the County and private sector including acquiring lands and developing buildings.	TBM Housing Corp/PDS/FIT/ CAO				
	Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.	PDS				
	Support the Town of The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability.	Council				
	Utilize Bonusing and Community Improvement incentives to develop affordable housing.	PDS				
<b>Manage Growth And Promote Smart Growth</b>						
ACTION	Implement the Town's Official Plan through the Consolidated Zoning By-law.	PDS				
	Phase in incentives for installation of automatic sprinkler systems in all residential buildings such as a Development Charge credit bonusing and other alternatives in order to prevent fires rather than fight them.	PDS				
	Develop a Growth Management Strategy to promote the logical phasing of future development.	PDS				
<b>Commit To Sustainability</b>						
ACTION	Provide incentives through Community Improvement grants or Development Charge reductions for sustainable design and development.	PDS				
	Promote Low Impact Development (LID) where appropriate in new developments through engineering standards and site plan control.	IPW/PDS				
	Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.	SMT				
	Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.	SMT/ Council				



## GOAL #4: PROMOTE A CULTURE OF ORGANIZATIONAL AND OPERATIONAL EXCELLENCE

CORPORATE STRATEGIC GOALS, OBJECTIVES AND ACTIONS		LEAD DEPARTMENT	STATUS			
			Completed	In Progress	Carry Over	Not Started
<b>To Be An Employer Of Choice</b>						
ACTION	Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.	Council & SMT				
	Develop and implement a staff recognition program that recognizes excellence in public service.	SMT				
	Develop objective evaluation/measurements to be recognized one of the best 100 places to work.	SMT				
	Develop a Succession Management Plan.	SMT/HR				
	Identify training opportunities for staff and encourage continuous learning.	SMT/HR				
<b>Improve Internal Communications Across Our Organization</b>						
ACTION	Strengthen communications between staff at Service Area Manager level and disseminate information through the organization.	SMT/CEDC				
	Review and re-define corporate government process.	SMT				
	Maintain the open-door portal to CAO policy.	CAO				
	Conduct formal Employee Satisfaction/Culture survey once per term of Council and develop plans for organizational improvement based on survey results.	CAO				
<b>To Consistently Deliver Customer Service Excellence</b>						
ACTION	Develop a service standard for delivering municipal services (in addition to AMP).	SMT				
	Develop a customer service policy to provide guidelines for the timely response to requests for service.	SMT				
	Develop a system to ensure timely responses to customer requests and measure success.	CAO				
	To ensure staff are equipped with the skills to provide service excellence recognizing the aging society and persons with disabilities.	HR				
	Continue with customer service surveys once per term of Council.	CAO				
	Develop a first point of contact location on the main floor staffed by people who are trained to provide a variety of services to the public.	CAO				
	Follow up on the three priority areas for improvement identified in the 2015 citizen satisfaction survey.	CAO				
<b>To Be A Financially Responsible Organization</b>						
ACTION	Funding the obligations identified in the Town's Bi-Annual Asset Management Plan.	FIT				
	Ensure sustainable funding of priority programs while maintaining a sustainable tax program.	FIT				
<b>Constantly Identify Opportunities To Improve Efficiencies and Effectiveness</b>						
ACTION	Encourage and reward staff for identifying improved efficiencies and effectiveness in SMT review as part of staff recognition program.	CAO				
	Engage the County in discussion of road maintenance responsibilities and a reduced County levy or increased County capital expenditure in The Blue Mountains.	IPW				



## GOAL #5: ENSURE THAT OUR INFRASTRUCTURE IS SUSTAINABLE

CORPORATE STRATEGIC GOALS, OBJECTIVES AND ACTIONS		LEAD DEPARTMENT	STATUS			
			Completed	In Progress	Carry Over	Not Started
<b>Develop A Long-Term Asset Management Plan For The Maintenance, Renewal And Replacement Of Existing Infrastructure</b>						
ACTION	Develop Town Asset Management Strategic and Policy Statements including understanding the financial and human resource requirements for implementation.	FIT / IPW				
	Implement leading technology and develop staff resources required to develop and maintain asset management data (inventory, work order, human resources, financial, etc.).	FIT / IPW				
	Prepare asset inventory and condition assessments.	IPW				
	Prepare a Town Asset Management Plan by January 1, 2017 to satisfy provincial requirements with respect to maintaining access to Gas Tax Funding .	FIT / IPW				
	Prepare bi-annual Town Asset Management Plans that include: <ul style="list-style-type: none"> <li>capital replacement algorithms or methodologies to determine "best value" of undertaking replacement where number of assets affected maximize the value of the group of assets (i.e. roads and underground piping reconstruction)</li> <li>financial plan to responsibly fund asset management needs</li> </ul>	FIT / IPW				
<b>Avoid Unexpected Infrastructure Failure And Associated Costs And Liability</b>						
ACTION	Establish Level of Service for each asset category.	IPW / CS / FIT				
	Undertake risk assessment of asset failure and consequences of failure.	IPW				
	Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing (annually).	IPW				
<b>Implement Best Practices In Sustainable Infrastructure</b>						
ACTION	Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.	IPW / PDS				
	Identify high performer among of comparable municipalities and research best practices with respect to asset management.	FIT / IPW				
	Identify staff awareness and training gaps, determine means by which to undertake training, and undertake training.	IPW				
<b>Ensure That Infrastructure Is Available To Support Development</b>						
ACTION	Prepare a Future Infrastructure Needs Plan following final approval of the Official Plan.	PDS/IPW				
	Develop Sanitary System Hydraulic Model and identify system deficiencies.	IPW				
	Develop Storm System Hydraulic Model(s) and identify system deficiencies.	IPW				