

IT'S IN OUR NATURE

CORPORATE

---

# STRATEGIC PLAN

2020-2024



# TABLE OF CONTENTS

Message from the Mayor .....	3
Message from the CAO .....	4
Background .....	5
Process .....	6
Reflection .....	8
Vision .....	10
Pillars of Sustainability .....	11
Mission .....	12
Values .....	13
Strategic Priorities .....	14
Priority 1 .....	15
Priority 2 .....	22
Priority 3 .....	33
Priority 4 .....	39

# MESSAGE FROM THE MAYOR

---

On behalf of Council, I am proud to introduce our 2020 -2024 Corporate Strategic Plan. This is truly a made-in-the-Town of The Blue Mountains plan, developed internally by staff and Council, based on the input provided by our community. This process has resulted in a plan which reflects a deep understanding of our community and its needs.



The plan strives for the Corporation to be approachable, with Council and Staff serving an engaged and well-informed public. Our residents enjoy a high quality of life, and the Town of The Blue Mountains is a destination of choice for many as a place to live, work or play, either as a home or a second home, or just somewhere to visit.

This strategic plan provides a new framework, setting the stage for decision-making, priority-setting and ongoing performance management in the Town of The Blue Mountains for the next several years.

The plan includes well-defined, measurable targets, strategies and actions for each area, and will be updated each year to track progress. This Strategic Plan does not list everything that the Town will be doing in the next four years. The many programs and services that keep us operating on a daily basis are not shown. Instead, the Strategic Plan concentrates on the areas where our community wants its leadership to be better. These priority areas demand more attention, strategic development, resources or a combination of these elements. The Strategic Plan sets ambitious goals for each of the priority areas, with a logical program for reaching those goals.

The Strategic Plan stresses community engagement processes, operational excellence, and measurable performance. Key objectives are the development and/or the updating of foundational documents including a transportation master plan, a growth management strategy, a comprehensive municipal drainage plan, an economic development strategy, and an integrated community sustainability plan, all of which will guide future actions for years to come.

It is an ambitious plan, the achievement of which will require that Staff, the Committees of Council, and Council all work together to complete their tasks, so we can deliver on the plan for our community. I am truly excited to start work on executing this plan which will ensure that our fantastic community of communities continues to be a great place for everyone in all stages of life to live, work and play.

Mayor  
Alar Soever

# MESSAGE FROM THE CAO

---

I am very excited to be in a position to help effect change within our community and to be a part of the Coronavirus Recovery process.

As our Community recovers from the Coronavirus Pandemic, the timing of this Plan is critical to establish the baseline for serving our community. Our capable Staff have long been tasked with an ambitious and growing list of projects and goals. We now need a clear understanding of how we will achieve what is set before us and what actions our community truly prioritizes.

The strategic planning process has been an opportunity for both Council and Staff to complete a high-level overview of the Corporation. Together, we opened up our minds to reflect on what we have achieved in the past and what we need and want to happen in the future. The resulting 2020-2024 Corporate Strategic Plan does not prescribe or make assumptions, but it gives us the blueprint to move forward.

We intend this document to guide Council and Staff for the upcoming three years. This document also shows considered revisions that reflect the post Coronavirus needs of our community. In 2023, within the first six months of the next term of Council, we will be recommending to undertake an additional strategic planning exercise, as we will have completed many major studies and consultations. Beyond 2023, we recommend continuing strategic planning on a four-year cycle. This will allow the Town to capitalize on the natural cycle of the citizenry to raise key issues during Council election years.

This 2020-2024 Strategic Plan is a living document that will change and adjust as needs arise. It provides clear initiatives yet is flexible enough to allow reflection and revisions as the proven needs of the community evolve. It provides the guidance with which our organization will access and embrace the goals that have already been set for us, modifying them as necessary, and prepare ourselves for future goals.

We have reaffirmed that our community and are stakeholders are very resilient and come together powerfully in the time of crisis. The next three years will re-establish the roots from which future generations will grown in the Town of The Blue Mountains.

Chief Administrative Officer  
Shawn Everitt





# BACKGROUND

---

## What brought us to this point

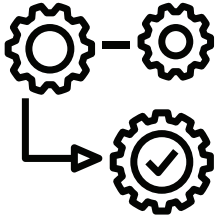
The Town of The Blue Mountains (Town) was built on a history of agriculture, fruit and tender processing, manufacturing, and recreational and tourism activities. Comprised of many unique towns, villages and hamlets, the Town of The Blue Mountains, as we know it today, has only been formally established since the late 1990's. Over the past twenty years, the Town as a Corporation has been guided by six terms of Council while following three cycles of strategic planning. Over the years, the Town has grown, changed and adapted to meet the needs of residents, businesses, visitors and tourists.

Through survey and anecdotal responses within the community, it is clear that residents love and are proud of where they live. However, as anticipated, there are tensions and pressure points within the community that need to be addressed. The dedication to work together, as a collective community of communities to ensure the Town's long-term sustainability, is more evident than ever through the obvious commitment of the Town's Senior Management Team and members of Council.

The Corporate Strategic Plan, as presented, was approximately 90% complete prior to the Coronavirus Pandemic. Council members and the Chief Administrative Officer met individually to review the previous draft document. Revisions were made that reflected Councillor comments and suggestions. The revised final draft pre-Coronavirus was provided to Council on March 25, 2020 for their information.

The Town's 2015 Corporate Strategic Plan consisted of five central goals and 118 actions for Staff to work toward. The 2015 Plan was formed by an external consulting team, with the additional benefit of the lead consultant having worked previously in the Town's Planning and Development Services Department. While Council and Staff achieved some of what was set out within the 2015 Plan, some initiatives lacked definition and, therefor, affected momentum.

Staff believe that this Corporate Strategic Plan has incorporated the necessary clarity and definition to ensure the successful implementation of our Strategic Goals. 20 significant documents and 30 specific actions have been developed and outlined in the Plan.



# THE PROCESS

---

## What steps did we take

In the fall of 2018, Council initiated a wide review of Town policies and processes. Council established several committees to focus in on key issues with members of the community mandated to make recommendations to Council.

During the 2019 Budget review process, Council directed Staff to consider the use of internal resources as much as possible. Staff recommended an internal contract staff position be created in order to assist with the completion of the Town's Corporate Strategic Plan. Council approved the contract position within the Administration Department to assist with the facilitation of the Corporate Strategic Plan process. The contracted Administrative Assistant of Corporate Initiatives began compiling information in September 2019.

A Special Committee of the Whole meeting was held on September 17, 2019, livestreamed and archived on the Town's website [www.thebluemountains.ca](http://www.thebluemountains.ca), during which Council provided direction to revise the Town's Mission, Vision and Values to be in alignment with the three Pillars of Sustainability – the Environment, the Community and the Economy. Council further requested Staff to return with actions that adhere to a SMART (Specific, Measurable, Achievable, Realistic, Timely) goal format to ensure there is a clear path set out to achieve the Town's Corporate Strategic Plan. This Corporate Strategic Plan contains a series of tables that outlines key plans and actions and also identifies who will be Responsible, who will be Accountable and who will Support the activity. The timelines are set out by each of the four quarters of each year, shown as Q3 2021, the 3rd quarter of 2021.

Staff reflected on the Town's existing key strategic documentation (noted in the previous section) and, working with Service Area Managers and Senior Management Team, defined 4 strategic priorities and the initiatives that we will use to address each priority. The proposed Corporate Strategic Plan was provided to staff in February 2020 for their review.

With the revisions being made after meeting with individual Council members in March, and subsequent revisions relating to actions and plans that reflect post COVID-19 community needs, staff prepared the final Corporate Strategic Plan. It was presented to Council through the Committee of the Whole process requesting Council endorsement and approval of the 2020 Corporate Strategic Plan.

# COUNCIL

## **Mayor**

Alar Soever

## **Councillor**

Peter Bordignon

## **Councillor**

Paula Hope

## **Councillor**

Andrea Matrosovs

## **Deputy Mayor**

Rob Potter

## **Councillor**

Rob Sampson

## **Councillor**

Jim Uram

# SENIOR MANAGEMENT TEAM

## **Chief Administrative Officer**

Shawn Everitt

## **Director of Human Resources**

Jennifer Moreau

## **Director of Finance and IT Services**

Ruth Prince

## **Director of Legal Services**

Will Thompson

## **Director of Operations**

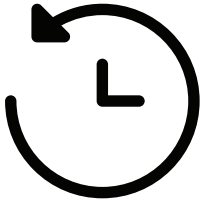
Shawn Carey

## **Director of Community Services**

Ryan Gibbons

## **Director of Planning and Development Services**

Nathan Westendorp



# REFLECTION

---

## What existing documentation did we consider

### **2019 and 2020 Town Budget:**

Capital projects, departmental mandates and levels of service set out in the Town's budget documentation contain a snapshot of current and planned Town projects.

### **2019 Climate Change Emergency Declaration:**

Passed by Council in October 2019, the declaration states: "Be it resolved that the Town of The Blue Mountains officially declares a Climate Change Emergency for the purpose of enhancing and accelerating action on our commitment to protect our community, our economy, and our ecosystems from the impacts of climate change".

### **2019 Blue Mountains Strategic Plan Public Survey:**

In fall 2019, the Town conducted a survey through the office of Communications and Economic Development, which collected 170 responses from residents.

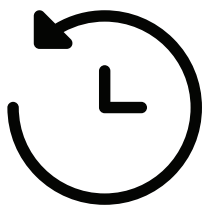
**2019 Mandates of Committees of Council:** The priorities and outcomes to date of Town committees, including the Agricultural Advisory Committee, the Communications Advisory Committee, the Economic Development Advisory Committee, the Joint Municipal Physician Recruitment and Retention Committee, the Grants and Donations Committee, the Sustainability Committee, and the Transportation Committee.

### **2019 Blue Mountains Attainable Housing Corporation (BMAHC) Mandate:**

Goals and project plans continue to be developed by the BMAHC.

### **2018 Staff Graphic Facilitation:**

A workshop conducted with Town Staff generated an inspiring mural of images and words depicting core Staff values, roles and culture.



# REFLECTION

---

## What existing documentation did we consider

### **2018 Blue Mountains Public Library Board Strategic Plan:**

This organization is managed at arms-length to the Town and recently completed its strategic plan, offering a tangible, successful local model to emulate.

### **2016 Town Official Plan:**

The Town is due to update its Official Plan in 2024.

### **2006 and 2015 Leisure Activities Plan:**

The 2006 Leisure Activities Plan became the guiding document for the Community Services Department and provided the basis of significant community information. The Town's 2015 Leisure Activities Plan Update focused on developing an inventory of Town and Publicly owned lands and Town owned facilities. The combination of these Town plans will create the template and the baseline for developing a complete 2020 Leisure Activities Plan.

### **2010 Integrated Community Strategic Plan:**


Entitled "The Blue Mountains Sustainable Path," this 50-year vision for the Town was completed by the community and the Town, with financial assistance from the Federation of Canadian Municipalities. Hundreds of ideas were generated. Council, in 2010, received the document but did not set out specific actions toward implementing the recommendations. Several Town initiatives in recent years, in particular within the Operations Department (formerly Infrastructure and Public Works), have reflected goals and objectives set out in The Sustainable Path.

### **2009 Economic Development Strategy:**

Entitled "Red, Hot and Blue", this document was received by Council at the time of development, however, Council did not set out specific actions toward implementing the recommendations.

# VISION

What do we want the Corporation to become



**“An approachable Council and Staff serving an engaged and well informed community.”**

# PILLARS OF SUSTAINABILITY

---

## What consideration goes into Staff and Council decisions

In every regard, Staff and Council balance these three interdependent pillars to secure the responsible use of resources and restoration of nature to meet the needs of the present without compromising the ability of future generations to meet their own needs.

### PILLARS OF SUSTAINABILITY

```
graph TD; A[PILLARS OF SUSTAINABILITY] --- B[ENVIRONMENTAL RESILIENCE]; A --- C[SOCIAL AND CULTURAL VITALITY]; A --- D[ECONOMIC BALANCE]; B --- E[We are stewards of our geography, biodiverse ecosystems and unique microclimate.]; C --- F[Our resourceful and caring urban and rural residents enjoy a high quality of life and face any challenges together.]; D --- G[Our community has a diversified economy, ever mindful of our agricultural roots and role as a premier four-season destination.];
```

#### ENVIRONMENTAL RESILIENCE

We are stewards of our geography, biodiverse ecosystems and unique microclimate.

#### SOCIAL AND CULTURAL VITALITY

Our resourceful and caring urban and rural residents enjoy a high quality of life and face any challenges together.

#### ECONOMIC BALANCE

Our community has a diversified economy, ever mindful of our agricultural roots and role as a premier four-season destination.

# MISSION

What will Council and Staff do to achieve our Mission



**“Council and Staff together foster the trust of our community and support our region’s diverse cultural and natural heritage through thoughtful consultation and organizational excellence.”**



# VALUES

What Council and Staff together  
commit to



## EXCELLENCE

Providing conscientious service to  
our community and to each other.

## INTEGRITY

Being honest, consistent and  
fair in all we do.

## ACCOUNTABILITY

Ensuring responsible and  
transparent governance.

## INCLUSIVITY

Respecting and engaging every voice.

## STEWARDSHIP

Honouring the past, caring for the  
present, leading toward a  
sustainable future.



# 4 STRATEGIC PRIORITIES

Where to focus our efforts to reach our vision

## 1. Communications and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

## 2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

## 3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

## 4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.





# PRIORITY 1

## Communications and engagement are in our nature

As a Corporation, Council and Staff are stewards of the community while being managers of change. We have recognized that communicating early and often with the community can limit surprises and alleviate many concerns. We will make communications and engagement a Corporate priority. **We will enhance communications and engagement both among Town Staff and with Town residents and stakeholders.** This will be achieved through 10 actions and 2 significant Town documents.

### 1.1 ADOPT A "PLAN TO EXECUTE" MINDSET

The top initiative in 2020-2024 for Council and Staff will be to cultivate a shift within the Corporation towards a "Plan to Execute" mindset. Whereas a "Plan to Plan" cycle can be comfortable, it can result in a reluctance to execute or implement a project or work because committing and moving a plan forward means there is no turning back. Often, the execution stage is when community and stakeholders first take notice of a project. This outcome can be problematic as the plan is already in action and the direction is difficult, if not impossible, to change. Senior Management Team (SMT), Chief Administrative Officer (CAO), Communications and Economic Development Division (CED), Service Area Managers (SAM)

#### ACTION:

Staff will receive training on the "Plan to Execute" mindset. Staff will modify the Staff Report template to include a section outlining any Town projects that relate to the subject of the report and any possible impacts that recommendations or decisions may have. All projects shall include very clear timetables and schedules with accountable deliverables established for Council endorsement.

**Responsible: SMT**

**Accountable: CAO**

**Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q3 2020
Q4 2020	Implementation	Q1 2021
Annually	Budget Process	Ongoing

## 1.2 COMMUNICATE EARLY AND OFTEN

Council and Staff strive to inform community members and stakeholders of issues that will affect them, so the community has appropriate time to reflect and provide opinions, insights, concerns or ideas. Council and Staff will listen and consider all input. To do this, the Corporation will share clear information as early as possible. The flow of information will be proactive, and the Corporation will strive to be transparent in all that it undertakes. Poorly executed communication can prevent the Corporation from moving forward; communicating early and often will result in a well-informed public.

### **ACTION:**

Staff will receive training on improving communication with the community and its stakeholders. Staff will modify the Staff Report template to include a section outlining and recommending timing and strategies for communication. Staff recommend that the Communication Committee select 3 top priorities to be initiated by Q1 of 2021 as outcomes of the Communication Strategy.

**Responsible: SMT**

**Accountable: CAO**

**Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q3 2020
Q4 2020	Implementation	Q1 2021

## 1.3 ASK OUR COMMUNITY TO EXPECT US TO GATHER INFORMATION

Town Council and Staff together will encourage information sharing with our community and our stakeholders. In turn, Staff will ask our community and our stakeholders to be willing to allow them to gather additional information to fully understand the perspectives and opinions of those who have provided input and information for Council to consider. Council and Staff need to understand the root of the concerns so that we can effectively consider and reflect on them. We want our community to be confident that Staff and Council are not asking questions merely to be able to defend a position, or to get a result that has been predetermined, or to receive input for the sake of saying consulting had occurred.

### **ACTION:**

Staff will receive training on best practices for gathering information from the community and stakeholders. The Town's Communications and Economic Development Division will undertake a community education campaign to improve the community's understanding of Town information-gathering and decision-making. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: SMT****Accountable: CAO****Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
In Progress	Plan Development	Q3 2021
Q3 2021	Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 1.4 ASK OUR COMMUNITY TO ACKNOWLEDGE THAT THERE WILL BE TIMES OF TENSION

It is also essential that the community acknowledge that information exchanged, and decisions made may not always be to the liking of all. Council and Staff are committed to the value of integrity and due process and will make decisions with consistency and fairness. Council and Staff will make it clear to the community why a recommendation or decision has been made, even when it may not be popular. We will ask our community to accept that community members, neighbours, Councillors and Staff will not always agree. In these situations, tensions may occur and that is okay. It is a natural outcome in a community facing growth and change. The Town will encourage communication and understanding and seek out opportunities for collaborative solutions and creative problem solving. Building on the trust that exists between the parties, and the accountability that is in place for Town Staff and Council, relationships will be strengthened to overcome differences or to amicably agree to disagree.

### ACTION:

Staff will receive training on best practices to acknowledge tensions with community and stakeholders. The Town's Communications and Economic Development Division will undertake a community education campaign to improve the community's understanding that tension is natural while outlining ways to reduce conflict and increase collaboration. Council will receive an outline of the communication plan prior to its release.

**Responsible: SMT****Accountable: CAO****Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q4 2020	Staff Report	Q4 2020
Q1 2021	Communication	Q1 2021
Q2 2021	Implementation	Ongoing

## 1.5 COMMUNICATE HOW WE ARRIVE AT RECOMMENDATIONS OR DECISIONS

Council and Staff will keep the community's best interests in mind in everything that they do. We need our community to be empowered with information and to understand the rationale behind decisions. We ask our community to acknowledge that sometimes a decision may be out of the Town's control. Staff make recommendations to Council based on existing Town policies, by-laws, development agreements or master plans such as the Leisure Activities Plan or on direction set by Federal, Provincial or County governments. Recently, many local residents applied and were appointed to positions on various committees of Council. These committees were mandated to advise Council on specific topics and to consult on the development of a series of guiding Town plans. These plans include a Sustainability Plan, a Communications Strategy, an Economic Development Plan, a Transportation Master Plan, and an Asset Management Plan. It is critical that the Town engage its community early on and, as these plans move toward completion, the communication and consultation be seen in the community to be frequent. Having Committees, such as the Agricultural Advisory Committee, in place allows for great engagement and creates a direct line of communication to our rural and agricultural community. This benefit will be realized by a range of community engagement tools that will be set out in the Communications Strategy.

### ACTION:

Staff will receive training on best practices to communicate recommendations and decisions to the community and stakeholders. Staff will modify the Staff Report template to include a section outlining and recommending timing and strategies to communicate decisions.

**Responsible: CED**

**Accountable: CAO**

**Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q4 2020	Staff Engagement	Q4 2020
Q1 2021	Implementation	Q1 2021

## 1.6 BUILD TRUST WITH CONSISTENCY

The community must feel safe and trust that the Town will share information and that they can readily share information with the Town. The community wants to know that their input is valued, that they can count on consultation taking place, and that their voice will always be heard and considered. To gain trust, Council and Staff must establish and promote a clear and consistent method of communication to which, as a team, they can be held accountable.

### ACTION:

Council and Staff will implement actions for building and maintaining trust in the community via recommendations within the Communication Strategy. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: CED****Accountable: CAO****Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q4 2020	Public Consultation	Q1 2021
Q2 2021	Draft Strategy	Q4 2021
Q4 2021	Citizen Survey	Q2 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 1.7 ASK OUR COMMUNITY TO BE WILLING TO LISTEN

Council and Staff will be bold and proactive and will listen to the opinions of others. We will also ask our community and stakeholders to do the same, to be willing to consider options and alternatives and accept, or be aware, that Council and Staff need to make decisions at some point in the process in an efficient manner.

### **ACTION:**

Staff will receive training on best practices to encourage listening and acceptance within the community. The Communications and Economic Development Division will undertake a community education campaign to increase a willingness to listen.

**Responsible: CED****Accountable: CAO****Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Staff Engagement	Q3 2020
Q4 2020	Implementation	Ongoing

## 1.8 STRENGTHEN RELATIONSHIPS WITHIN THE COMMUNITY

Staff have noted an increase in community engagement in recent years, from a range of perspectives that include a resident's interest in what is going on in their local neighbourhood to an interest in what is happening regionally. Strengthening relationships within our community and with the development and business communities have delivered positive outcomes. Encouraging the sharing of information early for ideas, goals and concepts has proven to be very successful.

### **ACTION:**

Staff will receive training on best practices to strengthen relationships within the community and share lessons learned.

**Responsible: CED****Accountable: CAO/Council****Supporting: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Staff Engagement	Q4 2020
Q4 2020	Implementation	Ongoing

## 1.9 STRENGTHEN RELATIONSHIP WITH THE COUNTY OF GREY

The Town will drive change and innovation at the County of Grey. We will consider and recommend where revisions or amendments to current policies and legislation would increase fairness for our residents. We will continue to work with the County of Grey on projects and tasks to address the dissolving of the Grey County/The Blue Mountains Task Force in February 2020.

### ACTION:

Staff will collaboratively establish best practices to strengthen relationships with the County of Grey and share lessons learned. A Staff report will be brought forward to Council identifying the specific projects that the County of Grey and the Town will be cooperatively working on from the present time to 2024.

**Responsible: CED****Accountable: CAO/Council****Supporting: SAM**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Report that Identifies Task and Action Items from 2020 - 2024	Q4 2020

## 1.10 STRENGTHEN RELATIONSHIPS WITH UPPER TIER GOVERNMENT, PUBLIC AGENCIES AND MINISTRIES

The Town will drive change and innovation at upper tiers of government and public agencies. We will consider and recommend where revisions or amendments to current policies and legislation would increase fairness to our residents.

### ACTION:

Council and Staff will receive training on best practices to strengthen relationships with upper tier government, public agencies and ministries and share lessons learned.

**Responsible: CED****Accountable: CAO/Council****Supporting: SAM**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Development of Relationships	Ongoing

## 1.11 DELIVER A COMMUNITY IMPROVEMENT PLAN FOR ATTAINABLE HOUSING

Through the Planning Division, we will deliver a Community Improvement Plan that promotes revitalization and place-making to attract tourism, business investment and economic development opportunities, with the aim of making effective use of existing community infrastructure. We will provide grants and loans to stimulate private sector investment in targeted areas of our community. Planning Services Division (PLN), Planning and Development Services Department (PDS)

### DOCUMENT:

The Planning Division, in collaboration with The Blue Mountains Attainable Housing Corporation, will deliver a Community Improvement Plan to Council.

**Responsible: PLN**

**Accountable: PDS**

**Supporting: CED/SMT**

Initiation Date	Deliverable	Date Achieved Feb 2020 – County Approved
Q2 2020	Plan Development	Q4 2020
Feb 2020 – County Approved	Access to \$1,145,000 of Funding from County of Grey	Q4 2020

## 1.12 DELIVER A COMMUNICATIONS STRATEGY

Through the Communications and Economic Development Division, we will deliver a Communications Strategy for the Town. Administration Department (ADM)

### DOCUMENT:

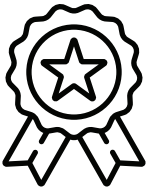
The Communications and Economic Development Division will deliver a Communications Strategy to Council. As noted in Section 1.2 of this Corporate Strategic Plan, Staff will recommend that the Communication Committee select 3 top priorities to be initiated by Q1 as an outcome of the Communication Strategy.

**Responsible: CED**

**Accountable: ADM**

**Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Strategy Development	Q4 2020
Q1 2021	Implementation	Ongoing



# PRIORITY 2

## Organizational Excellence is in our nature

Staff and Council recognize that we need to dedicate time and resources at all levels to ensure we are organized internally to achieve the goals and work in front of us. Organizational excellence is not a style, or a type. It is what we demand each and every day, through each and every staff report and will be measured by the decisions Council makes on behalf of our community. We will make Organizational Excellence a Corporate priority. **We will continually seek out ways to improve the internal organization of Town Staff.** This result will be achieved through 12 actions and 7 significant Town documents.

### 2.1 COMMIT TO THE CORPORATE STRATEGIC PLAN

Once approved, this Corporate Strategic Plan will be provided to each member of Council, Staff and Town committee. The community will have access to the Corporate Strategic Plan through a range of communication formats.

**ACTION:**

The Human Resources Division will work with Staff to integrate the Corporate Strategic Plan into the Town’s orientation and training material for new Staff. The Corporate Strategic Plan will be discussed at existing Town Staff meetings where all Staff members come together twice per year.

Responsible: SAM/SMT		Accountable: CAO/Council	Accountable: Town Staff
Initiation Date	Deliverable	Supporting: SAM/SMT Date Achieved	
Q3 2020	Update Staff and Inclusion of New Staff Orientation Manual	Ongoing	

## 2.2 INTEGRATE THE THREE PILLARS OF SUSTAINABILITY

The Town's Sustainability Committee will develop a new Integrated Community Sustainability Plan that will be brought forward for Council consideration. Council and Staff will integrate the three pillars of sustainability into its everyday tasks. We want to ensure that the Corporation is balancing the needs of our local economy against the social and cultural aspects of our community and against the needs of our natural heritage and environment. We want to make certain that the generations who come after us will continue to be able to meet their needs. We will consider sustainability in every decision and policy. We will safeguard the responsible use of resources and restoration of nature to meet the needs of the present without compromising the ability of future generations to meet their needs. It is the greatest legacy we can leave our Town.

### ACTION:

Staff will receive training on best practices for integrating the three pillars of sustainability into its everyday tasks. Staff will modify the Staff Report template to include a section outlining impacts of recommendations on the three pillars of sustainability. The Senior Management Team will ensure all Town plans and strategies include a section outlining how recommendations impact the three pillars of sustainability. Town Staff will review and consider the findings and recommendations of a new Integrated Community Sustainability Plan once it has been approved by Council. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: SMT**

**Accountable: CAO**

**Supporting: Council/Town Staff**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Staff Engagement	Q4 2020
Q4 2020	Implementation	Ongoing
Q3 2021	Incorporate Sustainability Questions into the Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 2.3 INCREASE STAFF AND COUNCIL UNDERSTANDING OF RELATION TO TOWN'S VISION

Understanding how each task performed by Staff fits into the larger vision for the Town will help Council, Staff and the community set priorities and establish a baseline of service.

### ACTION:

A Staff task force will conduct a Staff exercise to correlate their duties to the Town's vision and Corporate Strategic Plan.

**Responsible: CAO****Accountable: SAM/SMT****Supporting: Council/Town Staff**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q1 2021
Q1 2021	Implementation	Q1 2021
Q3 2021	Review	Q1 2022

## 2.4 REPORT PROGRESS OF ACTIONS WITHIN THE CORPORATE STRATEGIC PLAN

### ACTION:

The Administration Department will report to Council three times annually on progress of the actions taken to meet with the 2020 Corporate Strategic Plan.

**Responsible: ADM****Accountable: CAO****Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Sep 2020	Report 1	Sep 2020
Jan 2021	Report 2	Jan 2021
May 2021	Report 3	May 2021
Sep 2021	Report 4	Sep 2021
Jan 2022	Report 5	Jan 2022
May 2022	Report 6	May 2022
Sep 2022	Report 7	Sep 2022
Jan 2023	Report 8	Jan 2023
May 2023	Report 9	May 2023
Sep 2023	Report 10	Sep 2023
Jan 2024	Report 11	Jan 2024

## 2.5 IMPROVE COORDINATION OF PROJECTS, TASKS AND INITIATIVES BETWEEN STAFF DIVISIONS

### ACTION:

Staff will review best practices to manage projects and tasks. They must ensure appropriate work plan and work scope are detailed and that value engineering exercises are implemented on key projects that are reported to Council through the annual budget process. The Senior Management Team will coordinate timing of delivery of major Town projects by way of a centralized calendar.

**Responsible: SMT**

**Accountable: CAO**

**Supporting: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Review	Q4 2020
Q4 2020	Next Steps TBD	Q4 2020

## 2.6 APPRECIATE THE SHORT-TERM AND LONG-TERM IMPACTS OF RECOMMENDATIONS AND DECISIONS

Council and Staff will consider and respect the short-term and long-term impacts that Staff recommendations and Council decisions will have on our community. What Staff are legislatively required to recommend in a report may be different from what the community may want. It is the role of Staff to ensure that all information is easy to understand and supported by early-and-often communication with a community that has been engaged since the infancy of considering the subject matter.

### ACTION:

Staff will receive training on best practices for assessing the short-term and long-term impacts of recommendations and decisions. Staff will modify the Staff Report template to include a section outlining a summary of short-term and long-term impacts of Staff recommendations.

**Responsible: ADM**

**Accountable: CAO/Council**

**Supporting: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q4 2020
Q4 2020	Implementation	Ongoing

## 2.7 STRENGTHEN THE RELATIONSHIP BETWEEN STAFF AND COUNCIL

The relationship between Staff and Council is the basis of an “Organization of Excellence”. The ability to work together will continue to generate good discussion, respectful debate and an understanding and shared value system for how we move our community forward.

### ACTION:

A Staff task force will engage Staff and Council to maintain and continue to build a respectful relationship between Staff and Council.

**Responsible: CAO**

**Accountable: Council/Town Staff**

Initiation Date	Deliverable	Date Achieved
In Progress	Strong Communications	Ongoing

## 2.8 CLARIFY ROLES AND MANDATES OF STAFF AND COUNCIL

Council and Staff will clarify their roles to the community to create transparency on how ideas and decisions flow through the Corporation. Clarifying the mandates of Committees of Council, as well as the procedure to bring ideas to Council will ensure that important issues are addressed in an efficient and timely manner while consulting the public as much as possible.

### ACTION:

Council and Staff will develop best practices to clarify the roles and mandates of Council and Staff. The Communications and Economic Development Division will undertake a community education campaign to improve the community’s understanding of Council and Staff roles and mandates.

**Responsible: CAO/Council**

**Accountable: Mayor/CAO**

**Supporting: Council/Town Staff**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Implementation	Ongoing

## 2.9 REVISIT ROLES AND MANDATES OF COMMITTEES TO ENSURE MANDATES ARE SUPPORTED

### ACTION:

Council will review the mandates of Committees of Council to ensure the Committees are funded adequately to meet their mandates and/or adjust Committee mandates accordingly. The review of our Committees of Council post Coronavirus will be critical as the community moves forward and we consider the most vital needs of the community.

**Responsible: Council**

**Accountable: CAO**

**Accountable: Council/SMT**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Information Gathering	Q1 2021
Q2 2021	Council Recommendation	Q2 2021

## 2.10 USE SMART GOALS

Staff and Council have noted the value of ensuring Town-generated reports, plans and strategies employ the use of SMART Goals to allow the Corporation to clearly communicate progress and identify barriers. SMART is an acronym used for goal-setting best practices and stands for the following values, “Specific, Measurable, Achievable, Realistic, Time-bound”.

### ACTION:

Staff will receive training on best practices for using SMART goals. The Senior Management Team will ensure actions and projects recommended by the Town follow the SMART goal best practice.

**Responsible: SAM/SMT**

**Accountable: CAO**

**Accountable: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Training	Q4 2020
Q1 2021	Implementation	Ongoing

## 2.11 USE RASCI MATRICES

Council and Staff have noted the value of making sure Town-generated reports, plans and strategies employ a RASCI matrix to define project roles and responsibilities. The matrix will define roles in the Town divisions as follows:

- Who is Responsible to do the work?
- Who is Accountable (where the buck stops)?
- Who acts in a Supporting role?
- Who is Consulted (stakeholders that have to sign off on a project)?
- Who is Informed (those who simply receive the information but don't have input)?

### ACTION:

Staff will receive training on best practices for RASCI matrices. The Senior Management Team will ensure reports, plans and strategies developed by the Town will use a RASCI matrix.

**Responsible: SAM/SMT**

**Accountable: CAO**

**Accountable: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Training	Q4 2020
Q1 2021	Implementation	Ongoing

## 2.12 DEVELOP A CORPORATE-WIDE PAY FOR PERFORMANCE MODEL

Council included funding in the 2020 Budget to support a pay-for-performance program for Staff that will be attached to individual and divisional performance. The intent is to create a leadership team mindset within Staff to improve collaboration for better quality recommendations. Human Resources Division (HR)

### ACTION:

The Human Resource Division will develop and roll out a Corporate-wide pay-for-performance compensation strategy that will provide meaningful and achievable incentives for employees while driving departmental and Corporate objectives set by Council through the Corporate Strategic Plan.

**Responsible: HR**

**Accountable: CAO**

**Accountable: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Implementation	Q4 2020
Q1 2020	Goal Setting	Q4 2020
Q4 2020	Review	Q1 2021
Annual Process	Goal Setting and Review	Ongoing

## 2.13 DELIVER A HUMAN RESOURCES MASTER PLAN

The Human Resources Division will develop a five-year strategic plan that will focus on driving Human Resources excellence and innovation while investing in employee development, creating succession management programs and enhancing employee engagement.

### DOCUMENT:

Support the Human Resources Division deliver a Human Resources Master Plan.

**Responsible: HR**

**Accountable: CAO**

**Accountable: SAM/SMT**

Initiation Date	Deliverable	Date Achieved
Q2 2021	Plan Development	Q1 2022

## 2.14 DELIVER AN ASSET MANAGEMENT PLAN

### DOCUMENT:

Support the Operations Department and the Finance and Information Technology Department to deliver a Town Asset Management Plan. Finance and IT Services Department (FIT), Operations Department (OPS)

**Responsible: FIT**

**Accountable: FIT/OPS**

**Accountable: SAM**

Initiation Date	Deliverable	Date Achieved
In Progress	Plan Development	Q3 2024
Q4 2024	Implementation	Ongoing

## 2.15 REVIEW PROCEDURAL BY-LAW

### DOCUMENT:

Support the Clerks Division (CLK) to review the Town's Procedural By-Law and to update as necessary.

**Responsible: CLK**

**Accountable: ADM**

**Accountable: SMT/Council**

Initiation Date	Deliverable	Date Achieved
Q4 2021	Update By-law	Every 3 Years

## 2.16 DELIVER AN ORGANIZATIONAL EXCELLENCE STRATEGY

### DOCUMENT:

Support the Town's Chief Administrative Officer and Senior Management Team to create Staff task forces to deliver an Organizational Excellence Strategy that addresses the related items within this Corporate Strategic Plan and any additional elements determined by Staff.

Responsible: SMT

Accountable: CAO

Accountable: Council/Town Staff

Initiation Date	Deliverable	Date Achieved
Q2 2020	Strategy Development	Q3 2021
Q4 2021	Implementation	Ongoing
Q2 2023	Review	Q4 2023

## 2.17 DELIVER A BUSINESS CONTINUITY PLAN

The 2020 Coronavirus Pandemic reinforced the importance of having a comprehensive Business Continuity Plan for the Town. Throughout the Coronavirus Pandemic, the Town's business continuity was tested. Council and staff gained a new understanding of how the Town was able to continue providing essential services while maintaining a high level of day-to-day operations. During the remainder of 2020, there will be a full review and debriefing period that will inform the development of a thorough Business Continuity Plan for completion in Q4 of 2021

### DOCUMENT:

Support the Town's Chief Administrative Officer and Senior Management Team to deliver a Business Continuity Plan.

Responsible: SMT

Accountable: CAO

Accountable: SAM

Initiation Date	Deliverable	Date Achieved
Q2 2021	Plan Development	Q4 2021
	Review	Every 2 Years

## 2.18 DELIVER A LONG-TERM FINANCIAL PLAN

### DOCUMENT:

Support the Finance and Information Technology Department deliver a Long-Term Financial Plan. Consideration of the impact of the Coronavirus Pandemic has had on our community, region and beyond, will be a key aspect of developing a Long-Term Financial Plan.

**Responsible: SMT**

**Accountable: CAO**

**Accountable: SAM**

Initiation Date	Deliverable	Date Achieved
Q2 2021	Plan Development	Q4 2022
	Review	Every 2 Years

## 2.19 DELIVER A REVIEW OF DEVELOPMENT CHARGES

### DOCUMENT:

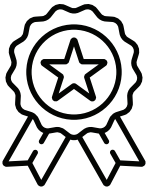
Support the Planning and Development Services Department deliver a review of Development Charges.

**Responsible: FIT**

**Accountable: SMT**

**Accountable: Council/Town Staff**

Initiation Date	Deliverable	Date Achieved
Q4 2021	Updated By-law	Every 5 Years



# PRIORITY 3

## Community is in our nature

Staff and Council need to make sure that what our community believes is important is clearly defined and is supportable by Policy. Feedback received in the 170 responses to the Town’s fall 2019 Strategic Plan Survey demonstrated varying needs between residents of different neighbourhoods and villages within the Town. It also defined the differences in needs of full-time residents, part-time residents and visitors as well as the wants of those at all ages and stages. We will make community a priority. **We will protect and enhance the community feel and the character of the Town.** This will be achieved through 5 actions and 6 significant Town documents.

### 3.1 DEFINE OUR CHARACTER

Council and Staff often hear concerns that the character of the Town is being challenged or is changing, or that a project may not be consistent with Town plans or that a design does not fit with the feel of a neighbourhood. Staff has identified that the people of the Town of The Blue Mountains need to come together to define “What do we as a community want the Town of The Blue Mountains to be?” Once that vision is outlined, Council and Staff will be able to steer the municipality closer and closer to meeting that common goal. Becoming a true “Community of Communities” where we recognize and celebrate The Blue Mountains as our Town, while respecting its many historical towns, villages and hamlets is the key. We have an exciting future ahead of us. We will work toward defining our common vision, culminating in the completion of a new innovative and Official Plan for the Town in 2025 that is truly reflective of our Community of Communities needs and desires.

#### ACTION:

Council and Staff will consult the community to establish a vision for the Town. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: SMT/Council**

**Accountable: Council**

**Accountable: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q2 2021	Community Engagement	Q3 2021
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

### 3.2 BE CONSISTENT IN POLICY

Together as a community we have witnessed, on numerous occasions, that some plans, no matter how well done and informed, are not a replacement for the Official Plan. Secondary Plans do not supersede the Town's Official Plan and cannot be as impactful as our Official Plan. Council and Staff will ensure that what our community believes to be important is clearly defined and is supportable by Policy. Our Official Plan provides the direction as to how land is used and protected. The community must be engaged throughout the Official Plan review process (which takes place every 8 years). This process begins now in 2020 with the approval of the Corporate Strategic Plan. It is important to note that upper tier agencies as well as Provincial and Federal Legislation may have jurisdiction and authority on the decision making process.

#### **ACTION:**

Council and Staff, with significant public engagement, will deliver an updated Official Plan.

**Responsible: SMT**

**Accountable: CAO/Council**

**Supporting: Town Staff**

Initiation Date	Deliverable	Date Achieved
Q3 2021	Official Plan	Q2 2025

### 3.3 BALANCE THE NEEDS OF THE MANY COMMUNITIES WITHIN THE TOWN

The Coronavirus pandemic will require a substantial amount of recovery effort and support for our entire community. Working collaboratively, the Town will consider what efforts and resources will be necessary to assist the community and to champion the recovery process.

A Community Recovery Task Force was established by Council in the early weeks of the Provincial Declaration of a State of Emergency to establish a line of communication with the community and stakeholders.

The communities within our Town have a range of characteristics and needs. We will ensure each community is represented, respected, and served, while reflecting and respecting its past and managing its growth for the Town's overall sustainability and vitality.

#### **ACTION:**

Staff will establish best practices for consulting with residents of all Town communities. Staff will modify the Staff Report template to include a section outlining which region/neighbourhood within the Town will be impacted by recommendations. The Senior Management Team will ensure all Town plans and strategies include a section outlining which region/neighbourhood within the Town will be impacted by recommendations or actions. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/ADM****Accountable: Task Force****Supporting: CED/SMT**

Initiation Date	Deliverable	Date Achieved
Q2 2020	Report Template Modification	Q4 2020
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

### 3.4 REVIEW TOWN BY-LAWS

#### **ACTION:**

Staff will ensure existing Town By-laws and policies can be enforced by reviewing and reporting on the funding and staffing needs of By-law Services. The following By-laws have been identified as existing By-laws that have been identified by Staff as priorities for the review process. The following municipal By-laws will be brought forward for Council consideration by Q4 of 2021: The Municipal Licensing By-law, the Property Standards By-law, the Long Grass Noxious Weed By-law, the Noise By-law and the Sign By-law. Legal Services Department (LS)

**Responsible: Council/CAO****Accountable: LS****Supporting: SMT**

Initiation Date	Deliverable	Date Achieved
In Progress	Updated By-laws Approved by Council	Q4 2021

### 3.5 DEFINE THE TOWN'S CLIMATE EMERGENCY DECLARATION

#### **ACTION:**

A Staff task force will conduct an exercise to interpret the Town's Climate Emergency Declaration and review with Staff. The Town will develop a formal report through the Town's Operations Department and Sustainability Advisory Committee (SAC), outlining the Town's initiatives that support the commitment to the Town's Declaration of a Climate Emergency.

**Responsible: Council/ADM****Accountable: OPS****Supporting: SMT/SAC**

Initiation Date	Deliverable	Date Achieved
Q2 2021	Clearly Defined Declaration and Community Consultation and Education	Q2 2021

### 3.6 DELIVER A TRANSPORTATION MASTER PLAN

#### DOCUMENT:

Support the Town's Operations Department in collaboration with the Transportation Committee (TC) to deliver a Transportation Master Plan. The plan will encompass a full range of transportation areas including Active Transportation, Public Transit, Parking Inventory, and Vision of Highway 26 Corridor. The specific actions and measurable outcomes will be determined through the plan development process. Staff will recommend that the Transportation Committee select 3 top priorities to be initiated by Q1 of 2021 as key deliverables of the Transportation Master Plan process.

**Responsible: OPS**

**Accountable: OPS**

**Supporting: PDS/TC**

Initiation Date	Deliverable	Date Achieved
In Progress	Comprehensive Transportation Plan	Q2 2022

### 3.7 DELIVER A TOWN-WIDE DRAINAGE PLAN

#### DOCUMENT:

Support the Town's Operations Department to deliver a Town-Wide Drainage Plan.

**Responsible: OPS**

**Accountable: OPS**

**Supporting: PDS**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Comprehensive Municipal Drainage Plan	Q3 2022

### 3.8 DELIVER A GROWTH MANAGEMENT STRATEGY

#### DOCUMENT:

Support the Town's Planning and Development Services Department to complete a Growth Management Strategy.

**Responsible: Council/ADM**

**Accountable: PDS**

**Supporting: SMT**

Initiation Date	Deliverable	Date Achieved
Q3 2023	Growth Management Strategy	Q4 2024

### 3.9 DELIVER AN ATTAINABLE HOUSING STRATEGY

#### DOCUMENT:

Support The Blue Mountains Attainable Housing Corporation (BMAHC) with delivering an Attainable Housing Strategy. The Strategy will include the identification of tools that can be used to provide incentives for providing attainable housing. Staff will recommend that the Blue Mountains Attainable Housing Corporation, in coordination with Town Staff, select 3 top priorities projects as key deliverables for improving a diverse and inclusive stock of attainable housing in The Blue Mountains. The former Foodland Site project is to be initiated by Q1 of 2021. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: BMAHC**

**Accountable:  
Executive Director**

**Supporting: SMT**

Initiation Date	Deliverable	Date Achieved
In Progress	Attainable Housing Strategy	Q4 2021
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

### 3.10 DELIVER AN ECONOMIC DEVELOPMENT STRATEGY

#### DOCUMENT:

Support the Town's Economic Development Advisory Committee (EDAC) to deliver an Economic Development Strategy. This Corporate Strategic Plan does not assume or prescribe the future outcomes and directions that will be developed through the completion of the Economic Development Strategy, currently in progress. The Coronavirus Pandemic may have some impact on the Economic Development Strategy that had been initiated in the pre-Coronavirus environment.

**Responsible: Council/ADM**

**Accountable: CED**

**Supporting: SMT/EDAC**

Initiation Date	Deliverable	Date Achieved
In Progress	Economic Development Strategy	Q4 2020

### 3.11 DELIVER AN INTEGRATED COMMUNITY SUSTAINABILITY PLAN

#### DOCUMENT:

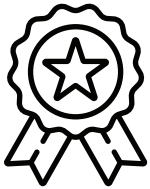
Support the Town's Operations Department and the Sustainability Advisory Committee (SAC) to deliver an Integrated Community Sustainability Plan. This Corporate Strategic Plan does not assume or prescribe the future outcomes and directions that will be developed through the completion of the Integrated Community Sustainability Plan, currently in progress. Staff recommend that the Sustainability Advisory Committee select 3 top priorities to be initiated by Q1 of 2021 as key deliverables of a new Integrated Community Sustainability Plan. This plan will include the completion of a full review and report card outlining the work completed, or not completed, that was included in the 2010 Sustainable Path.

**Responsible: Council/ADM**

**Accountable: OPS**

**Supporting: SMT/SAC**

Initiation Date	Deliverable	Date Achieved
In Progress	Integrated Community Sustainability Plan	Q1 2022
Q2 2022	Report Card	Q4 2022



# PRIORITY 4

## Quality of life is in our nature

Staff and Council need to acknowledge how the Town contributes to the quality of life of both residents and visitors. What constitutes a high quality of life can be different in each person's perspective. However, the Town can establish a baseline for what and how it contributes, through engagement and communication, and through encouraging our community and visitors to respect each other's perspective and each individual's opinions, needs and wants. We will make Quality of Life a priority. **We will foster a high quality of life for full-time and part-time residents, while welcoming visitors.** This will be achieved through 3 actions and 5 significant Town documents.

### 4.1 BALANCE THE NEEDS OF FULL-TIME RESIDENTS, PART-TIME RESIDENTS AND VISITORS

Tourism is a major driver of our local economy and we welcome millions of visitors each year. With projections of both resident populations and tourism increasing in our Town, Council and Staff will be mindful of the needs and concerns of full-time residents, part-time residents and visitors. The Coronavirus Pandemic will have a significant impact on our region's economy. Considering the overall needs of our entire community will be crucial for our long-term success.

#### ACTION:

Staff will modify the Staff Report template to include a section outlining impacts of recommendations on full-time residents, part-time residents and visitors. The Senior Management Team will ensure all Town plans and strategies include a section outlining how recommendations impact the needs of full-time residents, part-time residents and visitors. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/CAO**

**Accountable: SMT**

**Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q3 2020
Q4 2020	Implementation	Ongoing
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 4.2 BALANCE THE NEEDS OF RESIDENTS AND VISITORS OF DIVERSE ECONOMIC CIRCUMSTANCES

The incredible setting of our community has led to increased housing prices, which in turn has resulted in a shortage of affordable and attainable housing options for the local workforce, young families and many Town seniors. Many job opportunities remain unfilled due to the workforce being priced out of the rental housing and home ownership markets. Council and Staff will work diligently with the community to find solutions.

### ACTION:

Staff will modify the Staff Report template to include a section outlining impacts of recommendations on residents and visitors of diverse economic circumstances. The Senior Management Team will also ensure all Town plans and strategies include a section outlining how recommendations impact the needs of residents and visitors of different economic circumstances. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/CAO**

**Accountable: SMT**

**Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q1 2021	Staff Engagement	Q1 2021
Q2 2021	Implementation	Ongoing
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 4.3 BALANCE THE NEEDS OF RESIDENTS AND VISITORS OF ALL AGES AND STAGES

While the average age in The Blue Mountains is 51.8 years (province average is 41 years) with the Town's median age at 57.8 years (provincial median is 41.3 years), Staff and Council know that a truly vibrant community also supports youth, young families, those in their early and mid-careers as well as seniors. The Town's average household size is 2.1 individuals per household (the provincial average household size is 2.6 individuals per household).

### ACTION:

Staff will modify the Staff Report template to include a section outlining impacts of recommendations on residents and visitors of all ages and stages. The Senior Management Team will make certain all Town plans and strategies include a section outlining how recommendations impact the needs of residents and visitors of all ages and stages. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/ADM****Accountable: SMT****Supporting: SAM/CED**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Staff Engagement	Q4 2020
Q4 2020	Implementation	Ongoing
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

#### 4.4 DELIVER A TOWN TREE CANOPY AND NATURAL HERITAGE FEATURES REVIEW

##### DOCUMENT:

Support the Town's Planning and Development Services Department in leading a review of the Town's Tree Canopy and Natural Heritage features, functions and policies. Community Services Department (CS)

**Responsible: PLN****Accountable: PDS****Supporting: CS/OPS**

Initiation Date	Deliverable	Date Achieved
Q1 2021	Review	Q3 2021

#### 4.5 DELIVER A FIRE MASTER PLAN

##### DOCUMENT:

Support Fire Services in the development of a Fire Master Plan. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/CAO****Accountable: ADM/FIRE****Supporting: SMT/FIT/FIRE  
(Union Staff)**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Comprehensive Fire Master Plan	Q2 2022
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 4.6 DELIVER A PHYSICIAN RECRUITMENT AND RETENTION STRATEGY

### DOCUMENT:

Support the Administration Department, in collaboration with the Joint Municipal Physician Recruitment and Retention Committee (JMPRRRC), with delivering a Physician Recruitment and Retention Strategy to Council. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: ADM**

**Accountable: JMPRRRC**

**Supporting: SMT/CED**

Initiation Date	Deliverable	Date Achieved
Q2 2021	Comprehensive Physician Recruitment and Retention Strategy	Q2 2022
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 4.7 DELIVER A LEISURE ACTIVITIES PLAN

### DOCUMENT:

Support the Community Services Department with delivering a Leisure Activities Plan that will include consideration of future Community Hubs Multi Use Facilities. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022.

**Responsible: Council/ADM**

**Accountable: CS**

**Supporting: SMT/FIT/PDS/Library**

Initiation Date	Deliverable	Date Achieved
Q3 2020	Comprehensive Leisure Activities Plan	Q2 2022
Q3 2021	Incorporate Questions into Citizen Survey	Q1 2022
Q2 2022	Report Survey Results to Council	Q2 2022

## 4.8 DELIVER A COMMUNITY SAFETY AND WELLBEING PLAN

### DOCUMENT:

Support the Administration Department in delivering a Community Safety and Well-Being Plan in collaboration with Grey and Bruce Counties. The implementation of this action plan will be measured by the completion of a Citizen Satisfaction Survey that will be completed in Q1 of 2022. Blue Mountains Ontario Provincial Police Detachment (BM OPP)

**Responsible: Council/ADM**

**Accountable: CAO**

**Supporting: SMT/BM OPP**

Initiation Date	Deliverable	Date Achieved
In Progress	Comprehensive Community Safety and Well-Being Plan (with specific Schedule for TBM)	Q4 2020
Q3 2021	Incorporate Questions into Citizen Survey	Q2 2022
Q2 2022	Report Survey Results to Council	Q2 2022

# ALIGNMENT OF KEY STRATEGIC DOCUMENTATION

TOWN OF THE BLUE MOUNTAINS | 2020 – 2023

Responsible Division	Accountable Division	Supporting Division	Key Strategic Documentation	2020	2021	2022	2023
SMT	CAO	Council/Staff	Organizational Excellence Strategy				
Council/ADM	CAO	SMT/ BM OPP	Community Safety and Wellbeing Plan				
Council/ADM	CED	SMT/EDAC	Economic Development Strategy				
CED	ADM	SAM/SMT	Communications Strategy				
Council/ADM	OPS	SMT/SAC	Integrated Community Sustainability Plan				
PLN	PDS	CED/SMT	Community Improvement Plan for Attainable Housing				
SMT	CAO	SAM	Corporate Strategic Plan				
BMAHC	ED	SMT	Attainable Housing Strategy				
CLK	ADM	SMT/Council	Procedural By-Law Review				
Council/ADM	CS	SAM/FIT/PDS/ Library	Leisure Activities Plan				
Council/CAO	ADM/FIRE	SMT/FIT/FIRE	Fire Master Plan				
HR	CAO	SMT/SAM	Human Resources Master Plan				
FIT	SMT	Council/Staff	Development Charges Review				
ADM	JMPRRRC	CED/SMT	Physician Recruitment and Retention Strategy				
OPS	OPS	PDS	Town-Wide Drainage Plan				
OPS	OPS	PDS/TC	Transportation Master Plan				
PLN	PDS	CS/OPS	Tree Canopy and Natural Heritage Features Review				
SMT	CAO	SAM	Business Continuity Plan (Disaster Recovery)				
SMT	CAO	SAM	Long-Term Financial Plan				
FIT	FIT/OPS	SAM	Asset Management Plan (2024)				
PLN	PDS	SMT	Official Plan Review (2025)				
Council/ADM	PDS	SMT	Growth Management Strategy (2024)				

## LEGEND

<b>ADM</b>	Administration Department	<b>FIT</b>	Finance and Information Technology Department
<b>CAO</b>	Chief Administrative Officer	<b>HR</b>	Human Resources Division
<b>CED</b>	Communications and Economic Development Division	<b>OPS</b>	Operations Department
<b>CLK</b>	Clerks Division	<b>PDS</b>	Planning and Development Services Department
<b>CS</b>	Community Services Department	<b>PLN</b>	Planning Services Division
<b>HR</b>	Human Resources Division	<b>SAM</b>	Service Area Managers
<b>FIN</b>	Finance Division	<b>SMT</b>	Senior Management Team
<b>FIR</b>	Fire Services		



CORPORATE

# STRATEGIC PLAN

[www.thebluemountains.ca](http://www.thebluemountains.ca)