



Staff Report

Administration

Report To: Committee of the Whole
Meeting Date: June 2, 2020
Report Number: FAF.20.050
Subject: Draft Corporate Strategic Plan
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.20.050, entitled "Draft Corporate Strategic Plan";

AND THAT Council endorse the draft Corporate Strategic Plan as presented;

AND THAT Council direct staff to continue to monitor the COVID-19 pandemic and provide, where possible, modifications to the scheduling and prioritization of key projects and initiatives to ensure the final Corporate Strategic Plan reflects the current realities of the COVID-19 pandemic;

AND THAT Council direct staff to complete the final Corporate Strategic Plan design for approval by Council.

B. Overview

This staff report provides a description of the process staff have completed to date in the development of the draft Corporate Strategic Plan that is being presented for Council consideration.

C. Background

During the 2019 Budget process, Council approved the Corporate Strategic Plan to be completed in 2019 through the coordination of internal staff.

Staff provided a previous report to Council that outlined the proposed process. This staff report provides an update on the process completed to date and also includes the draft Corporate Strategic Plan that has been prepared for Council consideration.

D. Analysis

This staff report was originally drafted prior to March 15, 2020 and was scheduled to be brought to the March 24, 2020 Committee of the Whole meeting for Council consideration.

Unfortunately, the current COVID-19 pandemic has significantly impacted not only our municipality and province, but also nations worldwide.

Staff considered whether this staff report was worthy of being brought forward as Town priorities have been shifting during this period. Upon consideration, as Chief Administrative Officer, I feel that during this time it is critical for the draft Corporate Strategic Plan to be considered by Council.

Over the next few months, and years, the key projects and plans identified in the draft Corporate Strategic Plan will be modified within the final Corporate Strategic Plan as outlined in recommendation of this report. The importance of bringing this draft forward now, is that the Philosophy, Mission, Vision, Values and how we as a Corporation will function is now more important than ever for our community.

Our proposed Mission and Vision statements for the Corporation are extremely relevant and reflective of how the Corporation of the Town of The Blue Mountains will assist in moving forward post COVID-19.

VISION: An approachable Council and Staff serving an engaged and well-informed Community

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

Staff Report FAF.19.119 proposed the outline of the process to develop the draft Corporate Strategic Plan. During the development of the draft, as presented, the ability to follow the proposed process became difficult to determine how we could still effectively complete the project in a timely manner while ensuring appropriate consultation with internal staff and Council.

Staff, aligned their efforts and initiated information sharing sessions with senior staff, service area managers and departmental staff. These information sessions allowed for discussions that resulted in senior staff developing a better understanding of how we currently operate throughout the organization and how this is viewed by our staff. The process also provided a forum to outline the goals and philosophies that senior staff wish to promote within the Corporation and had identified in the early drafts of the Corporate Strategic Plan.

Again, as Chief Administrative Officer and the Lead on this project, listening and taking the input from staff and having staff engaged in the process essentially changed the draft from its Version 9 content and layout to Version 13 as presented in this staff report.

The latest stage of consultation took place in early March where Council members met one on one with the Chief Administrative Officer to review Version 12 of the draft Corporate Strategic Plan. To date, with the exception of the Mayor who was on an approved leave at the time, all members of Council have provided input through these individual meetings. Many of the comments and input received have been incorporated in this Version 13 draft.

The next steps of the process, as outlined in the recommendations of this staff report, include a review of the key projects and plans being considered as we learn more about the impacts of COVID-19 on our community. A final draft of the Corporate Strategic Plan would then be brought to Council for final approval. The approved Corporate Strategic Plan would then be provided to the Committees of Council as information.

The draft Corporate Strategic Plan provides a “Philosophy” and a “Way of doing Business” that reflects what staff have learned and also identifies what is expected from Council and the community.

The draft Corporate Strategic Plan outlines the key plans and initiatives that staff recommend are required to move this community forward in a positive and well managed manner. However, the draft does not deal with the specifics of setting directions or presuming the work that the Committees of Council are focusing on. These committees must be allowed to bring their recommendations forward through the plans that are currently being completed.

The timing of this staff report and the draft Corporate Strategic Plan allowed for the inclusion of information received through the 2020 Budget process. Concepts, such as “Return on Investment”, will now be considered by staff as a typical aspect of our daily operations and services.

With Council endorsement of the draft Corporate Strategic Plan, a final document will be prepared by the Town’s Communications staff using a Corporate design that will be used for all Town Plans to ensure consistency in presentation style. A sample design template has been included as Attachment 3 to this report.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability

Objective #1 Retain Existing Business

Objective #2 Attract New Business

Objective #3 Promote a Diversified Economy

Objective #4 Support Value-Added Agriculture and Culinary Tourism

Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #2 Use Technology to Advance Engagement

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability

Objective #3 Manage Growth and Promote Smart Growth

Objective #4 Commit to Sustainability

Goal #4: Promote a Culture of Organizational & Operational Excellence

- Objective #1 To Be an Employer of Choice
- Objective #2 Improve Internal Communications Across our Organization
- Objective #3 To Consistently Deliver Excellent Customer Service
- Objective #4 To Be a Financially Responsible Organization
- Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

- Goal #5: Ensure Our Infrastructure is Sustainable
- Objective #1 Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure
 - Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability
 - Objective #3 Implement Best Practices in Sustainable Infrastructure
 - Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

The draft Corporate Strategic Plan speaks to all Pillars of Sustainability.

G. Financial Impact

The draft Corporate Strategic Plan outlines key Initiatives and highlights fiscal accountability.

H. In consultation with

Town Staff

Members of Council

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to cao@thebluemountains.ca.

J. Attached

1. Draft Corporate Strategic Plan
2. Sample Design Template
3. Corporate Strategic Plan Survey Results

Respectfully Submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
cao@thebluemountains.ca
519-599-3131 extension 234



IT'S IN OUR NATURE

2020-2024
Corporate Strategic Plan

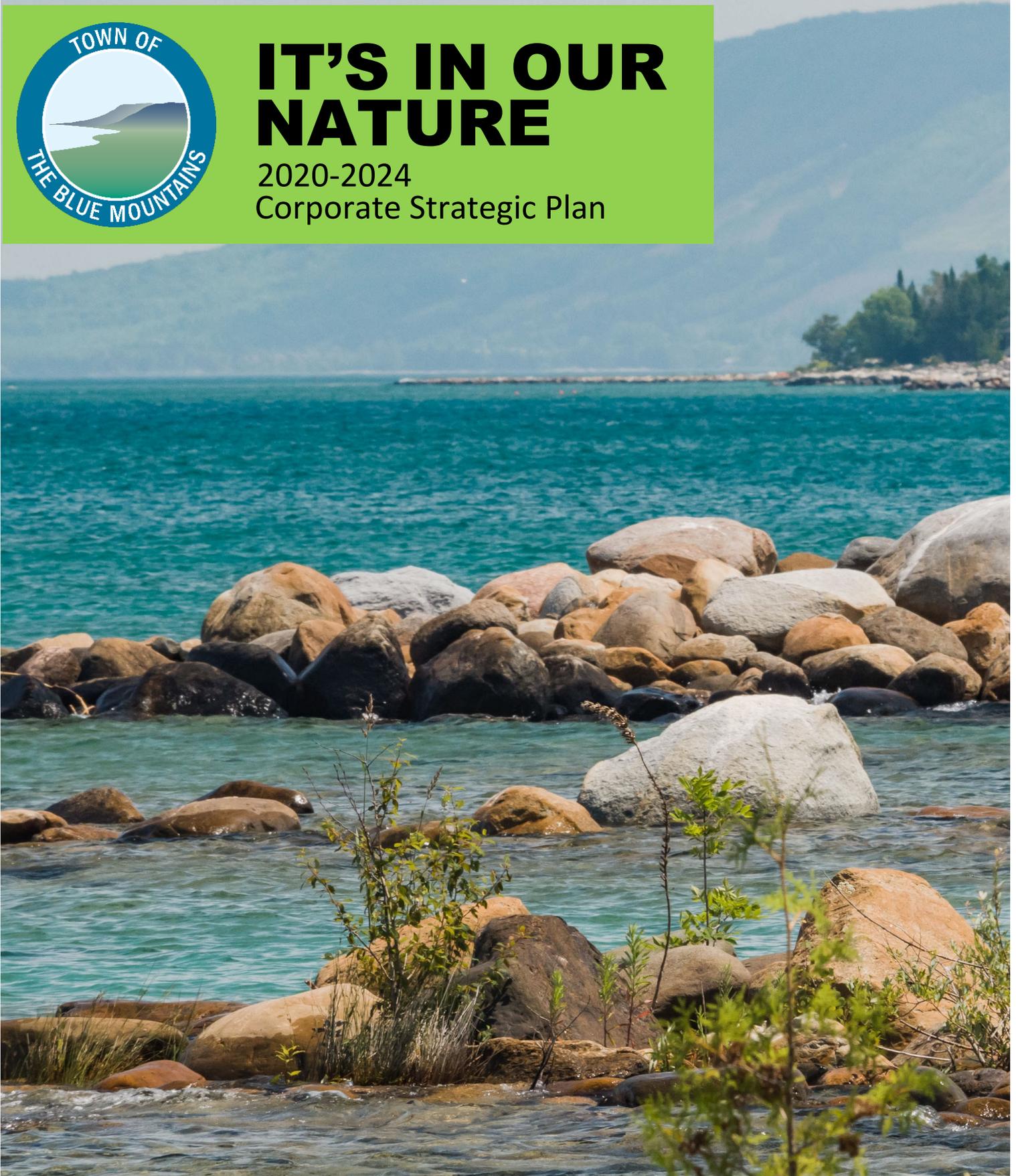


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Acronym Legend

Acronym	Definition
ADM	Administration Department
CAO	Chief Administrative Officer
CED	Communications and Economic Development Division
CLK	Clerks Division
CS	Community Services Department
FIN	Finance Division
FIR	Fire Services
FIT	Finance and Information Technology Department
HR	Human Resources Division
LSD	Legal Services Department
OPS	Operations Department
PDS	Planning and Development Services Department
PLN	Planning Services Division
SAM	Senior Area Management Team
SMT	Senior Management Team

Message from the Mayor

Mayor Alar Soever



Message to be added here.

Alar Soever,

Mayor

Message from the CAO

Chief Administrative Officer Shawn Everitt

I am very excited to be in a position to help effect change within our community and be 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 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 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 vulnerabilities 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 and has considered revisions that reflect the post Coronavirus needs at a very high level. In 2023, within the first six months of the next term of Council, we recommend to again undertake a 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 to the proven needs of the community. It provides the guidance with which our organization will acknowledge and assess the goals that have already been set for us and modify them as necessary, and further, to prepare ourselves for the additional goals that will be before us in the near future. We have reaffirmed that our community and are stakeholders are very resilient and come together in the time of crisis like we have no seen the like of before. The next three years will re-establish the roots of what will grow for future generations in the Town of The Blue Mountains.

Shawn Everitt,

Chief Administrative Officer

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 responses, and anecdotally 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 commitment to work together, as a collective community of communities to ensure the Town's long-term sustainability is more evident than ever through the 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 and revisions were made that reflected Councilor 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 (Plan) consisted of five central goals and 118 actions for Staff to work toward. The Plan was formed by an external consulting team, of which the lead consultant had the benefit of 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 thereby momentum. Staff believe that this Corporate Strategic Plan has incorporated the necessary engagement of staff to ensure clarity and definition to our Strategic Goals and Objectives and has outlined the development of 20 significant documents and 30 specific actions.

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, 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 outline key plans and actions and also identify who will be Responsible, Accountable and who will Support the Act. The timelines are set out by one of the four quarters of each year such as the 3rd quarter of 2021 being noted as Q3 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. 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 were provided the final Corporate Strategic Plan that was to be presented to Council through the typical Committee of the Whole process requesting Council endorsement and approval of the 2020 Corporate Strategic Plan.

Picture of Council and SMT to be added

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 the fall of 2019, the Town conducted a survey through the Town's Communications and Economic Development Division, 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.

2018 Blue Mountains Public Library Board Strategic Plan: This organization is 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 (LAP) became the guiding document for the Community Services Department and provided the basis of significant community information. The Town's 2015 LAP 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 fulsome 2020 LAP.

2010 “The Blue Mountains Sustainable Path” the Town’s Integrated Community Strategic Plan: 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 we strive for the Corporation to be

An approachable Council and Staff serving an engaged and well informed Community.



Looking ahead while paddling down the Beaver River.

Pillars of Sustainability

What consideration goes into Staff recommendations and Council decisions

In every consideration, Staff and Council balance these three interdependent pillars to ensure 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.



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.

The inspiring landscape of the Town of the Blue Mountains.



Values

What Council and Staff together commit to

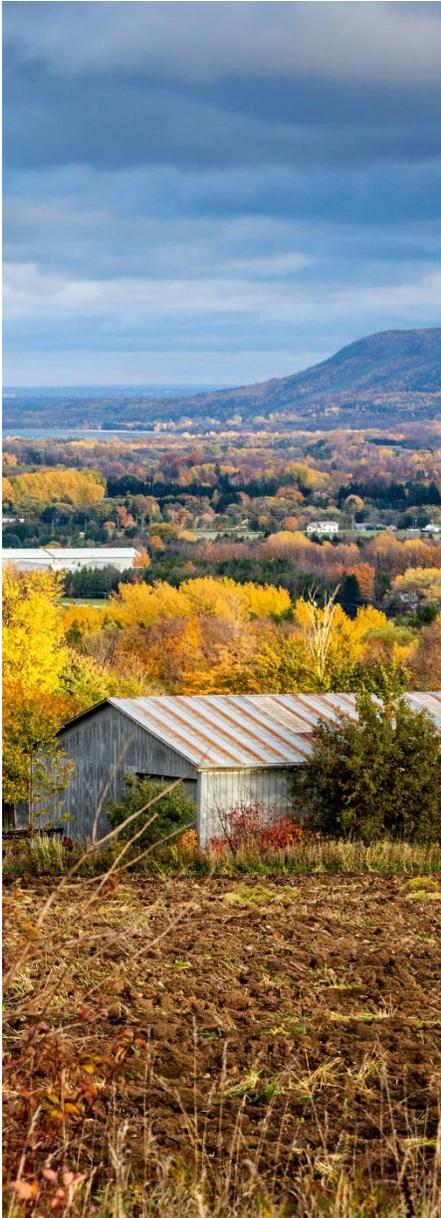
EXCELLENCE	Providing conscientious service to our community and to each other.
INTEGRITY	Being honest, consistent and fair in all we do.
ACCOUNTABILITY	Ensuring responsible and transparent governance.
INCLUSIVITY	Respecting and engaging every voice.
STEWARDSHIP	Honouring the past, caring for the present, leading toward a sustainable future.



Strolling down Thornbury's main street.

4 Strategic Priorities

Where to focus our efforts to reach our vision



1. Communications and Engagement

We will enhance communications and engagement both among Town Staff and with Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out means of improving 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, which can be problematic as the plan is already in action and direction is difficult, if not impossible, to change.

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 things 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 allow for a well-informed public.

ACTION: Staff will receive training on improving communication with the community and our 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 an outcome 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 from our community and our stakeholders, in turn we will ask our community and our stakeholders to be willing to allow Staff to gather additional information to fully understand the perspectives and opinions of those who have provided input and information and for Council to consider. Council and Staff need to understand the root of the concerns so that we can effectively consider and reflect on the concerns. 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 receive information for the sake of saying we consulted.

ACTION: Staff will receive training on best practices to gather 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 acknowledge that community

members, neighbours, Councillors and Staff will not always agree. In these situations, tensions may occur and that is okay and is natural 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. Reflecting on the trust that exists between the parties and the accountability that is in place for Town Staff and Council will strengthen relationships to allow them to overcome differences or 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 tension 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 we do. We need our community to be empowered with information and to understand the rationale behind decisions, and 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 mandated to advise Council on specific topics and 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 our community early on and, as these plans move toward completion, the communication and consultation seen in the community be frequent. Having Committees, such as the Agricultural Advisory Committee, in place allows for great engagement and 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 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 be heard and considered. To gain trust, Council and Staff must establish and promote a clear and consistent method of communication that, as a team, we can be held accountable to.

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 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 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 has delivered positive outcomes. Encouraging the sharing of information early for ideas, goals and concepts has proven successful.

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

Responsible: CED

Accountable: CAO

Supporting: SAM/SMT

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 in lieu of the Grey County/The Blue Mountains Task Force being dissolved 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 through to 2024.

Responsible: CED

Accountable: CAO

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: SMT

Accountable: CAO

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.

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
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.

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

Council and Staff 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 means of improving the internal organization of Town Staff.** This 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 forms.

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 come together twice per year.

Responsible: HR

Accountable: CAO

Supporting: SAM/SMT

Initiation Date	Deliverable	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 our everyday tasks, 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 will ensure 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 to ensure 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 our 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 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: SAM/CED

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 Council and Staff 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 and 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 the progress of actions within 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

Initiation Date	Deliverable	Date Achieved
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 and must ensure appropriate work plan and work scope are detailed and 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:** SAM

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 **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 a respectful relationship between Staff and Council.

Responsible: CAO

Accountable: SAM/SMT

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 make transparent how ideas and decisions will flow through the Corporation. Clarifying the mandates of Committees of Council and the procedure to bring ideas to Council will ensure that important issues are addressed in an efficient and timely manner and include adequate consultation.

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: Council/CAO

Accountable: Mayor/CAO

Supporting: Council/SMT

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

Supporting: 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 (Specific, Measurable, Achievable, Realistic, Time-bound) to allow the Corporation to clearly communicate progress and identify barriers.

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 format.

Responsible: ADM

Accountable: CAO

Supporting: SAM/SMT

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 ensuring Town-generated reports, plans and strategies employ a RASCI matrix to define project roles and responsibilities. The matrix will define which Town divisions are **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), and 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: ADM

Accountable: CAO

Supporting: SAM/SMT

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 for a leadership team within Staff to collaborate for recommendations.

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

Responsible: HR

Accountable: CAO

Supporting: SAM/SMT

Initiation Date	Deliverable	Date Achieved
Q3 2020	Implementation	Q4 2020
Q3 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, developing succession management programs and enhancing employee engagement.

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

Responsible: HR

Accountable: CAO

Supporting: 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 deliver a Town Asset Management Plan.

Responsible: FIT

Accountable: FIT/OPS

Supporting: SAM

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

2.15 Review the Council Procedural By-law

DOCUMENT: Support the Clerks Division review the Town's Procedural By-Law and update as necessary.

Responsible: CLK

Accountable: ADM

Supporting: SAM

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

Supporting: SAM

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. Through the Coronavirus Pandemic, the Town's business continuity was tested, and Council and staff gained a new understanding of how the Town was able to continue providing essential services while maintaining a high level of typical operations. During the remainder of 2020, there will be a full review and debriefing period that will inform the development of a fulsome 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

Supporting: 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

Supporting: SAM

Initiation Date	Deliverable	Date Achieved
Q3 2021	Plan Development	Q2 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: PLN

Accountable: PDS

Supporting: FIT

Initiation Date	Deliverable	Date Achieved
Q4 2020	Update By-law	Every 5 Years

Priority 3

Community is in our nature

Council and Staff need to ensure 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 not only varying needs between residents of different neighbourhoods and villages within the Town, but also the differences in needs of full-time residents, part-time residents and visitors, and the needs 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 have 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 that common goal. Becoming a true “Community of Communities” where we recognize and celebrate The Blue Mountains as our Town while respecting our many historical towns, villages and hamlets. We have an exciting future ahead of us to work toward defining our common vision, culminating in the completion of a new innovative and Official Plan for the Town in 2025 that is 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: PLN

Accountable: PDS

Supporting: FIT

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 to how land is used and protected. The community must be engaged throughout the Official Plan review process (which takes place every 8 years). That process begins now in 2020 with the approval of this Corporate Strategic Plan. It is important to note that upper tier agencies and Provincial and Federal Legislation may have jurisdiction and authority on decision making.

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

Responsible: PLN

Accountable: PDS

Supporting: CS/ADM/OPS/FIT

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 significant 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 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 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: CEDC/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. 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.

Responsible: Council/CAO

Accountable: LSD

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 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/Sustainability Committee

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 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/Transportation Committee

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	Grown Management Strategy	Q4 2024

3.9 Deliver an Attainable Housing Strategy

DOCUMENT: Support The Blue Mountains Attainable Housing Corporation (BMAHC) in 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 including the former Foodland Site to be initiated by Q1 of 2021 as key deliverables for improving a diverse and inclusive stock of Attainable Housing in The Blue Mountains. 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 a some impact on the Economic Development Strategy that had been initiated pre-Coronavirus.

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 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 Committee select 3 top priorities to be initiated by Q1 of 2021 as key deliverables of a new Integrated Community Sustainability Plan including 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/Sustainability Committee

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

Council and Staff need to acknowledge how the Corporation 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 to our region's economy. Considering the overall needs of our entire community will be crucial for our long-term success moving forward.

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 increasing housing prices, which in turn has resulted in a shortage of affordable and attainable housing options for the local workforce, young families and many within our senior’s community. Many job opportunities remain unfilled due to the workforce being priced out of rental housing and home ownership. Council and Staff will work 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 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 (province average is 41) with the Town’s median age at 57.8 (provincial median is 41.3), 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 per household (the provincial average household size is 2.6 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 ensure 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.

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 (JMPRRC), in 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: JMPRRC

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 in 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.

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
ADM	SMT	SAM	Organizational Excellence Strategy				
ADM	CAO	SAM	Community Safety and Wellbeing Plan				
CED	ADM	SMT/SAM	Economic Development Strategy				
CED	ADM	SMT/SAM	Communications Strategy				
PLN	PDS	SMT	Integrated Community Sustainability Plan				
PLN	PDS	CED/SMT	Community Improvement Plan for Attainable Housing				
SMT	CAO	SAM	Corporate Strategic Plan				
CAO	CED	SMT/SAM	Citizen Satisfaction Survey				
PLN	PDS	LEGAL	Tree Cutting By-law				
CAO	ADM	PDS	Attainable Housing Strategy				
CLK	ADM	SAM	Procedural By-Law Review				
CS	SMT	SAM	Leisure Activities Plan				
FIR	ADM	SMT	Fire Master Plan				
HR	ADM	SMT/SAM	Human Resources Master Plan				
PLN	PDS	FIT	Development Charges Review				
ADM	CAO	CED/SMT	Physician Recruitment and Retention Strategy				
OPS	OPS	PDS	Master Drainage Plan				
OPS	OPS	PDS/CS	Transportation Master Plan				
PLN	PDS	CS	Tree Canopy				
PLN	PDS	CS	Natural Heritage Features Review				
SMT	CAO	SAM	Business Continuity Plan (Disaster Recovery)				
SMT	CAO	SAM	Long-Term Financial Plan				
FIN	FIT/OPS	SAM	Asset Management Plan (2024)				
PLN	PDS	SMT	Official Plan Review (2025)				
PLN	PDS	SMT	Growth Management Strategy (2024)				

Legend

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

IT'S IN OUR NATURE.

CORPORATE

**STRATEGIC
PLAN**
2020-2024





MESSAGE FROM THE CAO

Chief Administrative Officer
Shawn Everitt

I am very excited to be in a position to help effect change within our community, and also to have the ability to encourage change corporately in the way the Town of The Blue Mountains operates today, while always reflecting on how we need to be nimble and relevant to be successful in the future.

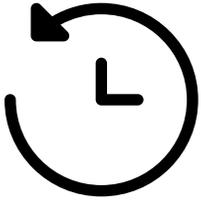
The time is right to establish the baseline for our community. Our capable Staff have long been tasked with an ambitious and growing list of projects and goals. We now need a clear understanding of how we will achieve what is set before us and what our community truly prioritizes.

The strategic planning process has been an opportunity for both Staff and Council to complete a high-level overview of the Corporation. Together, we opened up our vulnerabilities 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 Strategic Plan does not prescribe or make assumptions, but it gives us the blueprint to move forward.

We intend this document to guide Staff and Council for the upcoming three years. In 2023, within the first six months of the next term of Council, we recommend to again undertake a strategic planning exercise, as we will have completed many major studies and consultations. Beyond 2023, we recommend continuing the strategic planning to occur 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 to the proven needs of the community. It provides the guidance with which our organization will acknowledge and assess the goals that have already been set for us and modify them as necessary, and further, to prepare ourselves for the additional goals that will be before us in the near future. The next three years will establish the roots of what will grow for future generations in the Town of The Blue Mountains.

Chief Administrative Officer
Shawn Everitt



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.

VISION

What do we want the Corporation to become

“An approachable Staff and Council serving a community that is engaged and well informed.”

Looking ahead while paddling down the Beaver River.

PILLARS OF SUSTAINABILITY

What consideration goes into Staff and Council decisions

In every consideration, Staff and Council balance these three interdependent pillars to ensure 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

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 HEALTH

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

MISSION

What will Staff and Council do to get there

Staff and Council together foster the trust of our community and support our region's diverse cultural and natural heritage through thoughtful consultation and organizational excellence

The inspiring landscape of the Town of the Blue Mountains.



VALUES

What Staff and Council 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 both among Town Staff and with Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out means of improving 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 3

Community is in our nature

Staff and Council need to ensure 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 not only varying needs between residents of different neighbourhoods and villages within the Town, but also the differences in needs of full-time residents, part-time residents and visitors, and the needs 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

Staff and Council 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 have 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 that common goal. We have a number of years ahead of us to work toward defining our common vision, culminating in releasing a new Official Plan for the Town in 2025.

ACTION:

Staff and Council will consult the community to establish a vision for the Town.

Responsibility	Division	Initiation Date	Deliverable	Date Achieved
Responsible	Planning	2nd Q 2021	Engagement	3rd Q 2021
Accountable	PDS	4th Q 2021	Report	1st Q 2022
Supporting	FIT			



Corporate Strategic Plan Survey Results

Survey Overview

The following section provides details related to the Town of The Blue Mountains Corporate Strategic Plan Survey.

Survey Name: Corporate Strategic Plan Survey

Survey Timeframe: August 5, 2019 – September 30, 2019

Responses Received: 171 (163 Online and 8 Hard Copies)

Survey Distribution & Promotion

The Corporate Strategic Plan Survey was administered through the Town’s online public engagement platform ‘Your View’. The online public engagement platform allowed residents and interested parties to create an account, learn about the project, complete the survey and receive further project updates.

To promote the survey, the following communication activities were completed:

- Dedicated webpage created: <https://www.thebluemountains.ca/strategic-plan.cfm>
- Personalized letters to community organizations and groups to encourage participation
- Radio Advertising Campaign on 95.1 Peak FM and CFOS 560
- Newspaper Advertisements in the Collingwood Connection and Blue Mountain Review
- 20 road signs placed at key intersections throughout the Town
- 5,250 postcards mailed to all addresses within the Town of The Blue Mountains
- Multiple posts promoting the survey on the Towns corporate Twitter account
- Three weeks of advertising using the road sign located at the Town Hall park

Campaign Participation

The online public engagement software monitors how users engage and interact with the content. In total, 385 registered users viewed the project page of which 312 actively read and engaged with the content. In total, 171 users completed the survey.



Survey Report

03 September 2019 - 04 November 2019

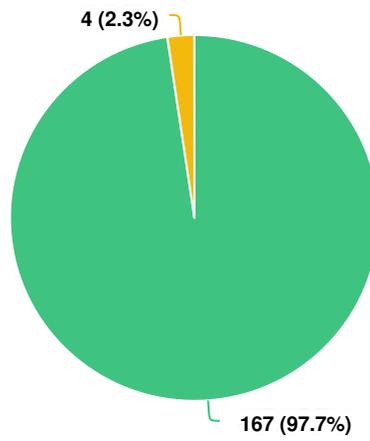
Corporate Strategic Plan Survey

PROJECT: Corporate Strategic Plan

Your View The Blue Mountains

engagement 
by Bang the Table

Q1 Are you a resident of the Town of The Blue Mountains?

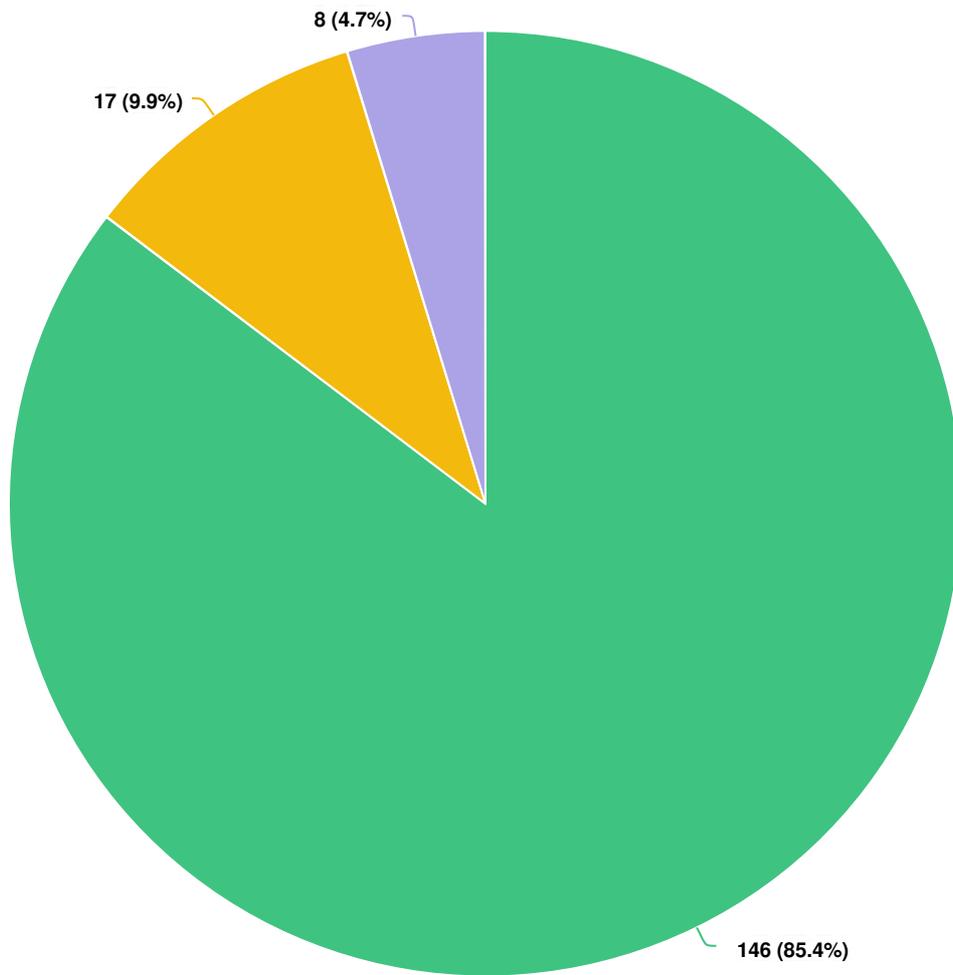


Question options

- Yes
- No

(171 responses, 0 skipped)

Q2 What type of resident do you consider yourself?

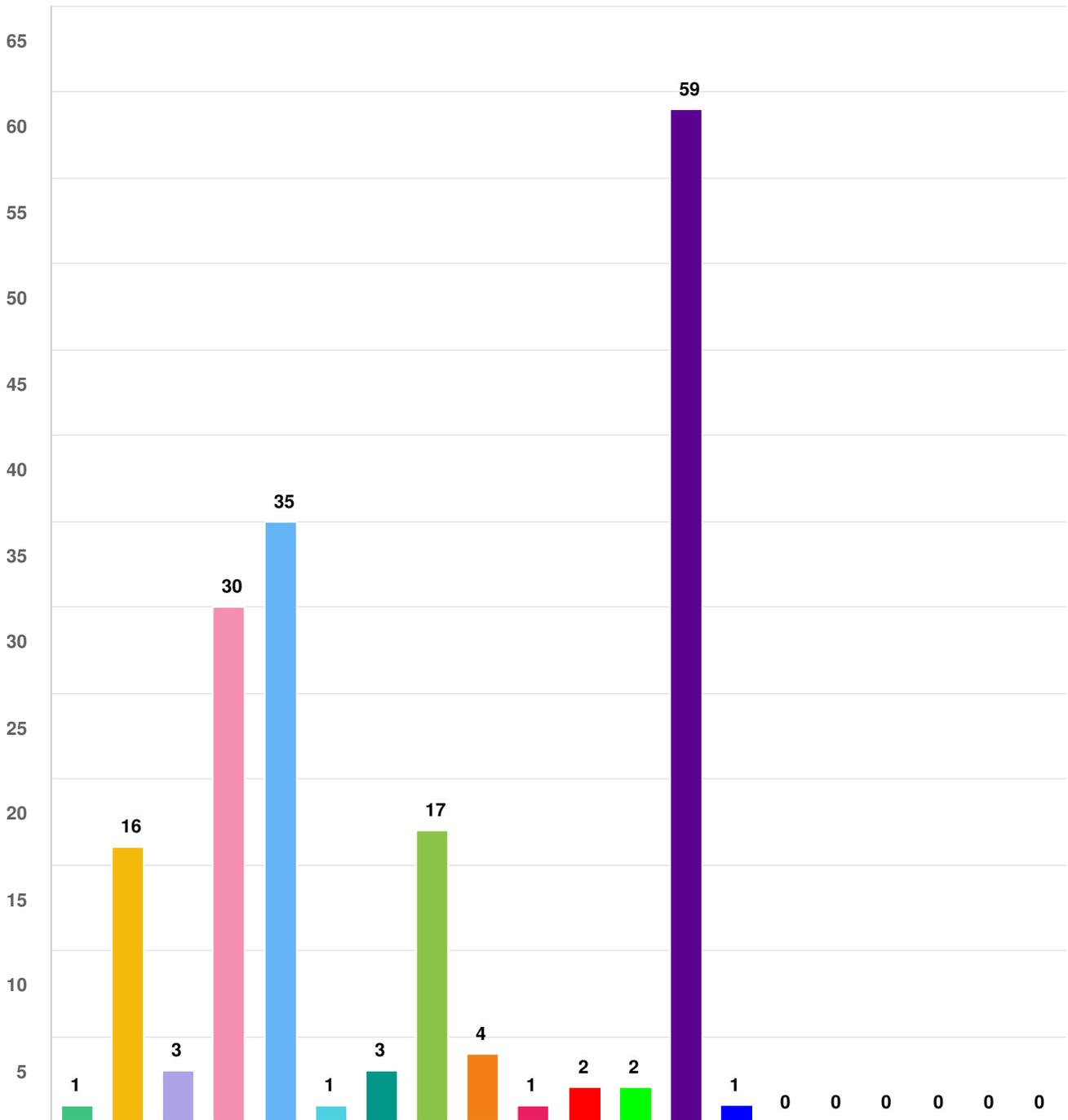


Question options

- Full-Time, Year Round
- Part-time, 6 Months – 11 Months
- Seasonal, 6 Months or Less

(171 responses, 0 skipped)

Q3 Where is your property located in the Town of The Blue Mountains?

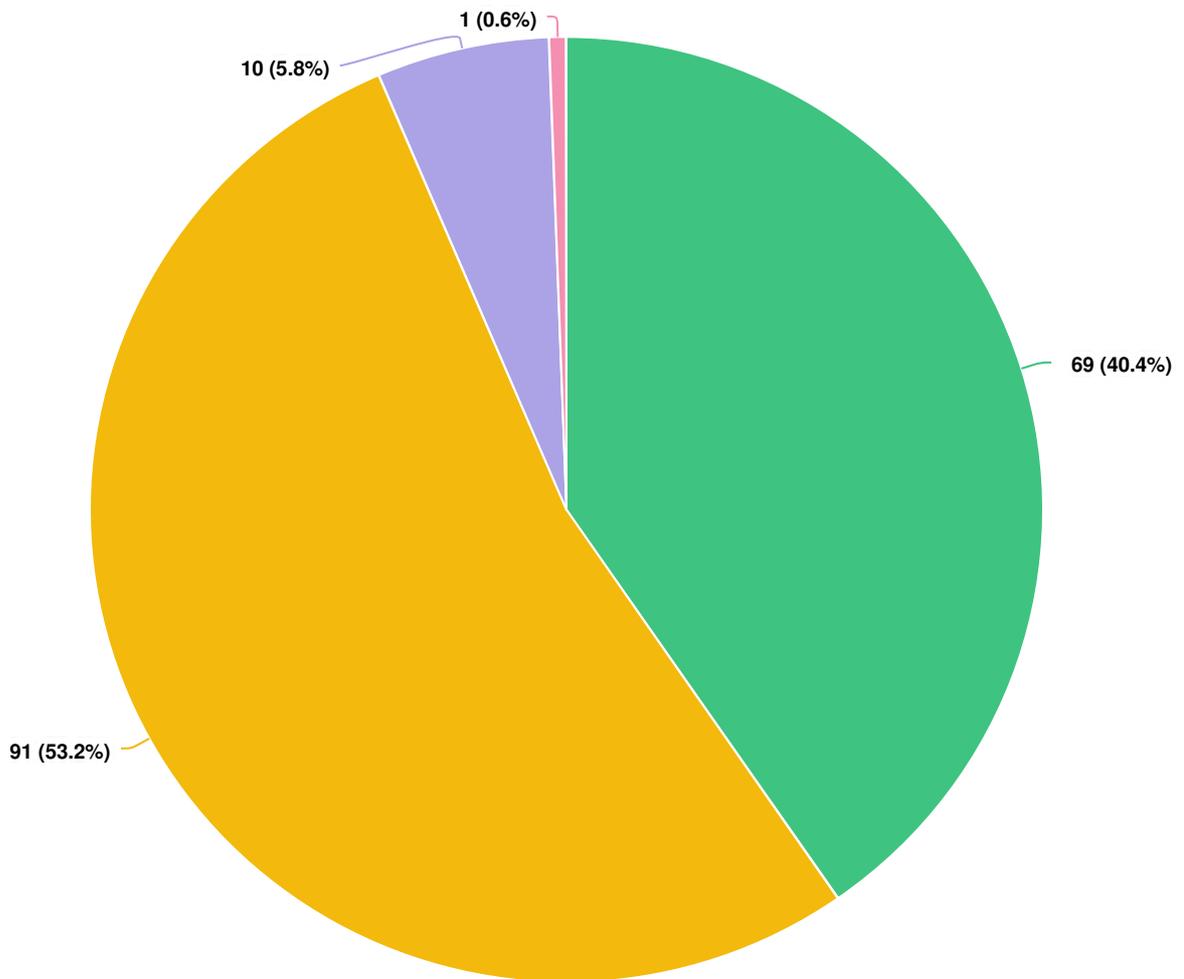


Question options

- Bank ● Blue Mountain Village ● Camperdown ● Clarksburg ● Craigleith ● Gibraltar ● Heathcote
- Lora Bay ● Red Wing ● Sandhill ● Slabtown ● Swiss Meadows ● Thornbury ● Victoria Corners
- Castle Glen ● Egypt ● Kolapore ● Loree ● Osler ● Ravenna

(171 responses, 0 skipped)

Q4 How would you rate the overall quality of life in the Town of The Blue Mountains today?



Question options

- Excellent
- Great
- Average
- Poor

Optional question (171 responses, 0 skipped)

Q5 | As a resident, what are you most proud of about living and/or owning property in the Town of The Blue Mountains?

SUMMARY

In summary, when asked about what they're most proud of about living and/or owning property in the Town of The Blue Mountains, the majority of answers mentioned the quality of life and sense of community that The Blue Mountains offers. Many residents mentioned that they enjoy the ample outdoor/indoor four-season recreational activities along with the natural environment and location of the area. Residents are proud of the beautiful scenery, parks, and trails that can be enjoyed as a resident in The Blue Mountains. Residents are also proud that this is a friendly and growing community that is safe for everyone.

There were 165 responses received for this question. For full responses, please see Appendix 1.

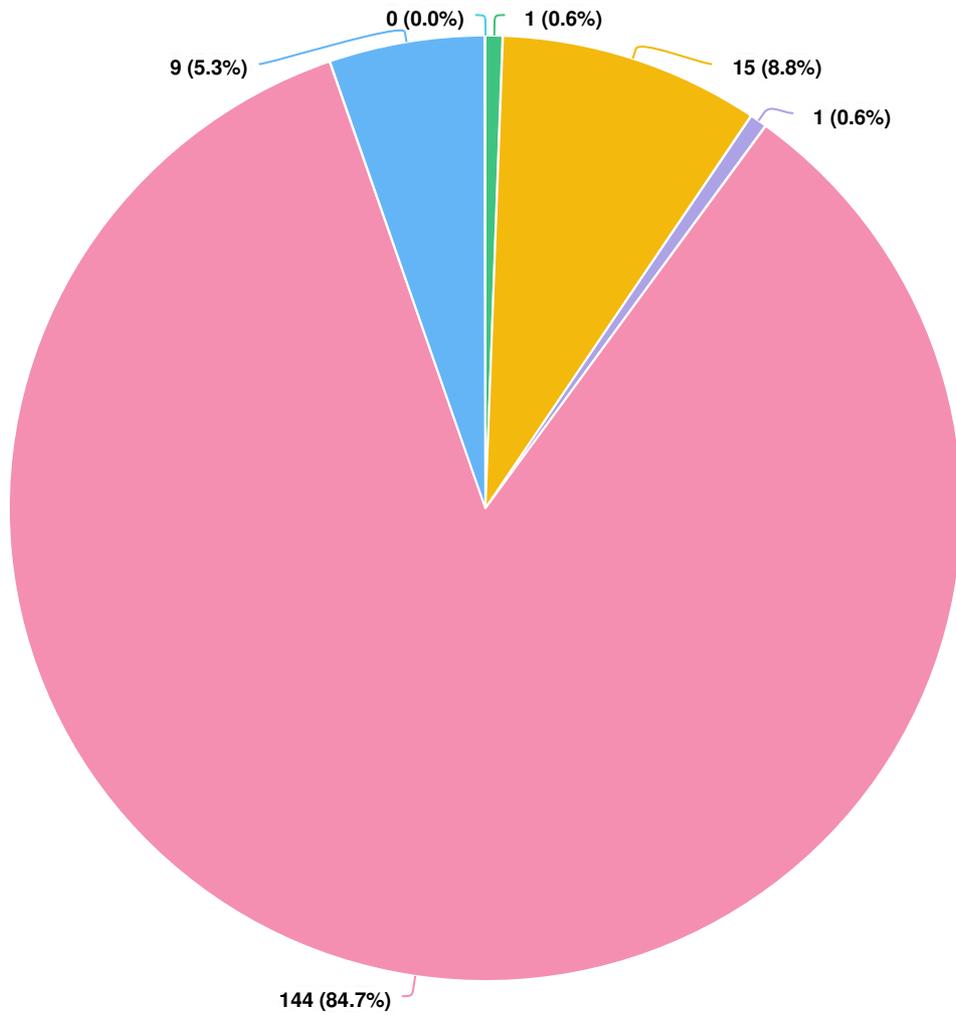
Q6 | In your opinion, what is the most significant challenge about living and/or owning property in the Town of The Blue Mountains?

SUMMARY

In summary, the most significant challenge expressed about living and/or owning property in the Town of The Blue Mountains was the over-development and growth of the Town. Many residents feel that growth and development is happening too fast and is concerned that this will hinder their quality of life as well as reducing the green space in The Blue Mountains. Traffic, congestion, and increased population was also addressed by residents as they noticed high amounts of traffic on Highway 26 especially on peak times during the weekend. Attainable/affordable housing was also mentioned as residents are concerned about the price of housing in the area and the need for younger people/families to be able to afford the cost of living. High property taxes, healthcare, and transportation were among other challenges that was expressed by residents within this question.

There were 169 responses received for this question. For full responses, please see Appendix 2.

Q7 How often do you visit Town Hall?

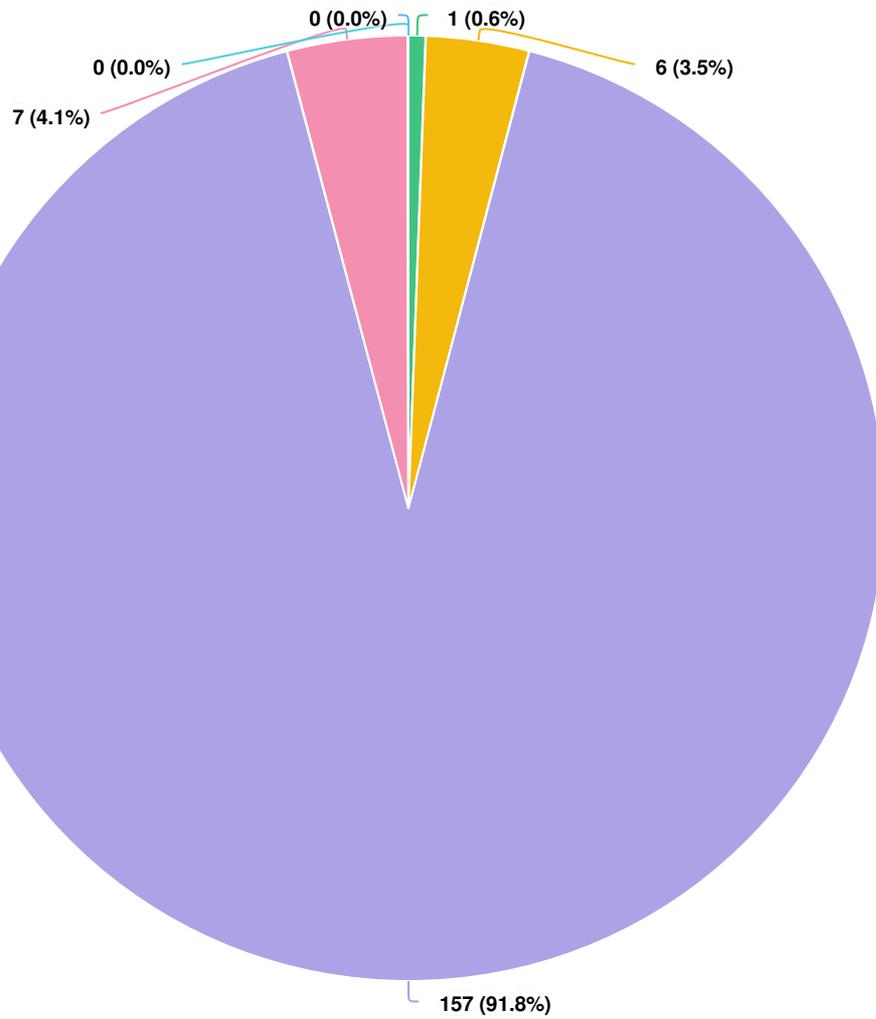


Question options

- Once a week
- 1-3 times per month
- More than 1-3 times per month
- Only when needed
- Never
- More than once a week

Optional question (170 responses, 1 skipped)

Q8 How often do you phone and/or email Town staff?

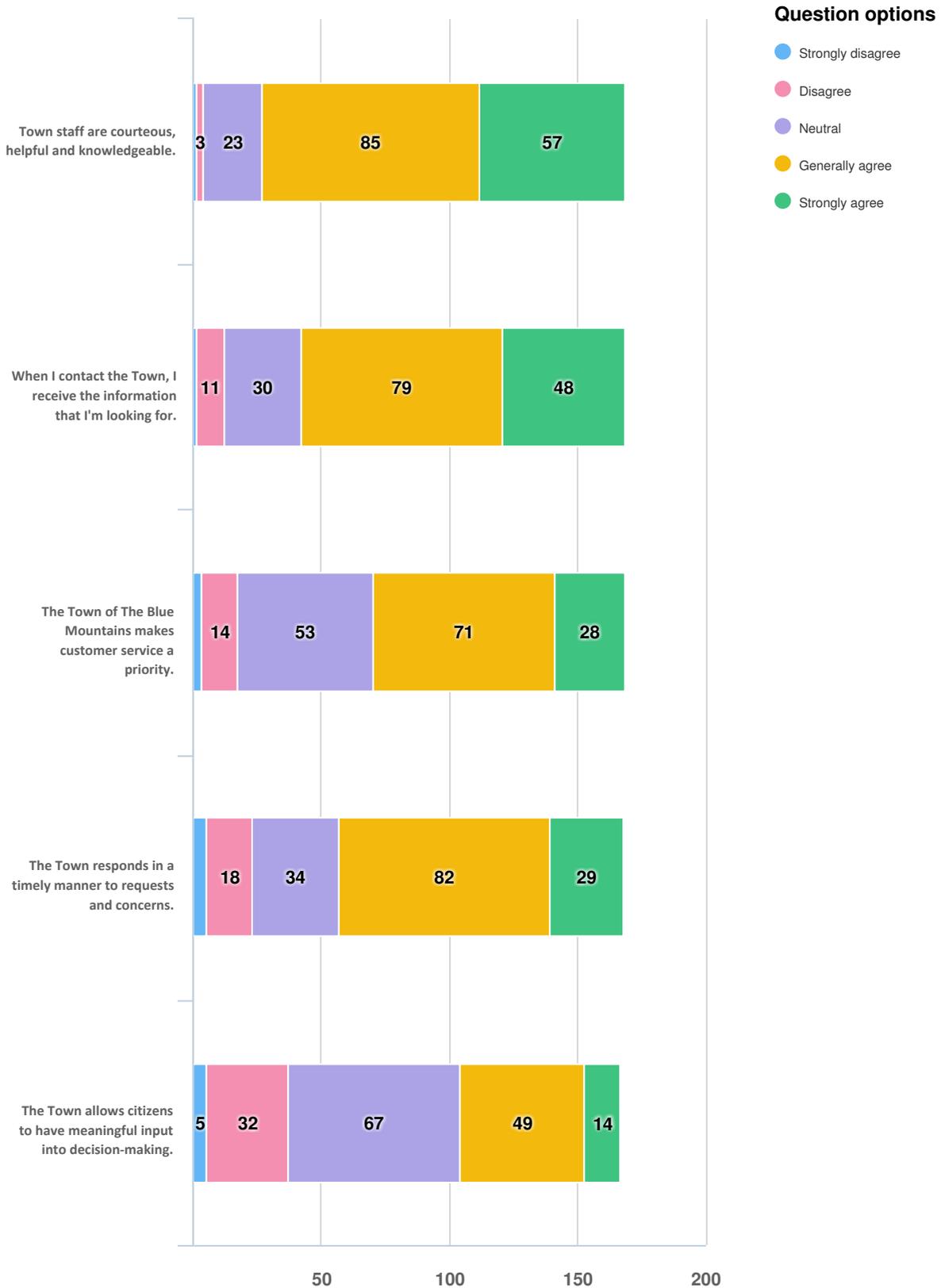


Question options

- More than once a week
- 1-3 times per month
- Only when needed
- Never
- Once a week
- More than 1-3 times per month

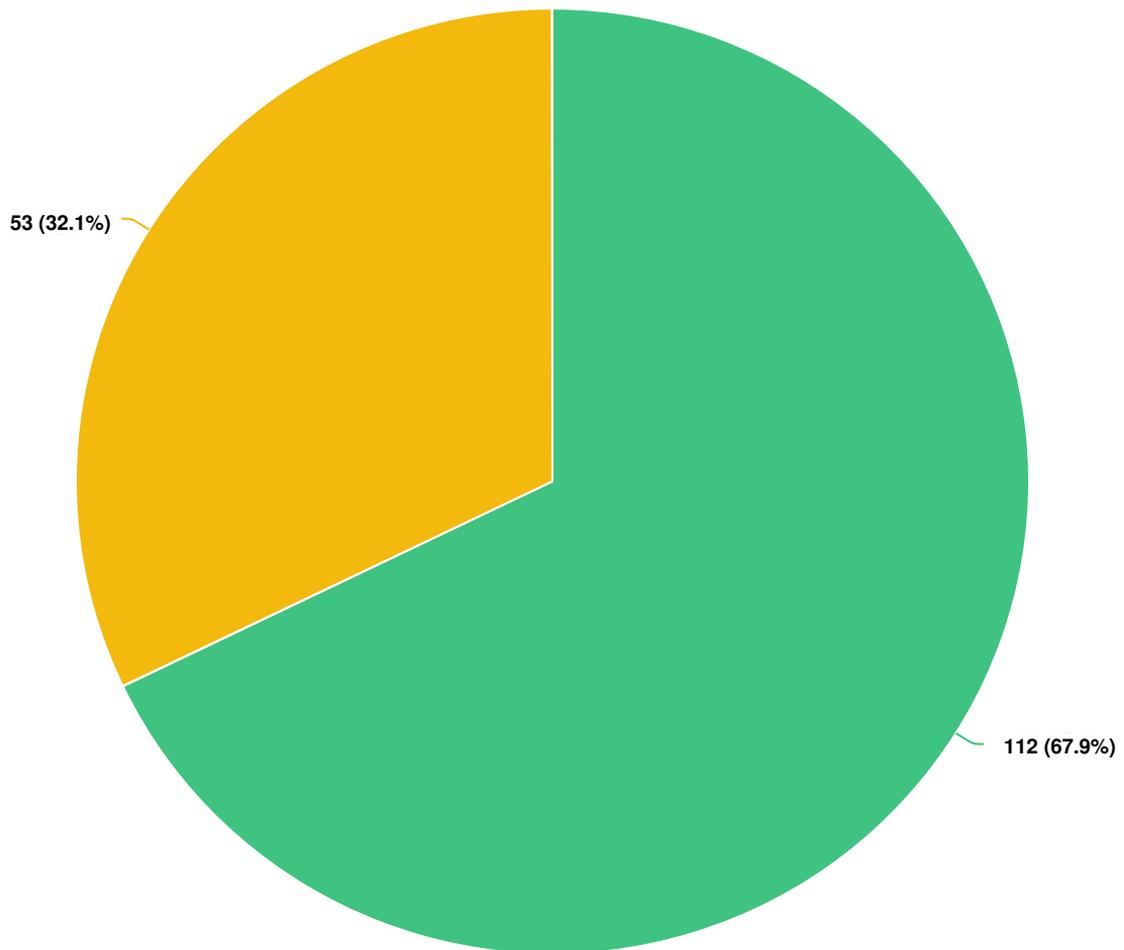
Optional question (171 responses, 0 skipped)

Q9 Considering your personal interactions with Town of The Blue Mountains staff members, to what extent do you agree or disagree with each of the following statements about the Town?



Optional question (169 responses, 2 skipped)

Q10 | When you need to contact the Town, do you understand which department to contact with your request?

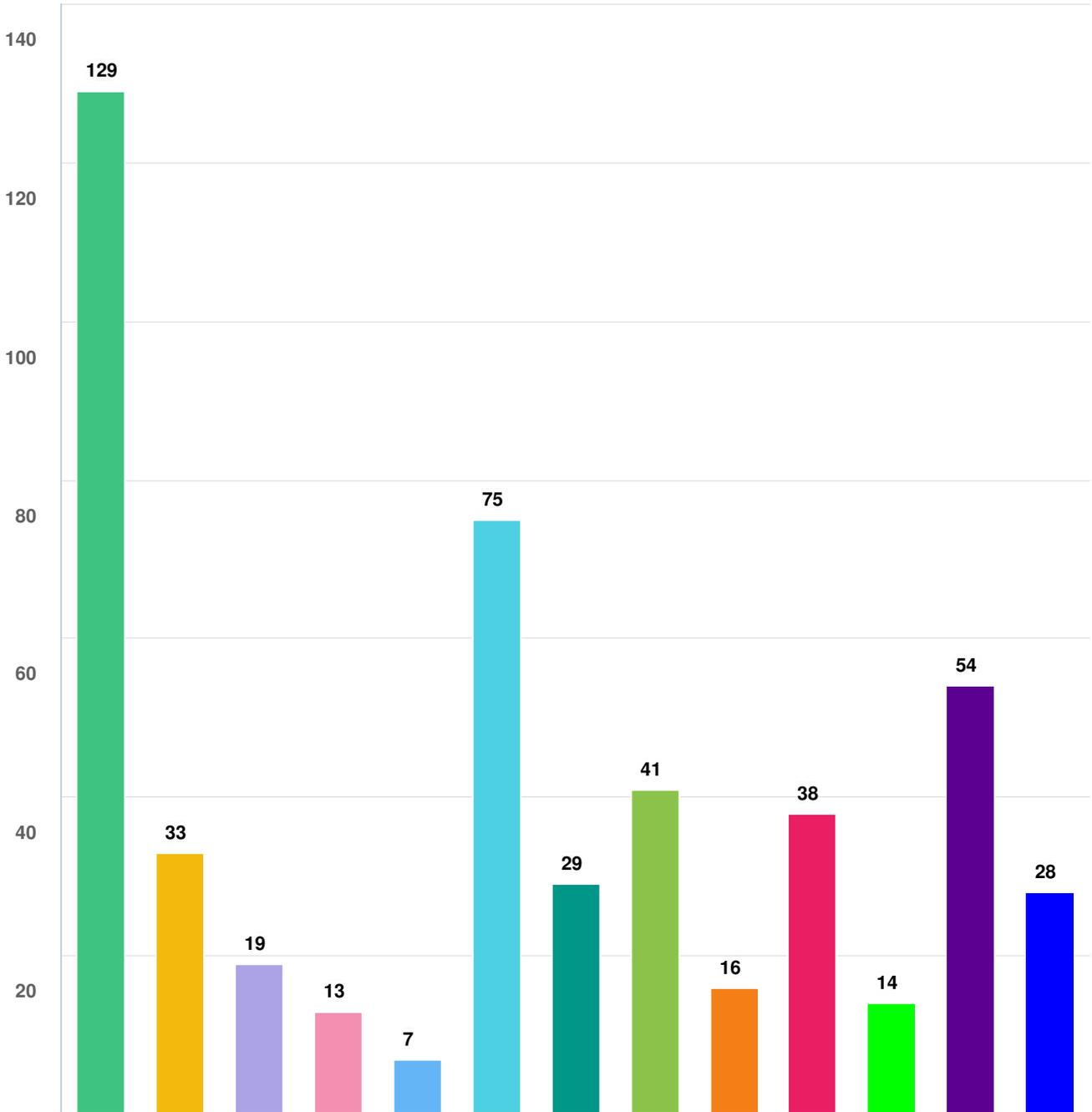


Question options

- No, the roles and responsibilities of each department is unclear.
- Yes, the roles and responsibilities of each department is easy to understand.

Optional question (165 responses, 6 skipped)

Q11 The Town is in the process of developing a Communications Strategy to identify how best to communicate and share municipal information with residents. How do you currently receive news and information from the Town?



Question options

- Other (please specify)
 ● Tax Bill Newsletter
 ● Meet the Mayor Meetings
 ● Mailed Post Cards
- Community Guide
 ● Road Signs
 ● Social Media (Facebook, Twitter, and YouTube)
 ● Town Website & E-Blast
- 560 CFOS AM Radio
 ● 99.3 Jewel FM Radio
 ● 95.1 The Peak FM Radio
 ● Collingwood Connection
- The Blue Mountains Review

Optional question (170 responses, 1 skipped)

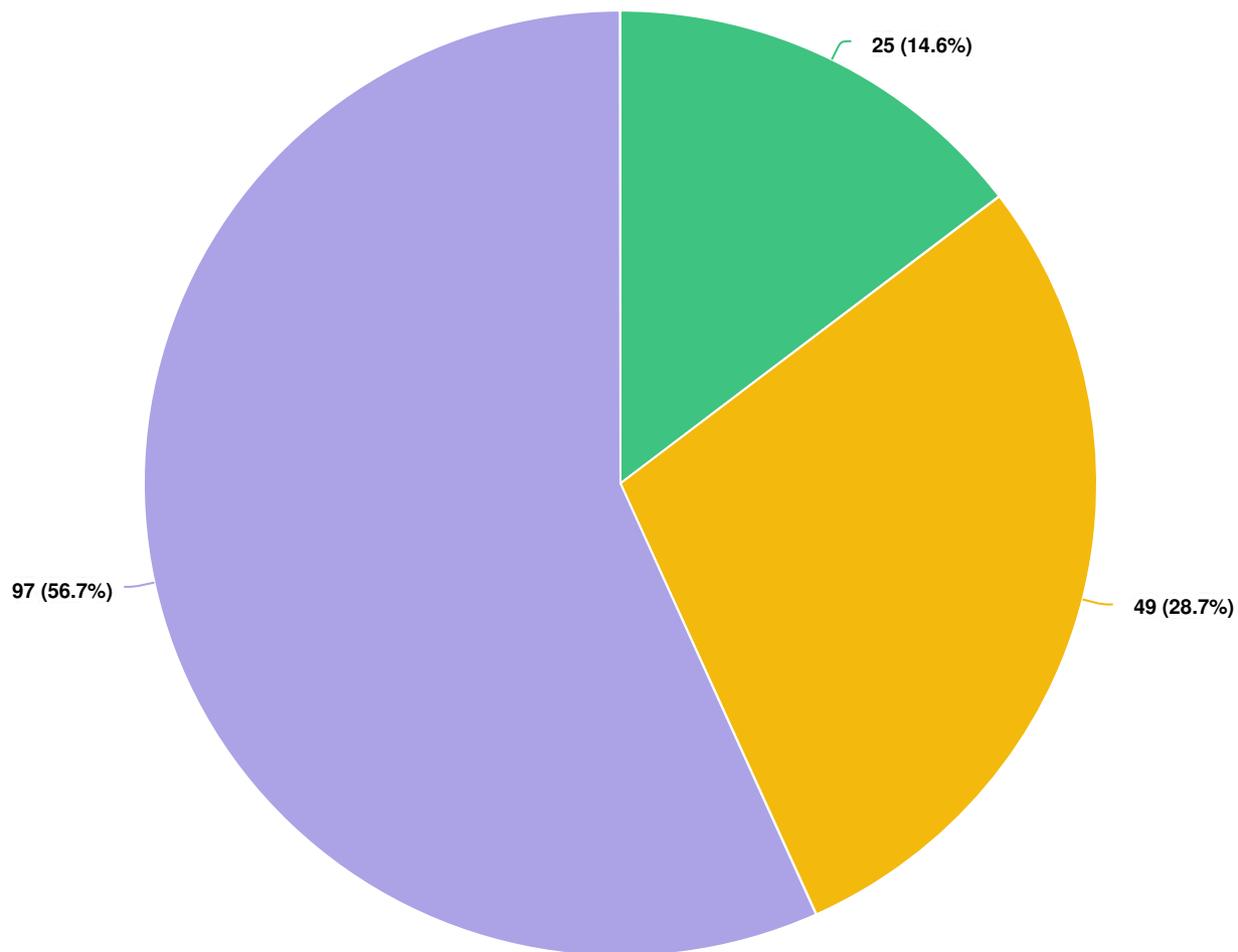
Q12 | Are there any other formats, platforms, or methods of communication that you prefer for information about the Town?

SUMMARY

In summary, when asked if there were any other formats, platforms, or methods of communication that they preferred for information about the Town, 30% of the respondents said "no" and didn't have any preference regarding information. Respondents that did suggest other formats, platforms, or methods of communication mostly preferred having electronic communication such as email blasts as their main source for communication while newsletters, mailed postcards/info, newspapers, and meetings (Town Hall, Citizens Forum, etc.) were also mentioned as other platforms for communicating information about the Town. Some respondents also preferred using the Town website as a source for information but suggested to improve the website so it is easier to navigate. Lastly, a few respondents indicated their preference to have direct notice (phone message and/or email) from the Town when the news directly affects their property and immediate area.

There were 77 responses received for this question. For full responses, please see Appendix 3.

Q13 All Committee of the Whole meetings and Council meetings are live streamed and archived to the Town website. Before reading this question, were you aware of this service?

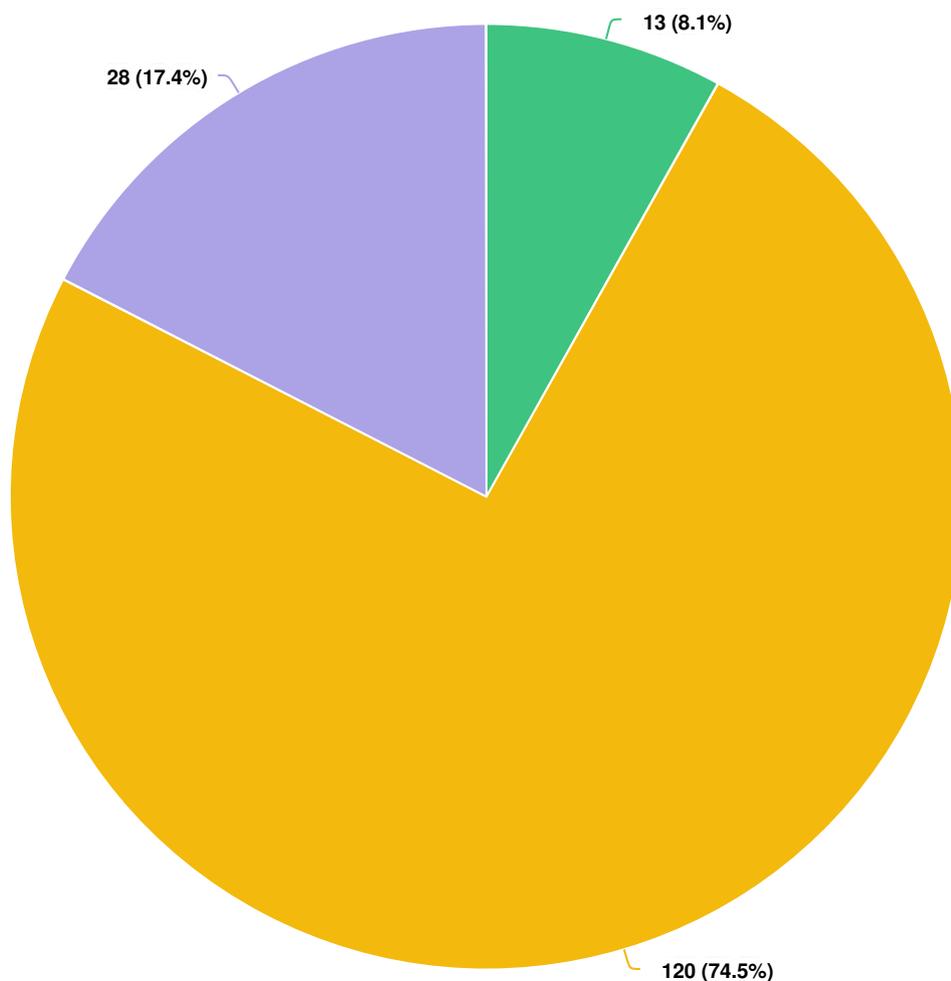


Question options

- No, I wasn't aware.
- Yes, I was aware but have not watched the live stream and/or archived recordings.
- Yes, I watch the live stream and/or archived recordings.

Optional question (171 responses, 0 skipped)

Q14 In your opinion, how do you feel Council has performed in the first year of their term?

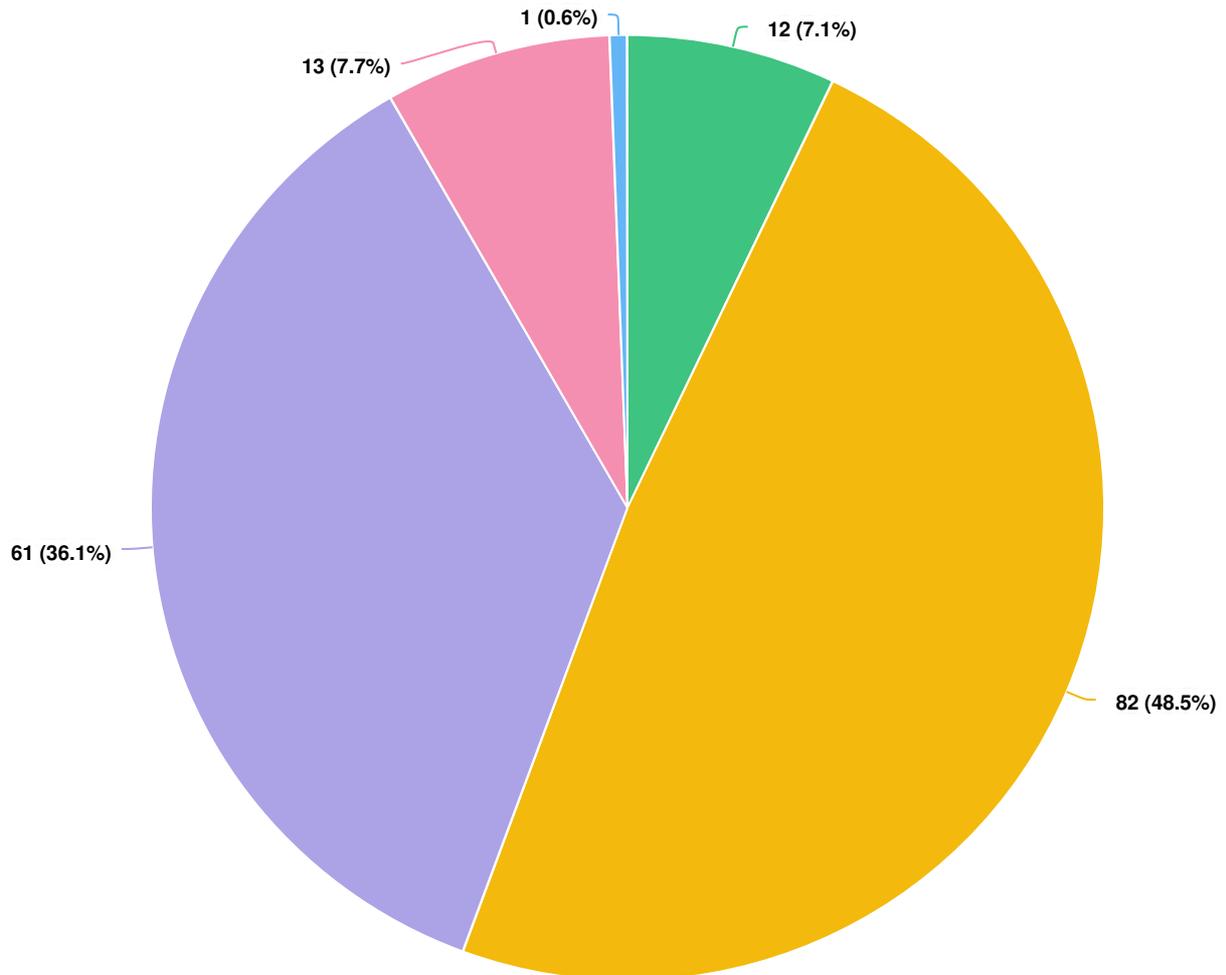


Question options

- Council has not met my expectations.
- Council has met my expectations.
- Council has exceeded my expectations.

Optional question (161 responses, 10 skipped)

Q15 Overall, how satisfied are you with the services and programs provided by the Town to residents?



Question options

- Extremely Unsatisfied
- Not Satisfied
- Satisfied
- Generally Satisfied
- Very Satisfied

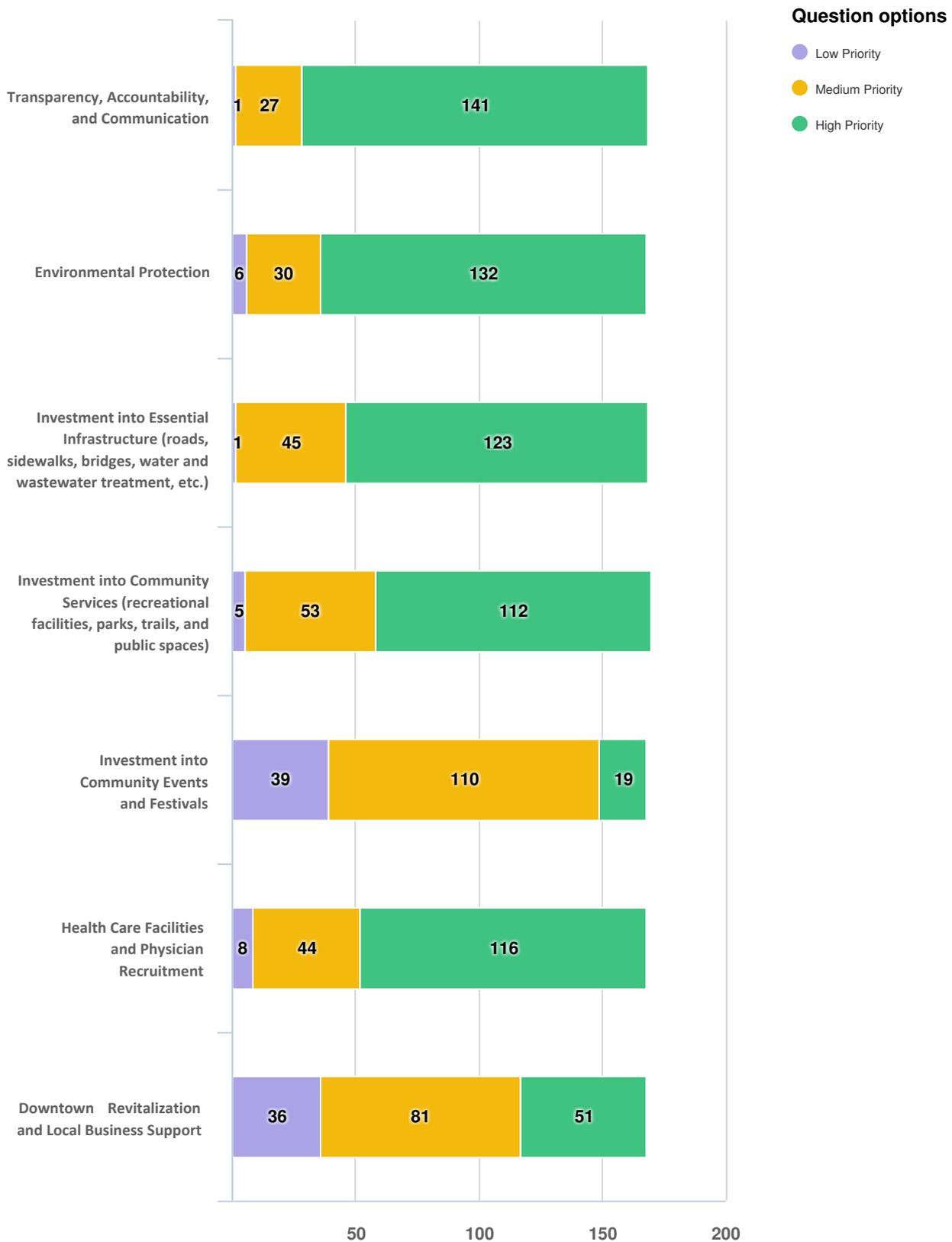
Optional question (169 responses, 2 skipped)

Q16 Please rate your satisfaction with the following services and programs offered by the Town:



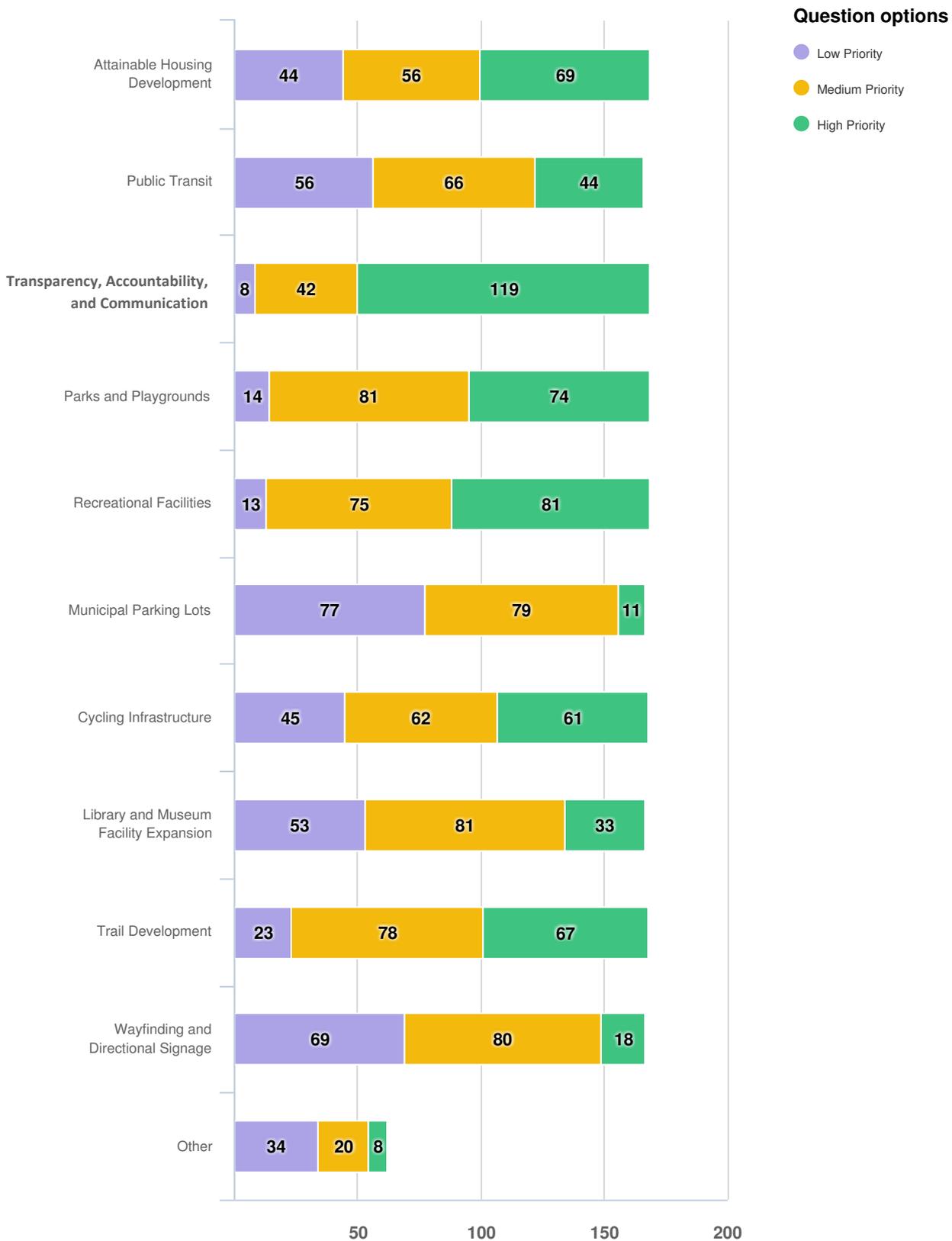
Optional question (171 responses, 0 skipped)

Q17 What level of priority do you feel the Town of The Blue Mountains should place on the following services and ideals?



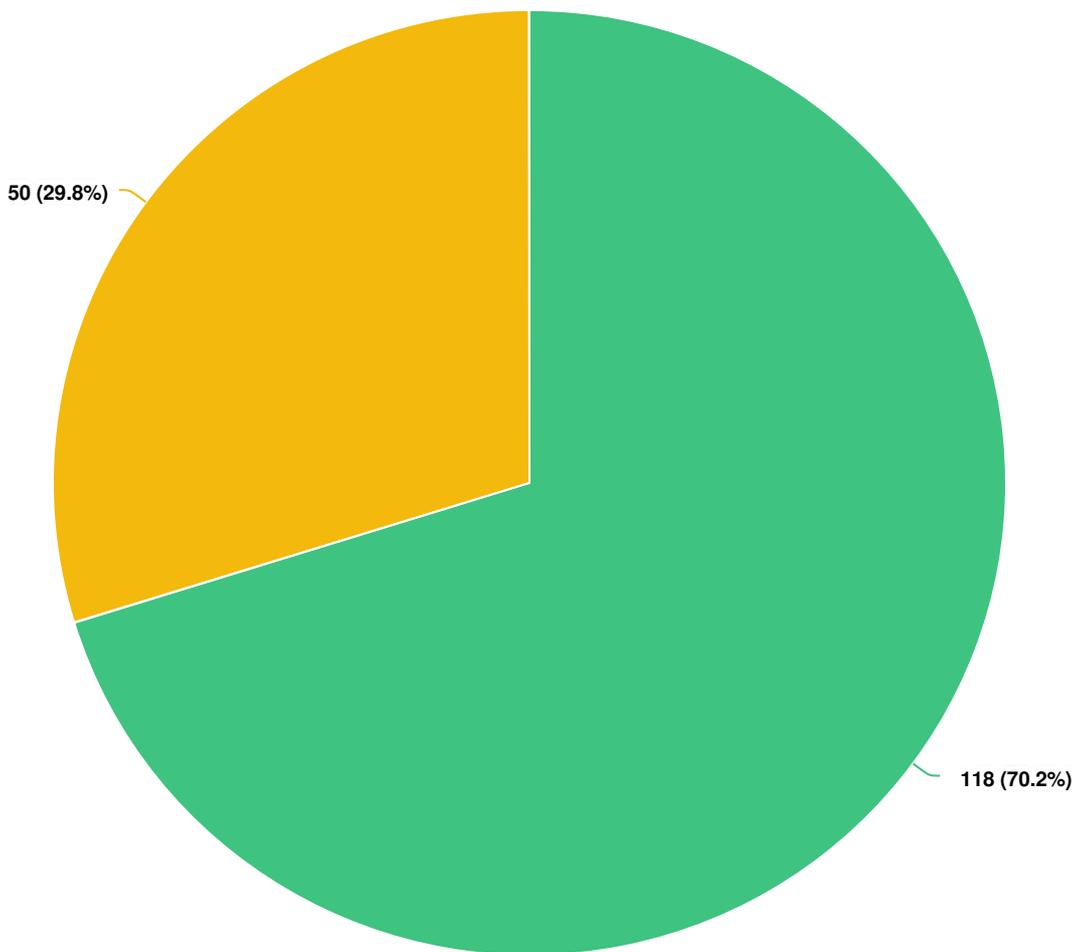
Optional question (171 responses, 0 skipped)

Q18 When thinking of tax supported spending on non-essential infrastructure, please rank your priorities as High, Medium or Low.



Optional question (171 responses, 0 skipped)

Q19 Currently the Town has one public transit bus that operates between Downtown Collingwood and the Blue Mountain Village area. Would you support the expansion of public transit service to other areas of the Town?

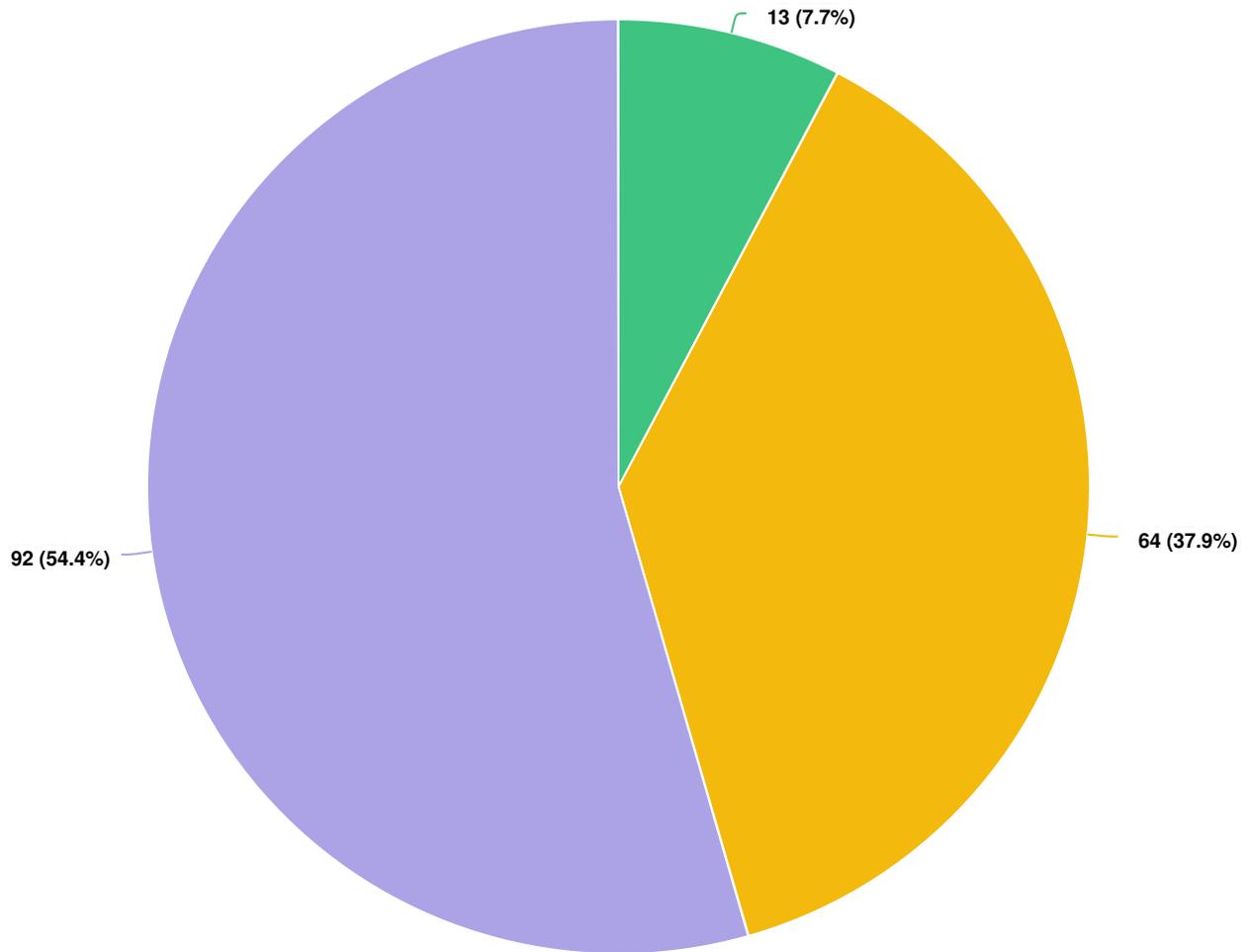


Question options

- No, I do not support the expansion of public transit.
- Yes, I support the expansion of public transit.

Optional question (168 responses, 3 skipped)

Q20 If public transit service was extended into your area of interest, would you use the service?

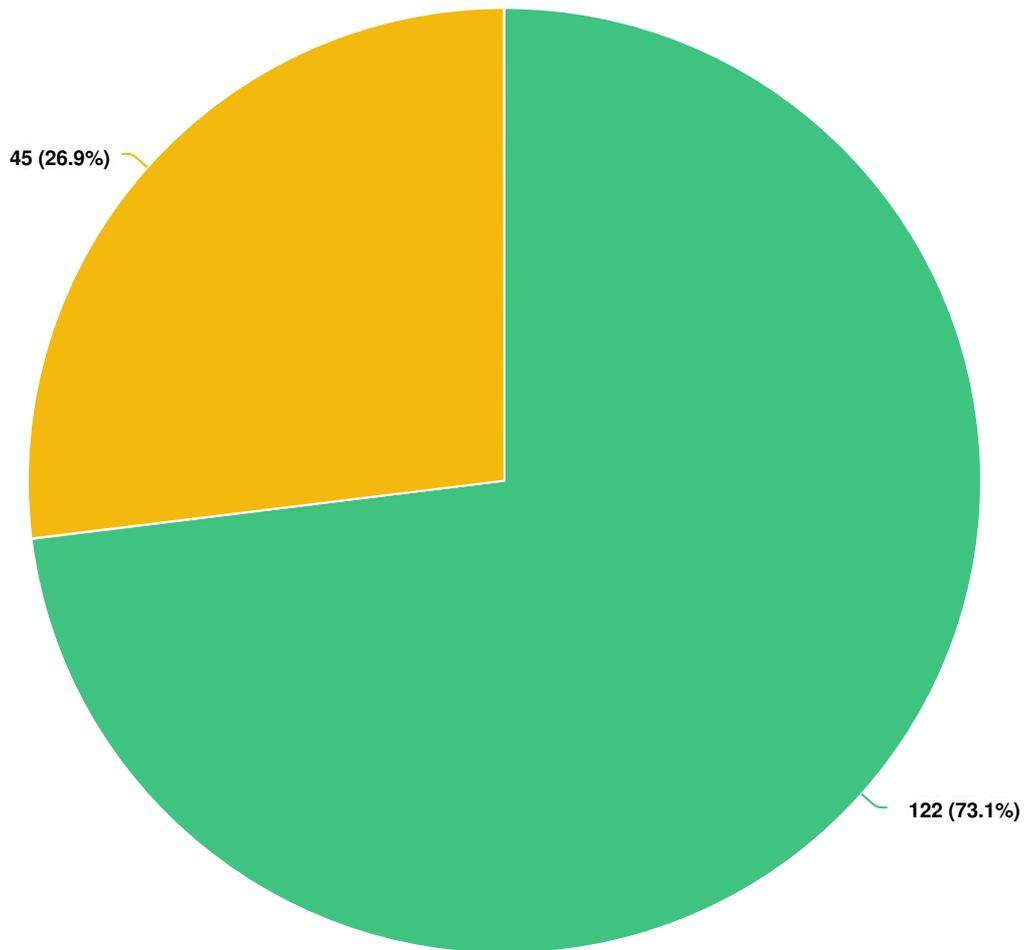


Question options

- No, I would not use public transit.
- Yes, but I would only occasionally use public transit.
- Yes, I would regularly use public transit.

Optional question (169 responses, 2 skipped)

Q21 Would you support on-demand ride share services such as Uber and Lyft?



Question options

- No, I would not support on-demand ride share services.
- Yes, I would support on-demand ride share services.

Optional question (167 responses, 4 skipped)

Q22 In your opinion, what is a major community challenge facing the Town of The Blue Mountains that needs to be addressed by Council?

SUMMARY

In summary, the major community challenges facing the Town of The Blue Mountains that needs to be addressed by Council includes: Attainable Housing, Proper Infrastructure (sidewalks, Internet, water supply, etc.), Managing Over-Development/Population Growth, Traffic, and projecting the natural environment and landscape of the Town. Public transit for residents and employees were also identified as another challenge that was raised from the answers in this question along with a lack of recreational/fitness facility for residents. Many respondents indicated they are not in favour of growth and development and prefer to maintain the Town's heritage, history, natural environment and culture. A few residents also specifically mentioned that it is important to protect green-spaces such as Heritage Park and not use that it for attainable housing.

There were 153 responses received for this question. For full responses, please see Appendix 4.

Q23 In your opinion, what do you feel the Town could do to further support our local economy and businesses?

SUMMARY

In summary, many residents mentioned that attainable/affordable housing was a key issue in order to continue development and attracting in younger people/families to the Town. Many respondents mentioned support for small businesses by lowering taxes, creating tax incentives, and tax breaks. Respondents further mentioned that infrastructure solutions such as parking will help further support the local economy and businesses so that tourists have a place to park their vehicle and visit businesses.

There were 130 responses received for this question. For full responses, please see Appendix 5.

Q24 What goods and services do you purchase that are not currently available in the community?

SUMMARY

In summary, some of the goods and services that residents purchase that are currently not available in the community include: affordable clothing, affordable groceries, fitness, and medical services. Affordability was one of the reoccurring themes throughout this question as many residents purchase clothing (also children's clothing), groceries, hair-cuts outside of the Town. Costco was a place where many respondents mentioned as their source for purchasing goods. Respondents also highlighted that a fitness centre is not currently available within the Town and that it would be beneficial to the community. Many residents indicated that they go to neighbouring communities for "big box" specialty items but prefer to not have "big box" stores directly in the Town.

There were 122 responses received for this question. For full responses, please see Appendix 6.

Q25 Sometimes the smallest things we can do for our community have the biggest impact. Do you have a project or idea that could positively impact our community? Feel free to think outside of the box.

SUMMARY

A variety of different outside the box ideas were submitted by surveyors in this question. Some notable responses include: Waterfront Yacht Club/Marina, annual music festivals, annual celebration of businesses, providing an indoor sports facility, Hwy 26 expansion and beautification, and promoting neighbourhood watch programs for safety.

There were 98 responses received for this question. For full responses, please visit Appendix 7.

Q25 Comments (Optional).

A summary was not provided for this question due to the wide variance within the respondents answers. There were 73 Comments (optional) received at the end of this survey. Please refer to Appendix 8 for survey comments.

Appendices

Appendix 1:

Response #	Q5: As a resident, what are you most proud of about living and/or owning property in the Town of The Blue Mountains?
1	The friendly and working together community
2	- 4 seasons activities - restaurants - small town feel
3	The countryside feel, spaciousness of views, quality of greenery and air and variety of activities.
4	living in a caring, interested dynamic community
5	quiet and secluded
6	Proximity to winter and summer outdoor activities including skiing, cycling, swimming and golf. Thornbury is also home to many great restaurants.
7	The people are wonderful. Slowly meeting my neighbors. So far great interactions with them. Handles hardware store is awesome such a friendly outgoing family. Love shopping there. Hopefully soon I can visit the galleries and antique stores.
8	we have an excellent thriving business community.
9	Proximity to the water
10	the friendliness of the people - neighbours, strangers you walk past or meet in a shop.
11	Small town allows walking to stores and services. Accessible Town staff and councillors Beautiful setting between Georgian Bay, the escarpment and the Beaver Valley
12	A multi season town that provides fitness activities, cycling, water sports, skiing, hiking, along with amenities such as restaurants, parklands, sports facilities. Town of The Blue Mountains is recognized as a preferred place to reside.
13	The Blue Mountains has offered a great recreational experience for family and friends over the last 47 years. We have introduced people to the area who are now residents.
14	It is a beautiful part of the province where we are able to participate in many sports etc.
15	Beautiful scenery and a growing, vibrant community.
16	Agricultural community with lots of recreational activities available.
17	It is nice to be part of one of the most sought after communities in Ontario
18	Feeling part of community and enjoyable pace of life

19	Surrounded by beautiful country views and fresh air and water, 4 season living.
20	The beautiful area.
21	Location, climate, community -- "we are here because we want to be here -- as are so many of our neighbours"
22	A beautiful area that provides ample recreational opportunities in natural surroundings and an enhanced quality of life while being in close proximity to venues and services
23	Freedom to enjoy the natural environment and work toward its improvement. At the same time being able to enjoy all of the local services and programs.
24	It's beautiful, friendly and we have so many amazing outdoor activities at our fingertips.
25	Small, clean with no garbage around except on Mondays after summer visitors leave. Keeping it small.
26	Thornbury has a core with excellent shops. Ample parking for visitors. It's attractions Harbour, fish ladder, various shops. Cleanliness, friendliness, many activities during and in the evening.
27	My family history in the community.
28	Ease of access to quality outdoor activities. General upward momentum of business activity and friendly disposition of residents.
29	Small town with quaint feel and historical background that has not been overly spoiled so far
30	"Small town" lifestyle.
31	Small town atmosphere with many community events and close to great and varied aspects of nature.
32	The town provides almost everything, it's quite not too crowded with the many people such as is Collingwood.
33	Quality of life and the four seasonality re: outdoor activities.
34	I am proud of the fact that over the past few years the community has become more engaged
35	Peaceful environment.
36	Quiet, Clean air, trees, privacy, natural beauty.
37	our natural assets -- the Bay, the Escarpment, the Valley, forests, beaches, etc.
38	Active lifestyle. Healthy living
39	Being able to stroll about the area feeling safe and secure while enjoying the beauty of our surroundings.
40	Beauty of the area and year round activities
41	pace of life, friendliness and overall happiness of people, the plethora of outdoors activities year round.
42	Love the small community feeling. Great to have local contribution from farmers to Brewers!
43	The Bay and the people who live in town.

44	The green space and opportunity for a variety of outdoor activities
45	The natural environment and culture
46	The beauty of the area. It has many amenities but still feels like a small town
47	Georgian Bay
48	A four season paradise
49	small town, beautiful area with 4 seasons activities
50	Location
51	We don't live in suburbia. It has a country and cottage feel with lots of green space, golf courses, water and winter activities. This is a special area that visitors are attracted to for it's nature and beauty.
52	The Town of Thornbury is simply and purely wholesome: good people, no crazy traffic, literally no noise, nice streetscapes, nice shopping, wonderful and abundant community activities, and everyone is smiling. It is the kind of place that I grew up in (in Quebec) and wish I had raised my children here. Keep it wholesome and livable PLEASE.
53	The beautiful lands and roads of the area, the Bay.
54	Such a beautiful area
55	Beautiful setting
56	The location and environment; Nottawasaga Bay, escarpment, Beaver Valley provide a rich array of natural features. Thornbury is a small town but is able to offer many amenities for residents, without the busy-ness of larger towns or city areas. It has a certain critical mass that allows local businesses to thrive as well.
57	Lifestyle
58	lifestyle it provides
59	The abundance of things to do
60	Beautiful, clean, quiet
61	Beautiful scenery and close to Georgian Bay
62	The people in the community
63	the active and welcoming community, high level of involvement in community events, high number and diversity of community events, the music venues and programs
64	Environmental concerns
65	open spaces, including large areas of agricultural lands
66	Small Town atmosphere
67	a relaxed environment, access to activities, nice people
68	Public Trail System
69	<ul style="list-style-type: none"> - four seasons community - quality of neighbourhoods - georgian bay - availability of trades work
70	The opportunity to live a quality of life that is unique in the world.
71	Sophisticated life style in a smallish town environment
72	Beautiful area with friendly people.

73	Recreation, Clean water , Skiing , Proximity to large city - Sophisticated options for shopping/dining locally, while keeping Small town atmosphere. ie Low signage, No Box Stores.
74	the beautiful natural surroundings and the great restaurants
75	Small community with amazing people who love their town. I love the variety of shops and restaurants and of course the lake.
76	Small town feeling
77	Natural beauty of the area
78	Lots of green space; access to trails; clean water;
79	Georgian Trail and Depot library
80	The high quality of life it offers, and friendliness of the residents.
81	Friendly
82	not proud, bad word- fortunate or lucky very happy to have property in a beautiful, rural, so far uncrowded around here area
83	The area has a lot to offer from a functional living, cultural, and recreational point of view. by outside friends and family say positive comments as to how enjoyable their visits have been.
84	The many different things one can do
85	The number/quality of available cultural and outdoor activities.
86	Arts and culture
87	amount of outdoor space
88	Near the bay and ski hills.
89	The nearby abundance of outdoor activities
90	Friendly community, low crime, healthy environment
91	The small town feel where you know your neighbors and business owners. People care about their neighbors.
92	Having a beautiful property, clean air and safe environment
93	Quality of the natural environment
94	close to nature
95	The laid back atmosphere
96	The four season lifestyle and natural beauty.
97	The ability to be in the outdoors for all four seasons.
98	Most proud that Thornbury is a distinctive place, not a faceless sprawling suburban town like Collingwood, or "The Mississauga of the North". Thornbury has maintained a small town feel with quaint downtown shops. It has single family homes on wide lots, allowing for gardens and trees in the yards which adds to Thornbury's beauty.
99	Provides the lifestyle I want
100	Well run, friendly, unpretentious, good services, beautiful
101	Liveable and loveable

102	Year round recreation
103	Beautiful, clean and quiet
104	The beautiful natural area where we live and the green space we are able to access
105	Bike and walking trails, skiing, countryside, Georgian Bay, Town of Thornbury ambiance, cleanliness, beaches, friendly citizens, Probus friendliness. Farmland and produce.
106	The natural beauty - bucolic, pastor countryside.
107	The beauty, the Georgian trail, the bay
108	The lifestyle that used to exist here.
109	Nature, community and identity
110	The amazing natural environment and the lifestyle that it affords
111	It's a beautiful natural setting. There are still lots of trees here - they haven't all been cut down. There is lots of nice farm land along highway 2. I hope they preserve natures beauty. I grew up in Niagara. They gradually expanded the borders of St. Catharines over the years and eliminated so much farmland it was terrible. I hope the same does not happen here. The urban sprawl in the GTA is also terrible. I want to retire up here full time in a few years and hope that this still retains the peaceful setting of the Blue Mountains.
112	We were most proud of the fact that it was small town and everyone was friendly.
113	Sense of community and activity
114	The beautiful natural landscapes and the activities
115	Great mix of the outdoor life with modern conveniences like great restaurants, retail and other services.
116	Year round recreation and lots of green space, that is why I completely oppose the use of any public parkland for development. Any kind of development. We need to maintain greenspace for the future with all the development that is happening here. It is out of control.
117	Clean air --not too busy road wise --available activities to do ---biking, hiking, waterways and of course Blue Mountain Resort
118	Where I live has almost everything I need for recreation, shopping, eating, entertainment and sports.

119	I said we live in the Blue Mountain Village area, however I actually live across from the fire station off of Kandahar Lane. Where we purchased our home, we were investing in our future permanent move up to this area, we love the tennis courts and the Heritage Park green space and all it has to offer. Our kids and their friends use this park regularly for events with their friends for soccer, football, baseball, frisbee playing and other inventive sports, along with the playground. You are never too old for the playground. A lot of other families and adult kids, along with families and their pets, use this green space. We love all forms of cycling (road, mountain, and trail) and there certainly is a lot of areas up here from beginner to expert. We are a family who promotes an active healthy lifestyle, and as a 4-season locale that Blue Mountains offers, I volunteer my time in the winter as ski race crew at a local private ski club (Craigleith Ski Club--for past 6 years). I have just been informed that the Green Space in Heritage Park is being considered to sell off to developer from owners of Blue Mountain Ski Resort for 500 homes. This should not even be an option! Property owners in this area should have been better informed so we can have input into a decision that will definitely affect our lifestyle and future enjoyment of our home that we invested in for our future.
120	Country living, the beauty around us small town feeling
121	access to the outdoors...trails, sport options, road and mountain bike options
122	Quiet, rural setting
123	Hospital that is local, access to recreational activities,
124	Most proud of the focus on the outdoor amenities that the area provides
125	The quiet, access to the Georgian Bay, access to the escarpment and the size of the town.
126	The calm and peace and quite and clean fresh airz. The view of Blue Mountains is so beautiful . Heritage park is where my children doing daily activities instead of stay inside playing video games . We need more green and open space not less.
127	Open space for an active lifestyle.
128	The year round activity possibility and the scenery.
129	Geographic setting and quality of investments being made
130	Great four season town that welcomes lots of opportunities for business growth and tourism which supports a strong and growing economy.
131	Nice friendly community.
132	Environment and Peacefulness Great place to raise kids and good values in the community System of Fairness
133	Close to natural surroundings
134	scenery
135	The ability to ski through the winter nearby and the access to the bikes trails throughout the summer.
136	small community, beautiful setting, close to recreational activities, easy access to my workplace

137	The relaxed atmosphere and the inclusiveness of people, both residents and visitors. A close second is the excellent physical environment, clean, fresh and mostly green.
138	Being close to nature The air is fresh
139	Location Progressive Good communications tools (and use)
140	my view
141	longterm freinds and sense of community
142	Good property investment prospects. Rural life, farming communities.
143	Engaged Citizen Groups and Individuals - people are not afraid to speak up and be involved!
144	Diversity of activities
145	the recreational activities available and green spaces that are being preserved
146	The proximity of The Escarpment, and all that it offers in activities, like skiing, golf, hiking, biking, etc. Also the Georgian Triangle area and the diversity of sites, activities, events, year-round. Living close to Georgian Bay offers boating,sailing, and beautiful sandy beaches, and vistas.
147	A growing community of friends along with year round recreation opportunities.
148	Quality of life
149	numerous amenities (access to escarpment, bay and numerous trails linking them)
150	Friendly atmosphere, active year round lifestyle.
151	It is an all-season community with regard to the many activities available to us.
152	Community, Culture offerings, various Recreational activities
153	Living in a variety of breathtaking natural settings from the mountain, Georgian Bay, beautiful open fields that burst with colour at this time of year, lovely walking and bicycle paths complimented by the joys of small town living. Always seeing people you know, no matter where you go. Small town living.
154	Enjoying nature's beauty while having access to daily convenience, recreation and community.
155	Beautiful area and amenities
156	small town atmosphere...On the Bay
157	Impressed by rather than proud: Georgian Bay and the Escarpment
158	I have been here over 30 years and love the bay, trails and scenery.

	Having the bay in our front yard and the mountain in our backyard is an extraordinary blessing. Having an international airport and the advantages of a large city at a reasonable and direct distance puts us in an advantageous position for a high quality of life.
160	Ability to walk out of my house and within 5 minutes be on a quiet path by a river. See many wild animals and birds in my walks about town. Variety of trees and shrubs.
161	No "pride" involved. The surrounding nature is beautiful.
162	Environment- great water, air, open space, active residents Reasonable taxes- own what you can afford
163	Natural beauty of Georgian Bay and Beaver River. I like the escarpment and Blue Mountain - not the village at Blue, but the mountain itself. The Beaver Valley is another feature to admire.
164	Natural beauty of Georgian Bay and Beaver River. I like the escarpment and Blue Mountain - not the village at Blue, but the mountain itself. The Beaver Valley is another feature to admire.
165	- Clean Air - Parks and recreation, particularly tennis facilities and the excellent maintenance being provided in safety and cleanliness.

Appendix 2:

Response #	Q6: In your opinion, what is the most significant challenge about living and/or owning property in the Town of The Blue Mountains?
1	Affordable housing
2	- tourists not respecting the town, property, etc.
3	The pressure from developers to overcrowd their proposals - turning country into city type subdivisions.
4	The number of new residences being built without the proper infrastructure. We need to stop and assess what is happening so that our community will stay the lovely place that it is. We are allowing too many developments without looking properly at the roads, water, sewers, and certainly protecting our environment. This is vitally important to do before a development passes the Bylaw stage. I understand there are problems with water entering basements in Cottages at Lora Bay because the development up the escarpment doesn't have proper storm water infrastructure. How can this happen if the planning and building department are doing their jobs. The building in this area should be stopped until an answer has been found for these homes. Water goes where it will if you don't have a plan. Some of these homes have been there for 3 years and still no answer yet the building continues. This is Wrong! The Town could have a class action suit on it's hands AND THEN ALL TAXPAYERS HAVE TO PAY!! This is only one development where the proper Town and County Official Plan rules were undermined. This should not happen.
5	too many developers coming in and ruining what we have
6	Roads in the area are showing age and lack of municipal water supply in Clarksburg is hurting the area's development.
7	For me living on the last bend at concession 13 and Matilda, the speed of the traffic is deadly. It slows to 50 as you're coming down 13 way before the bend but no one slows down. It's deadly turning into or out of our driveway. It's also deadly just crossing the road to check the mailbox. No one is slowing down for the speed limit or that bend.
8	lack of sewer and water in Clarksburg which ultimately kills business and development. I find it hard to believe that when town sewer and water installed in Thornbury once upon a time, it was not also reflected in the property taxes of Clarksburg
9	The share of your property tax that goes to the county. Very unfair
10	Town bureaucracy.
11	Declining community spirit due to fast growth
12	The cost of living here or wanting to live here. As more retirees make TBM their choice of community in which to live, services to meet their wants and needs will escalate our Towns budgets, and taxes.

13	The Blue Mountains commitment to tourism and business compromises the quality of life for residents in residential areas.
14	The traffic is bad now so I predict it will be terrible in the future.
15	Infrastructure to accommodate farming and tourists.
16	Developmental growth without proper infrastructure as a foundation.
17	Keeping up with the infrastructure ,with the growth.
18	Managing future and related infrastructure needs.
19	Monitoring development with an eye to infrastructure support and protecting and respecting our natural environment!
20	Distance needed to purchase goods.
21	Building infrastructure to support development -- communication
22	Increasing development and population growth
23	Strange as this may sound, I feel that we are short-changed in the availability of high speed wireless internet service, although the carriers in this area are more than happy to provide satellite television with hundreds of channels (many of which carry the exact same programming)
24	Housing is very expensive and taxes are high.
25	If you widen hwy 26, all it does is increase traffic. You build and they will come. Keeping a steady of new tree planting for future generations. We take them down and don't seem to replant.
26	Reestablish with new friends. Finding out about the activities and organizations .
27	Paying taxes.
28	Access to adequate services or programs for younger families.
29	Uncontrolled development
30	Weekend traffic
31	Highway 26 is the major road through Thornbury and it is an eyesore with empty buildings, lack of planning and poor maintenance of public roadways, sidewalks and green space.
32	The cost of real estate is too high for the younger people we need to support our schools etc.
33	Affordable housing.
34	Further development.

35	Transportation - you are stranded without a car.
36	Infringement of my quiet enjoyment and privacy due to poor town development choices.
37	Growth and new development is happening way to fast and is not being managed well, with very little respect for our unique location and communities.
38	Lack of some facilities ie pool, indoor recreational facilities
39	Lack of affordable housing for workers and seniors.
40	High property taxes
41	affordable housing and controlled growth.
42	Surviving winter!
43	The internet service is ridiculous....if we are going to grow we need to start with having the best in technology. We need a taxi service or some form of public transport that services all areas including Lora Bay.
44	Property development where trees and green space is being taken over by large developments. Developers being allowed to break by-laws and nothing is being done.
45	Internet access
46	Affordability and population growth
47	Managing growth. This includes types of development that keeps the small town feel of the area. Attracting families and new businesses such as small tech companies as well as sustainable housing for the local workforce. Also attracting young professionals. The town has an aging population. An example would be a town such as Bayfield where an entrepreneur set up a virtual high school and has now created new jobs and attracted younger workers.
48	Controlling tax increases
49	lack of adequate medical (hospital) care
50	keeping taxes down while maintaining services and infrastructure
51	Medical services
52	The threat to wildlife including trees and natural areas that are being clear cut without regard for anything more than development. Development has to be done with extreme care for the above to maintain the area character.

<p>53</p>	<p>My biggest concern is that the Town will not manage its inevitable growth with a view to maintaining the existing Quality of life. This SP should determine what we value and build plans to protect that, while not stifling the entrepreneurial spirit.</p> <p>An example of a recent stupid move is our having allowed the modern house on Bruce street to have been built....Bruce street is a historic street and should have been preserved as such.....it is that kind of thinking that we need to apply to the growth and development that will inevitably arrive.</p> <p>Another example is why we have allowed a 3rd gas station to be built.....we should not allow ourselves to become another Collingwood "with big box enterprises and no master plan evident in the development of businesses, residential, roads or use of waterfront".</p> <p>We want to encourage the younger generation to settle here....they are the future of this town and community. So we need to drill into and understand: what do they value?? Is it: access to nature? access to waterfront? abundance of healthy foods? strong focus on fitness and health? safe bicycling spaces and roads? Whatever it is...how can we enable that to occur?</p>
<p>54</p>	<p>Costs and winter.</p>
<p>55</p>	<p>Dealing with issues related to rental accommodations - noise and garbage in particular.</p>
<p>56</p>	<p>Traffic. High prices at stores in town. Need stores like a Dollar/Stedman's</p>
<p>57</p>	<p>Construction/bylaw issues; abuse of rental bylaws; lack of enforcement of accommodation bylaws.</p>
<p>58</p>	<p>No sewers</p>
<p>59</p>	<p>All the positive features of the area have not gone un-noticed and controlling growth without losing the benefits for all residents will be difficult. Already, road traffic even outside of peak weekends is noticeably growing. Growth is necessary but achieving a good balance for residents and businesses, current and future, will be a challenge.</p>
<p>60</p>	<p>Increasing Road traffic</p>
<p>61</p>	<p>traffic congestion on 26 between Collingwood and Thornbury, phragmites issue in our water, slowness and difficulty dealing with the towns planning department</p>
<p>62</p>	<p>The attitudes of others</p>
<p>63</p>	<p>Property taxes</p>
<p>64</p>	<p>High taxes for condo property. Poor local roads (39 Sideroad). Private park swamped by trespassing tourists.</p>
<p>65</p>	<p>Cost of living, cost of home ownership</p>
<p>66</p>	<p>For the community to maintain its cultural and unique quaint community as it continues to grow.</p>
<p>67</p>	<p>to maintain the culture and quaint community as it continues to grow</p>

68	Over development
69	cost to purchase a house
70	Lack of good paying jobs combined with exhorbant cost of housing.
71	traffic is becoming a considerable problem in peak periods. Need for a good recreational facility that is private or public with full workout equipment.
72	No Comment
73	- cost of living - tourism in the busy seasons
74	Affordability, diversity and interconnection between the different segments of the resident population, including between the "local" and "non-local".
75	Maintaining the existing environment
76	Septic and a well, propane heating
77	Lack of (Clean PUBLIC) washrooms for visitors in Town of Thornbury , Parking is becoming a problem(need to monitor Bruce street parking, Parkette Lot and perhaps Post office for 1 hour or less ?) Lack of affordable Housing and Transportation (I feel close proximity to Blue Mountain Resort best solution for housing) Free Mini Bus and Uber ? hopefully soon
78	icy roads in winter make walking hazardous
79	Foodland is too expensive for every day groceries.
80	High cost to purchase.
81	I'm not challenged by anything
82	Bylaw enforcement; questionable bylaws - some seem biased to a particular group of homeowners ie parking on street not allowed
83	Too many organizations telling me what I CANT do with waterfront. Resent First Nations having a say.
84	The increasing population and the resultant increase in traffic.
85	Keeping young locals in town. Need affordable housing
86	how to gauge and respond to the demand for property so that there are opportunities for sharing the Valley's resources that retain as much as possible of its singular attractions which unfortunately do not align well with typical development
87	roads and other necessary infrastructure, and services to keep pace with the growing population. Having community government leadership with the skill and commitment to manage those challenges.
88	Taxes are high

89	Accelerating development and a concern that it is done right.
90	Traffic is becoming too much
91	making sure outdoor space thrives, reducing the number of low end condos
92	Increased population and traffic. High housing cost.
93	Development and the loss of trees parks and green space in general
94	Affordable housing
95	Lack of transportation to basic services for those who do not own/drive a vehicle.
96	Keeping our air and water clean.
97	Have not lived here long enough to determine that.
98	housing cost
99	Taxes
100	Not sure
101	The high property taxes, high water and sewer charges and the limited amount of services such as poor plowing of the streets in the winter, limit of one bag of garbage, lack of three season yard waste pick up.
102	The weekends are most challenging when the population swells. The added traffic makes crossing the highway difficult if you are not at Bruce Street and Hwy. 26 or at the fish ladder. We want people to come to Thornbury, but we also want traffic lights and traffic calming devices for pedestrian safety.
103	Current tourism overcrowding
104	Absence of good internet (on the town line) and adequate-only water supply; bike services could be improved
105	Stay small and charming
106	Water use rates which are 5x Toronto rates. Traffic at Mtn Rd and #26
107	Traffic congestion on hwy26
108	Protecting our green space from developers!
109	Healthcare, transportation, shopping.
110	More crowds, more traffic, too many weekenders.
111	Very grey rules when building or filing for permits, plus the amount of time it takes the NEC to make decisions that are different for others, why are home so high on the water?????
112	New residents who do not share local values,
113	Winter, economic inequality
114	Maintaining this lifestyle - not losing it to development

	<p>We really have everything we need. I live on Landry Lane and for a standard city dark skies area, the neighbours all leave their porch lights on late (till 10 or 11 at night not the neighbours lights).</p>
116	Keeping the small town feel
117	Price of water and affordable group exercise options.
118	All the development that is taking place and losing all the amazing forested areas. The traffic noise is starting to become very bothersome
119	With all the rapid growth will town services and infrastructure keep up.
120	The over development of the area. There are also some essential services that are lacking ie no yard waste pick up on a regular basis. The dump is not close to where I live. Very dark streets at night for walking. No available dog park in my area. I live at the mountain.
121	preventing over-development & expansion
122	It is getting expensive - taxes, eating out, groceries, housing. We must begin to think about tourism. When is there too much that we lose who we are. We must take into consideration those who live in our midst and have less.
123	<p>The main challenge is that it is difficult to contact someone at the Town of Blue Mountains when there is an issue that has to be dealt with urgently. The lack of Space in Heritage Park (located on Kandahar Lane across from Arlberg Cres). Certainly, a better option can be procured with land being developed at the base of</p> <p>Not knowing who to contact is always an issue when moving into an area. There should be a welcome package to new homeowners. We moved in 6 years ago, and come up 3-4 days weekly, while still holding down jobs in the Toronto area. We plan to move up here full time in the coming year, and I (and our whole community of neighbours) do not want to see Heritage Park as an option for building homes. We NEED THIS PARK to enjoy for years to come, for the next generation. There is no other park in our area for our community.</p> <p>Recently our municipal tennis courts were taken apart without any notification. We had planned a family and friends tennis tournament on the weekend after it was demolished. Certainly, as taxpayers, and homeowners we should have been informed, and perhaps the decision to demolish for resurfacing the courts could have been delayed until after the Thanksgiving Weekend.</p>
124	<p>keeping our small town feel keeping green spaces low density housing not creating multilane highways</p>

125	Realty taxes that don't reflect services provided. I also have a house in Richmond Hill that is worth more than my chalet yet I pay about 20-30% more in taxes in the Town of Blue Mountains
126	Protecting the environment while maintaining sustainable agriculture practices
127	weekend/seasonal visitors, access to local health care,
128	Lack of well paying employment
129	The threat of over development!
130	rapid development with no infrastructure, i.e. road congestion and noise
131	Taxes and lack of recreational facilities and programs.
132	Thornbury Bridge on 26
133	Lack of skilled trades, lack of affordable housing. better development and growth of tourism.
134	Containing the intrusion of government. For such a small town, seriously, we are over governed. We do not need to get approvals and give deposits for everything we do. Cut back on the over-regulation.
135	Unbridled and unmanaged growth Powerful developers taking advantage of a system that is not set up to provide sufficient controls to maintain what makes this a great place Leads to insufficient infrastructure and too much burden on the environment and peacefulness of the area. Greater division between the haves and have nots.
136	Dealing with growth. Being on the eastern edge of the TOBM we are marginalized by those at the centre of TOBM.
137	No train or direct bus service to Toronto
138	Property taxes keeping going up substantially.
139	concern about overdevelopment
140	The past Town Council's short sighted vision. Trading money for land ownership has been a great mistake. The current and future councils must insist on quality, developed parkland wherever there is a housing development. It is critical to have places for all age groups to play. As the region develops there will be more and more young families.
141	Would live to live here full time but there aren't the same Job opportunities
142	Getting into the stream of things (1 year anniversary of moving here)
143	I don't have a challenge, but housing costs are rising and there are limited rental options for people working in the area

144	Health care. Specifically no family doctors
145	Highway 26 needs more stop lights, particularly at the corner 26 and Grey Road 40
146	No rural public transportation, winter driving, increasing taxes
147	Balancing the needs of different groups - for example, expensive home properties but little available for lower income groups
148	? Not certain right now.
149	The town now putting parks on the attainable housing short list. This is an issue that should have been dealt with as the housing costs became higher over the last 5 years and not a sudden plan of action to be done in a very short time. The process of RFI having shortlisted locations for attainable housing, is in my opinion a wrong approach. A more productive approach would have been for the town council and/or Attainable housing committee to work with Grey county, Collingwood and the Blue Mountain resort to come to a resolution to address this, the issue is beyond the boundaries of the Town of Blue Mountains and to set plans to potentially develop parks and other inappropriate spaces for attainable housing is counterproductive.
150	I have visited or lived in this area for 35+ years. The current rapid growth and development has me concerned. In many areas, subdivisions rivaling Toronto are being developed, and the green spaces are quickly falling. Reduced or displaced wildlife is clearly evident. My concern is also whether the local governments are able to build the necessary infrastructures to support this increased population.
151	News that town council is considering a public park adjacent to our property as a possible site for attainable housing development.
152	Increase in tourism and transients visiting the area
153	very high taxes, poor municipal planning regarding development
154	Lack of a Transportation system
155	Traffic congestion on Highway 26.
156	Affordability and Sustainability
157	Excessive development will ruin our life style.
158	affordability
159	We do not have any challenges, however, we do take exception to to so many outsiders taking over the Northwinds beach. We realize it is a public beach. More in this later
160	over development too fast
161	There is an aging population, but more on staff coordinating policy/policies for the elderly, e.g. healthcare, transportation..

162	<p>The Town has changed since I came and I find the cost of living here and the traffic real problems for council. Affordable living is desperately needed.</p> <p>In Lora Bay, the lots are \$250,000 and the houses start at \$699,000.</p>
163	<p>My challenge and the challenge for seniors and families in the area is not having accessible swimming and fitness facilities thru the seasons. As we age and can no longer ski, bike/hike or jump from the dock to swim. Mobility and keeping healthy thru an active lifestyle has become very difficult.</p> <p>Lack of taxi service and/or transit makes life difficult to get to appointments, and hospital when necessary.</p> <p>Also, finding ground floor senior living at an affordable rate is extremely difficult to impossible without new infrastructure to address this very real need.</p>
164	<p>Lack of transit to/from major centers, i.e. Barrie & Owen Sound unless you own and can operate a car.</p>
165	<p>Healthcare and transportation way below par. Not a good place to live as we age, and become less able to drive.</p>
166	<ul style="list-style-type: none"> - Traffic on #26, need a by pass - Access to Georgian Bay, Town should not have sold off our shoreline.
167	<p>Keeping up with development, city people buying up and building huge homes driving up taxes and costs in general. We don't have roads, etc. to handle numbers of people. Traffic on Hwy 26 is heavy.</p>
168	<p>Keeping up with development, city people buying up and building huge homes driving up taxes and costs in general. We don't have roads, etc. to handle numbers of people. Traffic on Hwy 26 is heavy.</p>
169	<p>Population increase and congestion.</p>

Appendix 3:

Response #	Q12: Are there any other formats, platforms, or methods of communication that you prefer for information about the Town?
1	Newsletter from the town with highlights of projects
2	no
3	No.
4	No
5	Use the (much disputed) scrolling sign at Foodland for info....CFOS-radio, on line 'Town' newspaper
6	email
7	not sure
8	You may already provide this, but I am unaware of such a service... a simple news feed that is relevant to the town, either on your website or broadcast on local radio.I
9	Postcards work. That's what brought me to this survey
10	Perhaps Board signs to indicate what is going on -projects-etc
11	email
12	TBM website
13	E-blast
14	Most of the time town information is late
15	None.
16	Town Newsletter
17	Newsletters better website
18	I enjoy attending the weekly meetings held by Citizens' Forum.
19	email announcements
20	Blue Mountains Citizens group at the pub
21	Email
22	Email
23	direct phone message and email if matters pertain to me personally
24	community communication/talk sessions
25	Lots for me to access and I don't usually do it, so no.
26	no
27	No
28	prefer electronic communication over paper
29	No
30	No
31	email newsletter
32	Prefer to have a decent website that gives updates on town strategy.
33	Not really.
34	no
35	Marsh St CC
36	No
37	No
38	email
39	Something better is needed

40	we could sign up to receive email with the info
41	prefer to see an online newsblast similar to what you see for Collingwood.ca
42	I like the town email information
43	a proper newspaper
44	Georgian life paper
45	Direct notice from the town when it affects your property and what is happening in the immediate area
46	Prefer the News letter format....
47	no
48	No
49	Email
50	Email
51	No. More in anyway would be nice
52	The mailbox flyer is a good heads up on important issues. Also email to all taxpayers
53	Unsure if there is a FACEBOOK platform for the Town, perhaps a page for communication and upcoming events. An email sent out to residents of specific area of Blue Mountains and any upcoming changes to their area that would be a concert to its residents.
54	email
55	Online is best.
56	Relevant e-blasts....not just everything and all the time (too many)
57	Electronic is always best and environmentally friendly
58	email, direct mail
59	No
60	e-mail
61	Email
62	No and please keep it simple there is already a torrent of information out there
63	Blue Mountain review could provide more advance of events
64	email blast
65	E mail
66	no
67	email listserv
68	Town Hall meetings.
69	email
70	No
71	Chamber sign at the east end of town
72	Email updates are fine
73	no
74	No. I'm afraid I am a bit of a dinosaur with technology so mailing of information is very helpful.
75	See above: Blue Mountain Review should supplant Courier Herald.
76	Not really- although being older, not always wanting to go online to get info.
77	Not really- although being older, not always wanting to go online to get information

Appendix 4:

Response #	Q22: In your opinion, what is a major community challenge facing the Town of The Blue Mountains that needs to be addressed by Council?
1	- expansion of building homes and taking away too much green space.
2	Preservation of the country feel, views, ridge, heritage and greenery.
3	Too many developments being approved
4	Water supply in Clarksburg
5	<p>Pace of the building going on in Craigeith with no decision yet from MTO regarding Hwy 26 which has been under study for more than 25 years. What happened to the plan to build a by-pass so that traffic going to Owen Sound didn't come this way?</p> <p>How are we allowing building of more that 1500 units in Craigeith without this issue settled. The Traffic Studies for these developments are under determined yet no one says anything. I leave my home at least 4 times and return each day by car yet the development traffic study says 200 new homes will have less then 50 exits and egress each day?? This is so understated... no wonder we are in such trouble. We need to slow down the building and follow the rules set out by the Town's Official Plan. Why are we undermining these rules they were put in place for a reason. Do our planning officials and staff make the rules or do Council?</p>
6	uber or some ride sharing program similar to innisfil. more garbage cans around town and on trails (no need to cut the grass just get the litter bugs and assure its safe), Bike and slow moving traffic lanes,
7	County share of taxation. Way to high
8	voter turnout
9	affordable housing
10	Attainable housing
11	The overwhelming development of property, housing and population growth and demands on infrastructure to support the this development is the major challenge.
12	Listen to what the public says about their problems.
13	Infrastructure. Getting farm vehicles away from Clarksburg. Redo the bridge on the 10th line so that we residents in the valley and others have another way to get into town.
14	Maintaining a sense of community that includes and respects all citizens and maitain a rural flavour.
15	Council stated that they would not interfere with park land in Blue Mountains and now they are considering the use of our park for affordable housing . This is the most ridiculous idea that I have heard of . We have have little park land as it is . Why take away what we have ? Why has Council resented their original commitment to preserve park land ?
16	Increasing taxation levels and dollars going to the County from which we derive little benefit.

17	The development expansion in Lora Bay-how will our current infrastructure support it the natural environment is falling pray to the clear cutting that goes on within Lora Bay and area as well the creation of berms along 26 without any environmental assessment done, from what I understand. The public deserves greater access to our waterfront, with the Town owned land on Sunset, in questionit should be turned into a public waterfront park...and not sold to the highest bidder ie: Lora Bay!
18	Transparency
19	Get things done faster -- review staffing levels & competency
20	managing/restraining development while improving economic activity/meaningful job opportunities, and ensuring people can afford to live in the community
21	High speed wireless communication will provide the best increase in efficiencies for the investment, Without it, a great deal of time is wasted and many large scale calculations, tabulations and database manipulations are just not possible to say nothing of the lack of availability of streaming services such as netflix, prime, hulu and others. (which could be made available to wireless users with amazon FirestickTV) Maybe some further thought should be given to these services.
22	Pressure to build too fast. Business who need workers should pay for low rent development as any other communities. Why should the public pay to subsidize their bottom line.
23	Would like to see quarterly report as to what decisions have been and why Speeding of cars is a major concern for many citizens. I have written strong worded letters to the town and 6 months later do I get a phone call to more or less dispute those facts. OPP is not doing enough to enforce the rules, farmers driving on the highway are not adhering to the traffic act- no flashing lights, no signal lights, farmer cannot see if there are cars behind him and make left turns without indicating as such. Cyclists are blocking corners where they converse instead of elsewhere. Speed limit in Thornbury should be reduced to 40KM per hour. Most towns have clear speed limits signs , driving in this area is like being in Wild West Country. Some speeds I have measured were well over 80 to 90 km per hour on route 13 from highway 26. Need more signs about doggy bags and fines if one does not pick up. The harbour side needs to be cleaned up and more rules for fishermen should be enforced. Saw recently one bird flying with a hook and fishing line attached to his body. Many leave plastic bottles, Tim Horton cups, plastic bags, etc behind. Charge these people a fee sothat the harbour looks clean.
24	The Town of Blue Mountains needs to invest in business. Retail and industrial ventures. The town needs to show investors that we are open for business. Business growth means jobs and good paying jobs. The people of this town deserves no less. Thank you
25	lack of indoor recreational facilities

26	Controlling commercial growth in Thornbury in a way that maintains the historical look and feel of the town Controlling residential growth throughout the TBM so it meets longer term set goals rather than the quilt work path we seem to be currently on Highway 26 traffic reduction
27	Higher productivity from town staff, field and office, and more conscientious management of budgets.
28	Clean up roads, sidewalks and green space along Hwy 26 and have a development plan for property along Highway 26 to be accessed easily by foot and bike traffic. Make Thornbury a town to be proud of when entering from east and west and to have non-block store services along Hwy 26 that are easy to access with less sprawl and vacant buildings/lots.
29	The major consideration for business development is the cost. If they can set up or expand in another community at lower costs they will do so
30	Affordable housing.
31	Unmitigated development which affects all of the above issues. Our infrastructure and the environment cannot support an influx of more and more people and cars. There has to be a moratorium on high-end development. At the same time a way has to be found to create sustainable and affordable housing.
32	Meeting employment demands for the area. Housing for new employees.
33	Developers that get approval without having public opinion heard at early stages. Developping the wrong things in the wrong areas without proper consultation with the public who pays to be heard.
34	Managing growth and development so that services and infrastructure keep pace and the things we all love about this area aren't destroyed.
35	New community centre with pool weight room pickle ball courts etc
36	Ensuring that future development meets environmental requirements and doesn't interfere with current green spaces. Also need to protect our tree canopy and ensure that public beach access is not diminished - i.e. development controls and design guidelines.
37	Affordable housing and public transit for employees of local businesses
38	affordable housing and managed growth
39	Tourism. How to disperse the crowding of certain areas ie. Northwinds beach
40	My previous comments address this question .
41	Places to connect socially outside of commercial/business places.

42	I live at 121 Brophys Lane adjacent to the proposed development by Royalton Homes. There have been so many things that have been done incorrectly such as destroying designated wildlife corridor, leaving demolished motel in an unfinished state of demolishing. We have a huge pile of sand adjacent to our property, a permit was issued by Town of Blue Mountain for storage although it is conflict with by-law rules. The time frame has been well over 12 months and we are still sat with no progress being made to a. Rehabilitate the wildlife corridor and b. Remove the significant pile of sand. So in my opinion I feel that the town is not committed to ensuring that developers follow the correct by laws and procedures when it comes to development.
43	Population growth
44	Attainable housing and structured growth. There should be open discussions about new developments with both a short and long term outcome. An example would be the Esso station . This was approved years ago but I am not sure how transparent this vote was.A key issue is that a town council only sits for four years but the issues we face are generational
45	Attracting medical professionals to the community
46	Traffic congestion caused by our significant growth
47	ensure development follows the strategic plan
48	Uber and Lyft! Why don't we have this! The taxi service is so expensive! No bus to Thornbury! Did you know it is \$60 to get home from the village!
49	<p>Unfettered development that maximizes profit at the expense of area character and feel as well as the environment. Large connected areas of trails and trees make this area desirable by residents and tourists alike. People come here to chill and play.</p> <p>Trees are ravaged by wind, insects and clearcuts. Streams rage during runoff periods which will worsen with high density housing. Council has to take a most cautious, citizen oriented, consultative approach when considering development.</p> <p>Traffic calming on highway 26 is essential for safety of bikes, pedestrians and animals trying to cross this divide.</p>
50	<p>Determining what the demographics of the Town will be over the next 10-15 years.....that will inform what "needs you listen to and what priorities need to be established. "</p> <p>For example, if we are going to be a community of grey hairs, then public transit and health care become very important. However, if we are going to encourage the younger generation to move into Thornbury, then affordable housing, recreation, cycling and parks become more important than transportation or health care.</p>
51	Drinking water quality, costs associated with water and sewer followed closely by traffic and parking congestion too much of the time.
52	The impact of rental accommodations.
53	public transit, affordable housing
54	Development planning, long-term view

55	Vehicle Traffic
56	an expansion vision that keeps our shorelines uncompromised and our traffic congestion under control
57	Automobile traffic and a highway bi-pass
58	Better communication about development and infrastructure-transparency. Preparing for high water. Infrastructure anticipating development
59	1. Affordable housing. 2. More parking in Thornbury and more pedestrian areas. 3. More infrastructure investment.
60	maintaining the current culture and uniqueness in the face of extreme growth
61	Maintaining the current culture and uniqueness of our community in the face of extreme growth. Requires vigilance and vision in the proper growth model including by-laws, communication of vision, engagement, etc.
62	large amount of infrastructure dollars that are going to be needed for the future.
63	Affordable housing which impacts negatively on employment for our tourism/service industry.
64	fixing traffic on H26 at the main intersection, lower the water usage rates, attainable housing will help bring the people to support area services, a YMCA or some other public/private recreation facility with full gym, program to attract doctors to work in the area
65	No Comment
66	The pier. Get rid of the terrible rubber tiles and resurface the concrete!!!
67	Affordable housing sufficient to attract and retain a broader demographic.
68	Maintaining the integrity of the downtown area
69	Removing snow from sidewalks between the sidewalk and road in Thornbury so people can get from their cars onto the sidewalk without climbing over a huge mound of snow!!!!!!
70	Housing/Transportation/Ongoing Clean Water
71	there is no affordable housing for low income residents
72	I am worried, that as the town grows, it will loose its small town charm. We were just in Niagara for the weekend and blown away how beautiful it is there with all well maintained parks and bike trails. We hope we can go in this direction here and not become a soul less city
73	Leave the baseball diamonds, skate park and dog park where they are located in Thornbury
74	Expectations of city folk now leaving in a small village.
75	Attainable housing on park land should not be approved
76	Stop trying to become like a city, I come here to get away from too much traffic etc.

77	Affordable housing
78	The very difficult responsibility to manage infrastructure costs (taxes) the result of growth and protecting the look and feel of the whole Blue Mountain area. Officials will need to make some very tough and contentious decisions to be effective and fair.
79	Affordable Housing
80	fiscal responsibility with zero-based budgeting. Staff accountability and eliminating "jobs for life" mentality. keeping pace with infrastructure, health services , education,and competent management improvements.
81	Lack of affordable housing and its impact on Service labour force.
82	More recreational facilities, e.g. a gym, pool Transportation Attainable housing
83	over development of high density accommodations
84	Affordable housing.
85	Council needs to listen to the people not developers
86	Affordable housing
87	Transportation and affordable housing.
88	Unnecessary pesticide spraying contaminating our environment.
89	Affordable housing and public transportation
90	Being careful about over developing the area.
91	Balancing the need for attainable housing and maintaining the quality and character of the neighbourhoods in which the attainable housing would be built.
92	The town must not cave into the demands of the developers. Over development will lead to environmental and community issues. People move to the Blue Mountains to live in the country and not to have big city types of neighbourhoods. Do not allow for the reduction of green space.
93	Road infrastructure repairs. Water and sewer expansion to non served areas. Current overcrowding in high tourism periods. Such as parking road congestion in key locations.
94	Increasing car traffic on roads - we need a fast Grey Road 40 bypass connected to the Derry Sideroad and upgrades to Hwy 26 east of Thornbury to allow a 90km speed limit
95	Avoid conflagration like the Library fiasco of 2016-2017, and stupid lawsuits.
96	Uber would save immensely on public transport needs, and be much better priced than the exorbitant monopoly taxi rate
97	Roads and traffic. Consider implementing roundabouts ie Squire Johns on hwy26 and rd 21

98	Maintaining our existing green space and parks. It appears that previous councils have not taken into consideration any green space in the new permitted areas of development....we cannot lose anything we have! Disappointed in the current council contradicting their motion to protect parks!
99	Taxes to be kept in check and responsible spending.
100	Traffic congestion in Thornbury at the main intersection of Bruce and Arthur. Vacant homes in Thornbury owned by part time and weekend residents - consider adding a vacancy tax as adopted in West Vancouver to prevent hollowing out of residential neighborhoods.
101	roads with bike lanes or pave Georgian Trail, speed limited on 26. Sustainable housing for seasonal workers at Blue. Garbage collection, not pick up then animals have it all over the road, residents should be able to put out more than one bag, the collector should have a app and each home gets 26 bags a year since these home are only used for 8 weeks and they pay large taxes but can only put out one bag is ridiculous.
102	Remembering community services need to be priced so not only new people can go.
103	Garbage dump leachate, water/ wastewater, shoreline erosion/ water levels
104	Control of development
105	How to maintain the city of Collingwood and gradually expand it without creating a major sprawling city. How to keep urban expansion to the urban areas in the Blue Mountains without sprawling through all the rural areas. Maintaining farmland is a priority. Once you pave over the farm, it's gone forever. I'm in favour of expanding the towns, but it has to be well planned, and well contained. Otherwise the beauty of this area will be lost forever, the trails and parks will disappear, the wide open spaces will be replaced with parking lots, and it will just be another city. Keep it beautiful!
106	Need to update the town streets and the infrastructure. The planning and engineering process takes far too long.
107	Finding employees for our local businesses and affordable group recreational exercise programs.
108	Slow down the development which is destroying too much green space. Far too many vehicles on the road for an area which has a very high number of retirees. Keep our area naturally beautiful. Need to have more police presence for speeders which are contributing to the noise and making safety a concern
109	Managing significant growth while maintaining small town vibe. The area could use a serious sports and athletic rec centre - neither Collingwood nor TOBM have facilities comparable to other municipalities.

110	the rapid development in the area that is quickly eating up greenspace without the roads, sidewalks and often infrastructure and facilities to support it. I cringe to think of how the traffic is going to be backed up getting to the mountain in the coming years.
111	Maintaining what has already been developed and protecting the beautiful environment here in Blue Mountain (Unlike the Cranberry Golf course that has destroyed the area for the sake of townhomes)
112	Recycling, construction waste, single use plastics, keeping our environment clean and protected as tourism increases.
113	Currently, as listed in this survey, the issue in our community of selling off Heritage Park to build 500 homes for attainable housing. This should not even be considered! Residents, including myself, were not informed of this until Sunday Sept 22, by another neighbour who was also just informed. That is certainly a very major decision that impacts everyone living in the area. The fact that one individual, Councillor R. Sampson said it is rarely used, is UNTRUE. Every weekend (Thurs thru Sunday) this park is used by families, kids, young adults, all ages, for use of baseball diamond, playing soccer, football, frisbee, and just running around and enjoying the playground, not to mention the fun that families have running around with their pets. There should be NO OPTION to remove this beautiful place..this Heritage Park should remain in our neighbourhood. There is no other park in our area that is a safe walk for our children. Isn't the whole idea of having Green Space, a space to be cherished, to be passed on for generations to come. Certainly there are other options for placement of this housing that will not impact our lifestyles. "Windfall" development certainly would be an option along with the Westin Hotel end parking lot, build underground parking and housing above. There are far better options. We need to be informed! We need to have our say and input. The fact that someone mentions that this community is a 'sleepy neighbourhood'. Not getting ANY information from THE TOWN is apparent in this situation and must be changed. The fact that Sept 30 2019 Council meeting for 7pm is being held during one of the holiest days of our Jewish Holidays, and would be impossible for my family to attend this very important meeting along with others in our area, a fact that this council meeting would not be held on Christmas Eve nor Christmas Day!!
114	excessive growth
115	Realty Taxes
116	The environment
117	affordable housing
118	How to manage growth and a tax base without destroying what we have. How much is enough.
119	Heritage Park must remain green/open space .
120	Develop road infrastructure before the houses are constructed.....not years later.
121	Addressing the needs of the community given the provincial cuts and the proportion of our taxes that leave our community for other areas in the district
122	Better operations at Harbour.

<p>123</p>	<p>The town is not pedestrian friendly. It is not particularly cycling friendly either. We need at least two crosswalks or traffic lights so that pedestrians and cyclists can safely cross highway 26 (and various other names to the same road). One should be by the Woodland/LCBO and another should be at Elgin and 26. It is currently quite tricky and dangerous to cross 26 at these locations esp during busy times.</p> <p>Many people think that cyclists should only be on the trails. Cycling is not just a recreational activity. It is also a mode of transportation (which I have used for over 50 years). Why do drivers honk at me when I am on 26 in the cycling lane crossing the bridge and yell that I should be on the trail? I am just going from my home (on Louisa E) and downtown. To go on the trail I would have to cross 26 twice. Makes no sense, esp with the lack of safe crossing.</p> <p>The other issue is the extremely unsafe crossing of the Georgian Trail at 26 east of Thornbury. Have you seen families with young children dangerously dashing across this 70 kph crossing? Fatalities are just waiting to happen. A bridge would be expensive for sure. What we have right now is terrible. Are there other alternatives? We do not even have inexpensive flashing yellow lights!</p>
<p>124</p>	<p>The division between retirees/local residents and tourism.</p>
<p>125</p>	<p>Council got in on a commitment to transparency and trust. The Sequin affair generated a large basis of their platform for mistrust, yet with respect to this issue, I think they have lost and continued on a similar basis. I continue to hear</p> <p>I recently attended a citizen forum whereby the BMRA did a high level review on the budget but was still not clear to me how we are matching infrastructure requirements to how development is approved, which I think will be a major challenge. The high density allowed as an example to the project opposite the</p> <p>Finally, taking the environment seriously. The backlash that our Deputy Mayor faced on single use plastic was inexcusable in my mind and in light of what we</p> <p>Therefore the issues of transparency (trust), managed development and the environment are the three major challenges I see.</p> <p>With all that being said, I do feel that the mayor is taking a thoughtful approach to the issues faced from all side before a decision, which is refreshing and I trust that he will continue on this path.</p>
<p>126</p>	<p>Better town planning. Better Building codes. New developments are not very attractive.</p>

127	Thoughtful development strategy both in terms of design and values. Example: Why on earth do we need another gas station and pizza shop on Hwy 26? What a blight on the appearance of the town, just another small town with an ugly commercial strip running right through the center of it. Honestly, where is the vision????
128	Council should act as a Board of Directors and empower the employees to do their job supporting the community. For a town our population size the last thing we need is full time Councillors. My current perspective is that the drive for attainable housing is too large a scope for the size of our town and that market forces will create appropriate housing.
129	Its agreed Strategic Plan with time lines and measurable deliverables
130	Q 21 comment re: Lyft and Uber - it would be useful to people with cell phones. I am a senior and don't have one, so it would be less useful for me. Low vacancy rates/affordable housing.
131	lack of family doctors and no afterhours care or seniors care
132	Respect and consideration for rural residents and farming activities.
133	Varied income housing, eliminating and/or strictly controlling short term rentals, ensuring that the town continues to serve the needs of everyone, including full time residents!
134	The attainable housing issue, as stated previously, should be a combined effort between Grey and Simcoe County, The Town of Blue Mountains, Collingwood, Wasaga Beach, Blue Mountain Resort and other major private sector stakeholders in the area.
135	Developing the infrastructure to support the current & future population that is rising for this community.
136	Resolving the need for attainable housing without upsetting residents of established resort / recreational based communities.
137	Eliminating green space (Heritage Park)/trees (Tyrolean Village) and increasing rental/staff housing in existing single family home areas
138	developing safe and adequate public beach access in our area to meet the ever increasing demand addressing hwy safety concerns (pedestrian and vehicular) in vicinity of provincial park and northwinds beach
139	Attainable housing and Transportation which I realize they have on a high priority radar.

140	The over development of our natural spaces with housing! We need to think about protecting our habitats. More affordable housing is needed for those who are in need.
141	Environmental challenges and Sustainability, Affordable Housing and Public Transit, Recreational facilities such as an indoor pool
142	1)Communication remains a challenge. Informing taxpayers of changes that affect their world needs to be shared at a much earlier date. 2)And, of course, adequate housing for all ages and stages. 3) Finally, a long term care home in the municipality.
143	Growth occurring too quickly. I suppose related infrastructure structures and services would be a challenge as well as police and fire support.
144	Public Transit and attainable housing
145	Too fast and overdevelopment
146	The business community seems to be thriving, so let's focus on groups that are less served (e.g. like elderly) or less involved in civic affairs (youth and young families).
147	Traffic and housing!
148	As I have stated, exercise equipment, an indoor swimming pool for aquafit, affordable housing and public transit are needed desperately, especially as we are attracting retirees who like to drive less frequently and need these services more and more.
149	Bias towards tourists, we the residents get secondary treatment.
150	Over development encroaching on wetlands and vital services provided by nature. Involve youth in community and politics.
151	Raise taxes to meet the needs.
152	Controlling development and taxes, other expenses. Not in favour of urbanizing the Town of The Blue Mountains!
153	Controlling development and taxes, other expenses. Not in favour of urbanizing the Town of The Blue Mountains.

Appendix 5:

Response #	Q23: In your opinion, what do you feel the Town could do to further support our local economy and businesses?
1	Participate more in Blue Mountain resort and village events and marketing
2	Increase the awareness of business in the smaller towns.
3	Stop catering to the city thinking and mentality
4	Water supply in Clarksburg
5	The Town should understand the new reality of who is purchasing homes and living in the area.
6	Better incentives.
7	Attainable housing so people can afford to live here. a building department with a clear mandate that tells the client what the town is responsible for and what a property owner is responsible for.....A building department that has a timeline on building permits, lets have these properties completed in a timely manner that follows health and safety for all (for example the home that has been under construction for the past 5 plus years on highway 26 near Craiglieth
8	Available housing for minimum wage workers
9	Attainable housing for those that work in lower wage jobs
10	I don't have an answer to this question.Clooothing
11	Eliminate any unnecessary red tape or bylaws that make no sense.
12	In the winter better clearance of snow. Often difficult for people to park or climb over the snowbanks to access the businesses. Perhaps monthly showcase on town website a business and what it offers and how long it has been established
13	Local festivals
14	Outdoor Public art
15	Help create new businesses. Bring competition to the area.
16	Tax incentives -- host business networking events --
17	Not sure
18	Make sure there is lots of parking spaces and do a traffic study at the highway 26 traffic lights to find a more efficient and safer crossing for pedestrians during times of congestion. Try to encourage new businesses to lease some of the vacant buildings. Find some incentives for businesses to become more ecologically and climate conscious. Try to find an incentive to open the laneway between TD and the street directly south, even if it means tax relief to the current owners.
19	Taxes should be kept within check.

20	Collingwood is doing an excellent job to attract new businesses. Perhaps the council can learn from that. In addition, does the town have parcels set aside to deal with the influx of new businesses. I have never seen communication re attraction of new businesses issued by the town. What incentives are there for new businesses.
21	Support investment by lowering taxes.
22	Clear plan and vision for TBM out 5-10-15-20 years
23	Weekend traffic management
24	See previous comment. This is a tourist town and recreational resort. Clean up the town along Hwy 26 to make it more welcoming to tourists.
25	Affordable housing for people in the hospitality industry.
26	Affordable housing so those who work here can also afford to live here. Reliable High speed internet service throughout. Better transportation in this whole area but also improved access to the GTA. More parking areas in downtown Thornbury
27	Reduce the costs associated.
28	Improve tax incentives for local businesses.
29	Ten years ago the town should have developed affordable housing so young people to work here and seniors who wish to stay here with lifelong friends and want to downsize from a large home. Public transit from Collingwood to Meaford would make everything thrive.
30	Maintain and promote our unique character
31	Coffee shop/pub in Clarksburg
32	Again, affordable housing and transit to allow workers and their families to be able to live in the area. Without workers, businesses will fail which will be a detriment to our whole area.
33	Financial incentives for businesses to locate in our area and promotional advertising to attract business investment.
34	advertising our attraction outside of the area (Toronto). I skied at Blue for decades before I ever came to Thornbury....my loss.
35	Encourage local artists & farmers to participate in events such as the festivals & markets.
36	Absolutely
37	Do not have sufficient knowledge to be able to make a comment on this subject
38	Tourism support Blue mountain resort brings 2.5 million people here but the need to branch out from the resort and have trips into our beautiful trails parks art galleries and museums
39	Lower business tax. Reduce red tape for entrepreneurs wanting to start a business. Provide or increase incentives to startup & existing business to grow.

40	Partner somehow with private business to create attainable housing. Not sure of the business tax structure but tax incentives always seem to be at the forefront. Not sure if the town is proactive in seeking out businesses that are trying to start up or relocate
41	more promotion of the town across the country
42	Parking is a huge issue in town.
43	To realize people will come here and the right business will not need town support to survive. What they offer employees will attract them and keep them.
44	Listen to what they are telling you because I have no idea. Do NOT let Thornbury become a BIG BOX town. Support the entrepreneur and especially the 'local residents' who open up business in town. The housing concept of townhomes that have business below and living up top - like in Port Credit - would go over well her, I believe.
45	I don't know what the Town does now exactly, but making the main street of Thornbury a pedestrian mall would certainly seem appropriate. Also, improving the stoplight and traffic congestion along Hwy 26 through town would be good.
46	stores that address everyday needs - ie Stedmans
47	Not a business owner, but I suspect town would already purchase locally when possible. Support BIA and individual businesses with open access to needed information, planning, etc.
48	Prioritize Commercial businesses in the eastern section of town
49	not sure
50	Either close Bruce St or make it a one-way during the summer months. This would allow for cafe patios, live entertainment, and a beautiful, QUIET experience for our local businesses.
51	Attainable housing
52	Make affordable housing happen so that they can retain quality employees. Businesses spend too much time just keeping up because staff doesn't stay. Pedestrian only area on Bruce street in the summer. Get people to visit, go to more businesses and stay longer.
53	ensure a strategic vision of the community leads the local economy and businesses, create a community model that creates a win-win with local businesses

54	Overall provide the vision of the future to encourage growth in those types of areas that support the vision. Need to set the framework and mindset to encourage enthusiasm and participation around the theme. Cannot let the community (developers/businesses) expand at its own will -- need leadership, direction, vision to support our desired future.
55	keep taxes lower, allow the business community to run their own business
56	Partner with private developers to build subsidized housing/rental property.
57	ways to bring in more people to work in the service businesses, improve main street shops,
58	No Comment
59	Screening for downtown businesses - use the space for shopping and restaurants over offices etc.
60	Business grants for start-ups and small enterprise. Other forms of support for these businesses.
61	no opinion
62	Don't know
63	See Last section
64	affordable housing would allow those who work at minimum wage in the businesses and restaurant industry to live here
65	Maybe a business fair for all local businesses not just a certain group.
66	No comment
67	Retain stability.
68	Incentives for small businesses to start up and assistance to achieve their success.
69	more funding BIA
70	attainable and affordable housing would help retailers and encourage young people to remain or come here to live identify what is actually needed locally in services or goods and encourage start ups
71	Be more open to new business and don't be as restrictive
72	Yes, making it easier to do business with less bureaucratic processes. Sustainable development, dose not mean "wild west" , uncontrollable development. Best practices applications from staff and council are required.
73	Festivals and Events
74	Increase parking areas, limit franchise operations, have some flexibility around signage.
75	make sure rents are low to ensure businesses can thrive
76	Support small independent business
77	Help them to understand people need a living wage to work here.
78	Affordable housing and transportation.

79	Promote and support independent businesses (vs. chains)
80	N/A
81	Not sure
82	I'm not sure what council currently does.
83	Make it easy for businesses to locate in the area. Ensure that the modern technology such as the High speed internet is available in all areas of the Blue Mountains. A large part of the of today's business revolves around technology.
84	1. Add more bike parking in downtown Thornbury - good for all downtown businesses 2. Encourage commercial development east of the Beaver River on Hwy 26.
85	I think the current things already stated are excellent (business use of the web). Parking particularly for the downtown core. An expansion to the town core area perhaps by zoning changes if needed to lessen core crowding.
86	Main Street: ensure parking is available and streets are clean
87	Keep our community a wonderful place to live..not a bedroom of subdivisions for the cities south of us!
88	Assist with special events with businesses. Seek out business that might want to locate in our area.
89	nothing.
90	Make the old Foodland on 26 a recreation, fitness, gathering place, bridge, cards, meetings etc.
91	Support the smaller communities
92	Block large chains/ box stores
93	Control the entry of new business so that existing ones do not suffer
94	Well we need a strategy to bring in the right kinds of businesses. Here in Lora Bay the old grocery store (IGA I think) on the outskirts of town is vacant and that lot could be an excellent commercial lot, even for a small strip mall with shops. Instead of bringing in new / different businesses we've brought in 2 new locations in town: Essa gas, and Pizza Pizza. Just down the street we have Ultramar and New Orleans Pizza. This is ridiculous! We don't need 2 pizza shops in Thornbury. I feel bad for those established owners who now risk their business cut in half. That's irresponsible expansion if you asked me, and if I was the shop owner I would not be happy with your commercial expansion plans or decisions. Personally I won't support those businesses for that reason - and I will not go to them (and I mean that seriously - I will never go to there, it's not fair to our small business owners!). If you wanted another fast food place you could have approached McDonalds, Wendy's, Swiss Chalet, etc. The gas station is completely unnecessary. You could put a Mark's, Foot locker, women's shoes, hair cutters, or anything else in there. If someone was to build new commercial buildings I would support tax breaks during the build, or first year or two to help them get established.

96	Attract employees for the business via affordable housing or transit.
97	It is thriving as it is
98	Continue to have activities such as the Art Walk etc that bring people into the downtown areas. Perhaps close the street for people street festivals on a regular basis with different themes. Musicians playing on the street also draws crowds in.
99	Be fair to existing businesses -- do not over tax nor over police business --- unlike the Province of Ontario --so many stupid regulations
100	support is presently adequate
101	
102	N/A
103	Affordable and Staff housing.
104	Not much. There seems to be a shortage of young people to work in some businesses. Perhaps you could advertise in the GTA for employment opportunities. Landscapers in particular have great trouble hiring during the busy season.
105	Focus on sustainable businesses in the tech sector. Being situated not far from one of the biggest tech sectors in Canada (Waterloo) and having the environment that we have could make us a strong site for the type of sustainable businesses that fit the scope of this area.
106	?
107	Offer business tax breaks and incentives to companies who offer employment .
108	support the business who have already invested in the town the weekend market is a great idea
109	Not certain what they do now. The local economy appears to be extremely strong and businesses will be successful if they have a strong vision, a product/service that a community requires and manage the resources that are available. I don;t think TBM needs to do anything beyond providing the required services.
110	Be a member of a business association which covers the region and the sorts of businesses which could fit the plan.
111	Create incubation space/community or pop-up space for local entrepreneurs to build their business - similar to what has been done in Collingwood Free street parking in Thornbury Promote buy local
112	Recruit physicians. Get md offices in the medical building we donated to
113	Yes

114	Think of the town of the Blue Mountains as a whole, including the farming communities.
115	We support local businesses by making sure we are more than just a tourist destination; supporting year round businesses that encourage people of all ages to live and work here
116	?
117	Greater investment in diversified housing, and public transit. Also, financial or tax benefits to small businesses or new homeowners/families.
118	Charge a fee for non-residents using facilities and enforce loitering and littering bylaws
119	Better parking and infrastructure to support the numbers of tourists in the area.
120	Affordable Housing, Public Transit, Rec Centre (indoor pool)
121	<ol style="list-style-type: none"> 1) Support the maintenance and thoughtful development of Bruce Street. 2) Create a climate for encouraging more wineries and cideries, like Prince Edward County. 3) Keep 26 as a coastal route. No expansion. 4) Create a balance between small town living and development.
122	Make sure there are tight rules and enforcement on short term rentals. I understand there is also a need to have affordable housing to support workers in the service industries.
123	public transportation and attainable housing
124	maintain small town atmosphere at the core new Esso station wrong
125	Housing for wage-earners seems to be an issue. Perhaps exploring federal-provincial-municipal partnership for co-operative housing would be an effort well-spent.
126	Try to bring in more affordable shopping options.
127	Support entrepreneurs who want to open stores and restaurants that are not all high end, expensive businesses.
128	Encourage industry.
129	Affordable housing for potential employees.
130	Regulate quality

Appendix 6:

Response #	Q24: What goods and services do you purchase that are not currently available in the community?
1	Affordable clothing store for children and varying sized people
2	Costco, homemade goods not as prolific as one would expect.
3	Water supply in Clarksburg
4	Nothing - I buy local and everything I need is here. How lucky we are to have so many great stores and products.
5	Banking. No BMO and no Meridian close by. I have to go to Collingwood.
6	Dim Sum.....
7	Affordable clothing and footwear. Affordable groceries. Affordable haircuts for children.
8	Costco products from Orillia store
9	gym/YMCA
10	Car service
11	Clothing.
12	Everything is available here but it may not be at the best price so we shop in Collingwood. Also, there is no Co-op here anymore so we go to Markdale.
13	Some clothing, household items, vehicles.
14	Clothing (very limited in town) and electronics
15	Healthcare/Doctor
16	Only 1 grocery store in Thornbury.
17	um, Costco? Most other stuff is available here, sometimes not great selection though.
18	Some kids programming (gymnastics, swimming lessons etc). Exercise / Workout facilities
19	Tractor repair services, inexpensive pharmacy, more drive-through restaurants, more (better) parking facilities at lakefront parks, more choice in builder supplies (ie. another outlet), work clothes outlet,
20	Cars, banks, no government offices for OHIP , licences registration, etc. Trade schools. High tech factories. New Tom develop strengths and weaknesses of attracting businesses and what are the obstacles.
21	Hardware items.
22	Nothing that I can't easily get
23	An improved hotel/motel for tourism/guests/visitors. UBER/Lyft. Access to a sole-purpose curling rink. Bike trips where roads are wider, better maintained and thus safer to use.
24	None.

25	Mostly groceries which we buy in Collingwood and Barrie's Costco. Also clothing and legal services. Jean also uses Collingwoods swimming pool. Golf is much too expensive locally so we belong to Cranbury.
26	Costco.
27	Clarksburg,Thornbury needs a coed gym.
28	Anything needed is a short drive to Collingwood.
29	Although I appreciate the lovely shops and restaurants in our area, I personally do most of my shopping and dining in Collingwood as it offers locations and stores more within my budget.
30	Medical specialists
31	Not much if I can help it. Specialized items.
32	Medical services & clothing shopping.
33	General clothing and housewares...socks, underwear, pots and pans...etc,
34	Use of community leisure centre eg. the Y
35	A real newspaper although I can get that at the library
36	I purchase everyday items in town and purchase big ticket items elsewhere. I try to support the local businesses as much as possible.
37	Fresh Seafood Car dealership
38	YMCA is only available in Collingwood which is 20km away from Thornbury. A community centre type gym more central in the Town would be awesome!
39	I shop mostly at hardware stores and Canadian Tire so I'm oriented toward Collingwood but still use restaurants, LCBO, Foodland and Goldsmiths in TOBM.
40	All the big box that I go to Collingwood for - please keep it that way. Certain things like high end outdoor (MEC or Lululemon) that I go to Barrie for.
41	Most everything is here or Collingwood/Meaford/Owen Sound as far as I'm concerned. I have medical services outside of the community, but that may always be a personal choice. Alternative forms of walk-in clinic and family health groups would certainly be an improvement - they are the reasons I go to Wasaga Beach/Collingwood for general medical care.
42	everyday items, like socks, underwear, etc
43	No big-box stores, but that is a GOOD thing. Not everything needs to be within 5 minutes access. Don't try to be 'just like the big city'.
44	clothing for our teenage son
45	A reasonably priced, well equipped health club. Everything else I can get on Amazon.

46	Big box stores including food. Medical lab
47	Any electronics. I would love if you could get any ethnic cuisine (Mexican, Chinese, Indian...)
48	specialized items such as cars, furniture, clothing however adjacent communities do have these and works for us
49	Almost everything we need is here! Specialized items (eg new high end or unique items/cars/furniture) may require that we expand beyond our borders but that is fine -- we can go there and get what we need when necessary, no need to have those here in TBM.
50	children items, we have a new born and there are very few stores to get clothing and other items for kids
51	Clothing needs are purchased from Barrie or Collingwood.
52	lots
53	No Comment
54	Clothing, electronics
55	Recreational activities, such as a community pool.
56	Big box store items
57	Costco
58	I find almost everything I need locally. I do shop for sales (food, clothes ,) outside of our area on occasion.
59	shoe repair, affordable clothing (Winners- but dont want one here, I am fine to go to Collingwood),
60	Kids toys and clothing.
61	If I need a specialty item I drive to Collingwood or Barrie.
62	Can't think of any that are important. Ok as is.
63	'Big box' stores
64	basics: underwear, sox, hosiery, crafts and sewing supplies, kitchen gear, hobbies (a pop-up Stedmans)
65	Only major items like vehicles
66	It's not that most goods and services are not available . Its a matter of scale that depth and breadth of these goods and services are sometimes unavailable.
67	Eyeglasses, automotive service, electronics, Costco.
68	Linens e.g. towels, sheets etc. Children's clothing Gym Pool
69	dk
70	Affordable family restaurant.
71	While most types of products are available they tend to be more expensive than in neighboring communities ie Collingwood, Meaford, Owen Sound. For individuals on a fixed income this is challenging. Transportation is therefore key.

72	sporting goods (outside of cycling)
73	affordable clothing store
74	Not sure
75	I don't drive to Barrie to shop at big box stores. If I am travelling somewhere that has a Costco, I might go and get staples.
76	Cannot think of anything in particular.
77	Medical (Owen Sound), shoes, clothing (current selection is small), vehicles
78	Not many. However price is always the key to shop in multiple locations.
79	Nyaker ginger cookies Dependable home services , especially rides to medical appts
80	Clothing and books
81	Nothing...we have everything!
82	Clothing stores. General Merchandise. Medical attention.
83	Clothing, farm equipment, craft supplies.
84	movie theatre
85	Just about everything.
86	Bulk food, a wide range of ingredients
87	None
88	Shoes, men's casual clothes (the good store on Main Street went out of business unfortunately), hair cut, sport's wear / winter clothes and jackets. More restaurants near the harbour would be nice.
89	Cheaper groceries.
90	Groceries and Tim hortons coffee in our area
91	I have to go to Cwood for all my grocery shopping, gas etc. I do not mind having to do this as I feel development of that type close to the mountain is not a desirable alternative.
92	bulk food, sports equipment, doctor,
93	affordable groceries
94	Large ticket items.
95	Medical services, doctors, clinics.
96	Costco
97	I always try to shop local Rural high speed internet
98	Thornbury is a small town. It cannot support all specialized businesses. Sometimes when I shop I end up visiting several stores and because of inventory or selection come home empty-handed. I end up shopping online. I think this is unavoidable.

99	The loss of Evolution leaves us with no men's wear here. We could have easily provided support for these type of businesses also and we didn't. There is also no space currently available to provide proper infrastructure for tech start ups in the area.
100	Collingwood is close enough for anything that isn't available locally. Also there's something called the internet. Please God no corporate box stores or any other consumer wasteland development.....
101	Everything that one requires are available locally.
102	Clothing. More major retailers
103	Not definitively yet (1 year after arrival)
104	nil
105	Discount food stores, moderately priced clothing and shoes.
106	Clothing for the family - there nowhere to buy socks or reasonably priced, everyday clothes or shoes! Recreational facilities like a pool. Entertainment facilities like a cinema. Reasonably priced family restaurants.
107	?
108	Year-round pickup of yard waste. Limited pickups forces residents to drive their yard waste (many kilometers) to local dumps. This is not environmentally friendly.
109	Uber
110	Public Transit, Rec Centre (indoor pool), beer store, Mens clothing store, Shoe store and repair
111	1) High end make-up, skin care and hair salon 2) Local theatre and musical performances 3) Local physician
112	Just Costco type purchases, but we are ok driving to Barrie. We don't need any more big box stores here.
113	shoes, shoe repair, orthotics,
114	Nothing
115	A community fitness facility for a range of ages would be a benefit.
116	Affordable clothing, adult and child.
117	1. Groceries: go to FreshCo. & Giant Tiger in Collingwood and Food Basics in Owen Sound. 2. Clothing: too expensive in Thornbury. (I) go to Winners, Walmart. 3. Dining: We have great expensive restaurants but no medium priced places except Tim Horton's. 4. Exercise: Collingwood pool and recreational facilities.
118	-Automobile -Affordable furniture + appliances -Textiles

	Basic needs available. Have to leave community for healthcare. Transportation
120	Clothing
121	<ul style="list-style-type: none"> - Groceries: as Foodland is expensive compared to Owen Sound. - More doctors: I have to go to Collingwood- but that is Simcoe and we live in Grey County. We support hospitals in Grey-Meaford, and regional health centre - Greater choice of hardware and building materials.
122	<ul style="list-style-type: none"> - Groceries: as Foodland is expensive compared to Owen Sound. - More doctors: I have to go to Collingwood, but that is Simcoe and we live in Grey County. We support hospitals in Grey-Meaford, and Regional Health Centre Owen Sound. - Greater choice of hardware and building materials.

Appendix 7:

Response #	Sometimes the smallest things we can do for our community have the biggest impact. Do you have a project or idea that could positively impact our community? Feel free to think outside of the box.
1	
2	Water supply in Clarksburg
3	What are we doing about the high water level on Georgian Bay? Is it because the Federal Government is holding back the water that normally goes up the St. Lawrence at this time of year because of Montreal's flooding problems.
4	We are brand new to the community so I'm willing to weigh in on any new ideas.
5	More garbage cans please....
6	Annual music festival at the end of April
7	
8	No small things, but big goals, housing, transit and daycare. Day care would free up many to work in service and tourism industries which struggle to find staff.
9	Please do not let more STA's locate in our area. They have been trouble in the past, not as many problems lately but I am worried at the number of them springing up, some illegally.

10	Direct people who are going through to Owen Sound by way finding signs directing them to Grey Road 40. Build a roundtable at 26 and 2. Expand the use of the community centre so that more classes are available there.
11	Stronger enforcement on waste that could damage the natural environment. Stronger enforcement of speed limits within the area. Payment for tourist using the beach areas and parking to help pay for the maintenance.
12	Public Art....fountains, sculpture, beautification (Plant some trees etc) of the parkette across from Town Hall where the Farmers Market is held...perhaps a better location would be Bayview park(more room for more vendors)... The entry into Thornbury along 26 going west is extremely unattractive, disheveled buildings etc, need for beautification committee to landscape these areas. Fix the pier, its a disgrace!
13	Create an "incubator" facility to start new small businesses.
14	Not at the moment.
15	How about tree planting offered in public school to involve children in concern for their environment? Similarly, trash collection and the need for recycling when and where it is appropriate. Teach school children that all trash cannot be recycled and what steps can be made to make recycling prudent and profitable.
16	Have more community volunteer projects to provide better community. Litter pick up days. How can we keep our parks clean from the Canada geese problem?
17	1. Does Thornbury wants to be a senior community yes or no 2. Can we utilize the harbour area more to make it attractive for the community 3. Is there a way to expand the downtown core and hold on to visitors as much as possible- perhaps a bus to go from Thornbury to Clarksburg for visitors
18	Lower business taxes. Not outside the box, but it works.
19	As mentioned several times herein - our mainstay is tourism - promote it. First impressions are lasting impressions. If 90% (?) of visitors enter Thornbury from Hwy 26 I cannot image that the first impression is a good one. I don't know if it is possible but how do we use up the empty lots before expanding in another direction and how do we maintain/improve the appearance of the empty lots/businesses and finally perhaps standardize on business signs.
20	None at the moment.
21	Yes, reduce development costs.
22	Maybe the town could look at other city models that have the local businesses,stores, restos etc. chip in funds along with the town to pay for a shuttle bus service, thus allowing residents to use the shuttle to shop, eat, drink and go home safely.
23	Public swimming pool
24	Outdoor skating rink More seniors programmes or senior centre Clearly defined volunteer opportunities for giving back to the community

25	Wish I did! A friendly smile and a warm hello when walking about is always appreciated.
26	Increased number of public music events like the Jazz in Bayview Park. Sunday at 6 PM is a difficult time for many people to attend as it cuts into dinner time with family and weekend visitors.
27	A real newspaper with true journalism and documentation of what is really going on here.
28	I am unable to join Pickle ball as it is so busy at the Community Centre. When will they build an outdoor facility?
29	To help re-route highway 26 through traffic and to keep this area slower with less traffic. A scenic parkway rather than major artery. Passersby can move on and users of the village or otherwise can drop down from above the escarpment to their respective destinations. I am a current member of georgianshoresdpa headed by Eric Button.
30	A concept that I ran into in England this year, was a group of grey-haired volunteers, who offer to help other grey hairs in their community, who are in a worse off condition - to help with driving or grocery shopping or whatever the less able needs help with. It is a like a 'pay it forward' system. This concept would reinforce the wholesome culture of the town of Thornbury where I live.
31	<p>Make some of the lands currently unoccupied with residential or commercial activities put into a Trust so that townspeople know that the community as they know it will remain. An example would be the lands at Grey 2 and the Clarksburg Sideroad formerly occupied by the equestrian centre and I believe, slated for acceptable commercial activity.</p> <p>Provide some sort of assurance that is widely publicized which convinces us that the commercial and residential development is not wildly proliferating without thought to maintaining the community as we know it.</p>
32	Charging a fee for residents to use the landfill site encourages improper disposal of garbage - eliminate the fee!
33	Nothing specific, but support for all the service clubs and non-profits could enable their own projects and ideas to be successful in the community. Promote volunteers.
34	biking lanes on more of our roads
35	As I mentioned in question #23, I really think we have an amazing opportunity to create an incredible experience for people during the summer months by rethinking the main area just North and South on Bruce St.
36	Stop the federal hydro project north of Meaford Support Meaford Hospital our closest emergency service
37	The STA by-law should not apply to people who live in their home and rent to visitors. AirBnB-type services are really helpful in allowing people to get another source of income. Secondary units where the home owner lives are far less likely to bring large groups and wild parties. but they can help an elderly person turn their home into a higher standard of living or a young person afford to break into the housing market.

38	How about something really out there like -- one day per month we have free skiing everywhere -- would rally great enthusiasm, draw crowds, promote fitness, promote generosity, promote a strength of our community that no one else can match, etc
39	keep the roads in great condition. Currently the only mode to move goods and services through the town is by road therefore they should be kept to a high standard
40	No Comment
41	Resurface concrete on the pier, public maker's space
42	A multiplex recreational facility. I believe it would benefit a broad segment of the population, young and old, and help to attract and retain young families.
43	Way to offer residents opportunity to reuse items currently being destroyed at the landfill site.
44	Clean modern Public washrooms in the downtown core. (Similar to the lower harbour washrooms) that do not get the use if they were in downtown core . Takes the pressure off the owners of local restaurants, cafes,bakeries etc. Pier is a major focal point / tourist attraction. Keep it Clean - Provide trash cans (the smaller pedestal cans are overflowing at times) Keep Winter lightening White... not Blu LED which is fine for "Blue". Too many light poles were placed as you enter town(costly) both in Winter with lights /banners and in Summer with flowers. Old Foodland might be a consideration for Town ? The entrance since foodland moved is looking a bit shabby until you get to Apple Cidery.
45	a shade cover for the dog park, like the one at the ball park.
46	A splash pad for the smaller kids with lots of shade would be amazing.
47	Should have a publicized location where volunteers can offer free labour services for older folks wanting to continue to reside in their homes, who may need help with some inside and outside maintenance.
48	Stop trying to become a city..
49	Change name of Hester Street Parkette to Kritch Parkette
50	A baseball league; women, children, mixed, evenings, whiffle ball alternative, big Civic Holiday event A small alternative school to fill a need - ask Elephant Thoughts
51	Do a better job of keeping public property tidy. Cut the roadside grass, fix the roads, enforce property and trash by-laws, including what some people store in and around their properties.
52	Community Band/Orchestra for amateur musicians.
53	Improved lighting on Bruce St. Parking at Bayview Park Improving public washroom facilities
54	No more water front development for private residences. Open up the old Easter seals camp to public for a place the public can go to
55	Y-like indoor facilities (pool, exercise equipment, track,etc)

56	An Uber type ride share similar to Innisfil.
57	n/a
58	Run community based education for first aid, swimming and life guarding courses since we have so many visitors during the summer who get into trouble in the water. Set up an office area where entrepreneurs have the services they would need to help them run their business, technology and corporate advisory services.
59	***Increase bike parking in downtown Thornbury.*** Add high-speed electric vehicle charging stations in downtown (I'm disgusted that we're building a new gas station - this is ridiculous); Eliminate the dead end at the NE end of the Beaver River trail in Clarksburg - this should be a loop, connected to other parts of the trail. Add wider bike shoulders whenever paving or re-paving roads. Expand bike trail system wherever possible, e.g. between Slabtown and downtown T-bury
60	Rethink the pedestrian traffic light at the bridge. Timing etc. Review how roads are fixed or upgraded with proper bike lanes and surfaces. Is there a way to have a pedestrian only shopping area? Purchase lakeside property locations as they become available for public access particularly next to existing access locations. The property next to Northwinds comes to mind. Perhaps take over the Craigleith camping park for public day use access Camping could be moved to a different location. The harbour pier is a gem and a right of passage to swim there particularly for local residents. Spend the funds needed to properly resurface it. It should never be closed to the public. Stop the nonsense of having paramedic services taking residents to Grey county services. Most of our residents use Medical services in Collingwood give them the option of where to go.
61	More professional art exhibits in our beautiful gallery -to show our young people art from beyond our locale.
62	Pedestrian crossing and access to the beach at GR19 and #26 is very dangerous and unsightly
63	Promote healthy living...give credits to developers to include space in their subdivisions for recreational play and living! We are turning into a sedentary unhealthy population...not encouraging our children to run and play...make it easier not harder to find ways to exercise!
64	There should be a special Community 'Trail day' for the Part of the Georgian Trail within our Municipality, used as a fund raiser for our Town or for the Health Care Centre. There could be stations along the way by various vendors...many ideas for the day could be incorporated. A big festivity at the end with a picnic at Tomahawk.
65	Improve the visual appeal of new development in Thornbury by requiring new development (retail, gas stations etc) along Hwy 26 to conform to a standard look on signage like many resort communities do, reducing the "commercial strip mall" feel and improving the aesthetics of the town.

66	Purchase the foodland property make it a multi use facility: Theater, fitness, gathering place, daycare, medical, etc
67	Bring back the smaller community centers. Make it possible for people to meet up for a euchre game again or potluck dinner with out it costing too much.
68	Encourage tree planting, biodiversity Encourage knowledge of the community (library, museum, nature)
69	<p>I think more benches along the Georgian trail would be nice. I would like shades available for the street lights that shade the house facing side of the light so that it isn't so bright, but still provides light downwards and to the street side. I would gladly pay for one for the light at the end of my driveway, and even for the neighbours if necessary.</p> <p>I think more boards down town that highlight historical facts about the area, that people can read.</p> <p>Expand the fish ladder viewing area (hard to do I know) so that it becomes a larger attraction and there's more room for people.</p> <p>At some point we will have to deal with the small bridge in downtown Thornbury that blocks up traffic during the summer. That's a big job I know but it will have to be addressed at some point. They town may need a by pass route that goes inland and around - but then that's not necessarily good for business either.</p>
70	A splash pad for the children. The City of Belleville has plenty of excellent models to follow. Plenty of space at Moreau Park for installation.
71	Consider the existing residents when making decisions and not always be about money
72	I would like to see a dog park go in at Heritage Park. Residents of my area have to go into Collingwood to find a dog park. I don't pay my taxes there and would like a facility near my home where I can enjoy my neighbors and have a sense of community. I also would like to see some organized neighborhood picnics in the park.
73	not at this time
74	<p>a weekend or week around the environment with speakers, workshops, eco fair, etc.</p> <p>porch music weekend, where individuals and bands play on the porches of homes and people walk to them.</p>
75	SAVE OUR PARKLAND! Do not change a community by selling of Green Space..especially Heritage Park!!!
76	Please invest a little money in the pair which is central to the swimming and waterfront here in Thornbury so you're not trying to close it every year early because the tiles get ripped up. This is my waterfront. Find a permanent solution. I get tired of watching this happen every year. Bandaid solutions.
77	Provide a YMCA or indoor sports facilities. Big enough to accommodate future growth.

78	I think affordable housing to keep the influx of workers to support local small businesses. Similar to Whistler
79	<p>We have done several good things. The community garden is great. The parks are great. We could plant more trees especially to hide unsightly things. This could be done around the water treatment facility (Beaver Valley Trail) and at Bayview Park. The crosswalks I mentioned would be great. Encouraging pedestrian traffic helps businesses and community life. Supporting weekend festivals (esp off-season) is great. Stratford has done a wonderful job there. This is not out-of-the-box thinking. Nothing wrong with life in the box.</p> <p>One terrible monument to wasteful use of funds is the traffic light for pedestrians only on 26 near the bridge. Was this mainly for town employees? That must have been outrageously expensive compared with the more reasonable and affordable and suitable alternative of a crosswalk. I rarely the light used. When money is spent on things like this it is hard to swallow lack of funds as a reason to not to do far more urgent things.</p>
80	Yes but still need to flesh it out.
81	will muse...
82	<p>Keep the area clean and debris free (beer cans & plastic bottles in ditches) Make efforts to decrease energy & water consumption footprint (solar; conservation; efficiency) Keep a mix of open spaces in development plans (rather than filling 100% up)</p>
83	<p>Start a repair cafe (volunteers fixing stuff that would otherwise go into landfill), and a tool and sport equipment lending library - to expand access to infrequently used tools or things like kayaks. Invite kids to design the community they want to live in - as is done in Curitiba, Brazil, mayor Lerner</p>
84	<p>change bruce street at lights so left lane going east is left turn only make right lane going east straight or right turn to clear up bottleneck otherway similar. center lane is left turn only right lane is straight or right turn</p>
85	Public swimming pool
86	?
87	<p>Promoting neighborhood watch programs, since current Police forces are not sufficient for such a large and diversified area/population. Also, promote the planting of trees and supporting vegetation for local wildlife. There are developments like "Windfall" where over 660 homes have or will be built, and major areas of trees & forest demolished. There are many other residential areas being built in the region that are identical to this scenario.</p>
88	Make transportation more accessible and more affordable

	Get rid of plastic bottles! Encourage more environmentally friendly packaging in our stores. Do not support bottled water factories! Get residents on board with advertising.
90	<p>1) More flowers and classical street lights throughout the town. Improve the entrances at each side of the town. More classical signage, more about the history of the town.</p> <p>2) No more gas stations or any other unsightly places</p> <p>3) Do something interesting with old Foodland property to welcome people - another life style offer like the Thornbury Cidery</p>
91	
92	Long car line ups could be reduced on 26 if the left turn line for traffic westbound at Bruce Street was established
93	We desperately need a registry of available handymen for those who are no longer able to do it themselves.
94	The small community of Eden Mills, Ontario decided to make their town the first carbon neutral one in Canada. Sending the Mayor and a few committed council members to their Mayor and council to see how they did this would be inspiring for our town to work on this challenge. I think the people of the Town of The Blue Mountains would feel proud that we were proactive in all the ways each of us could address this individually and together. We live on the largest freshwater bay in the world, let's celebrate our good fortune by working together to protect it.
95	Open the town hall for use instead of farming out to the library.
96	<ul style="list-style-type: none"> -Tool-sharing -Co-living -Co-op housing -Waste management needs to be updated
97	Not really...well on second thought: I think that tax-paying residents of the Town should be able to launch their boats for a reduced rate at the harbour, maybe half the price. We already pay taxes, so if fee is \$10, then it should be \$5. At Sauble Beach, full-time residents can park for free while visitors have to pay. They are issued a special permit for beach parking. Also, in Muskoka some municipal camps are free for all.
98	Not really...well on second thought: I think that tax-paying residents of the Town should be able to launch their boats for a reduced rate at the harbour, maybe half the price. we already pay taxes, so if fee is \$10, then it should be \$5. At Sauble Beach, full-time residents can park for free while visitors have to pay. They are issued a special permit for beach parking. Also, in Muskoka some municipal camps are free for all.

Appendix 8:

Response #	Comments (Optional)
1	I applaud the Council for putting so much time and effort into uncovering all the problems and issues to be addressed. They have exceeded any reasonable expectation even tho they knew they had problems to face. Keep up the hard
2	Although building homes is important, some towns are building too many homes. Some new homes are purchased but are rarely used which is not good for a neighbourhood. Valuable green space is disappearing.
3	I'm very concerned about the number of people purchasing homes here and driving up the pricing so that young families can't afford to live here. How do we resolve that? We need people to work in the businesses that service our needs and if housing is too expensive they won't stay and work here. A land lease property is not the answer as the land cost will have to be paid each month and the property will not gain in equity as non land lease properties do. The only one served will be the company holding the land. We are already experiencing problems with entry level jobs not being filled - a better transportation system will help but it is not the entire answer.
4	<p>Generally the Town is striking the right balance between approving new build/development ... and preserving the very character that enticed that new build/development... it's a tough job, good luck:)</p> <p>Can you limit electronically amplified sound to twice a year in Thornbury harbour and consider establishing other 'quiet areas' where amplified sound is severely curtailed. T'bury should clearly position itself as the peaceful, calm small town and differentiate from Village at Blue as the loud, busy party spot.</p> <p>Rather than simply leaving unacceptable garbage curbside (eg. mattress, oversize/overweight, etc.) DO pick up all/any garbage in a separate 'run' later that day or the next, leaving a notice that \$X will be added to the next water/sewer bill for the non-standard garbage handling. (Obviously, advise residents of the policy change and costs so they can make informed decision to hire or haul their old mattress to the dump vs. leave at the curb.)</p>
5	Need to strike a better sharing of taxes with Grey County, or transfer payments back to TBM for specific/ special projects
6	Difficult to comment on water services or public transportation if not available in the area you live. Also comment for council should have a neutral as not experienced or long enough served to comment on their performance
7	Appreciate the town reaching out to residents to solicit our thoughts and suggestions
8	thanks
9	The new mayor and council is better than the past mayor and council. The new council must gain back the trust of the residents. The council represents the residents.

10	In some cases the only acceptable response to the survey was to leave the answer blank, maybe you could find some additional choices... Like "I don't know" or " not able to answer using these choices", "not relevant to my experience".
11	1. Like t see improvement in communication from the townhall 3. OPP needs to play a larger role in enforcing speed limits. (force them to collect fines to at least 75% of their budget) That is what is in Holland
12	When people visit our wonderful town, they have money in their pocket to spend. Let us provide that in everyway possible.
13	I am very concerned about the proposal for a wake board park in Clarksburg on the grounds of the former Horse Park. This park does not reflect the demographics of our community and would be best suited for Wasaga Beach or near the Village.
14	The town must attract young couples and associated business or we will become only a bedroom town.
15	The local business/shuttle service idea has been adopted I believe in Muskoka, Kawarthas...
16	Thank you for the opportunity to comment
17	I drive to Cwd several times a week to take aqua fit there. Would love to see a recreational facility in Thornbury or close by.
18	The flowers lining our main streets are a fabulous addition to our town. After 20 years of living in this town we still "count our blessings" every day. We are so happy to be living in this beautiful area.
19	We have already started to grow, let's keep it going. Entice other major retail to set up shop here. We don't need more gas stations that's for sure.
20	I think this is a pivotal time in the development of the Town of Blue Mountains. There are many different agendas being proposed for various reasons. There must be growth but it must be well thought out and controlled. The vision should be for both short and long term outcomes that are well thought out and have the input of the community. The town needs to grow and change but in a positive way .
21	When calling Town staff it takes weeks for a return call and sometimes I've gone with zero response to calls! Running this Town is a business and staff need to understand that we (the taxpayers) are the customer!

22	<p>Bayview Park is used quite a lot in the summer but not by town residents! Don't you think that there should be a parking fee at the park so that these visitors contribute to our clean up and up keep of our park? Local residents could have a parking sticker available to them but if you don't have one you must purchase a parking pass. After a weekend, the park waste containers are full of garbage from out of town guests! It is awesome that they are using it but why can't they contribute towards the upkeep as well!</p>
23	<p>People in this community care about it's direction and are watching and involved. We want it to be as great for our grandchildren as it has been for us. We have expectations that this council gets it and have hopes that it will act with courage and foresight to maintain our TOBM charm.</p>
24	<p>Thank you for this request for input. I encourage you to do this on many of the sub topics that Council is grappling with.</p> <p>Also, I am very sad that I cannot attend the Council meeting on Monday in which a vote will be taken on a matter pertaining to Bruce street development. I wish there was a way I could register my opinion/vote in advance so it could count. Perhaps there is and I am simply uninformed.</p>
25	<p>I know economic growth is important to the tax base, but people don't want to have moved to one type of community and have it turned into something else. The Esso station and Pizza Pizza franchise is an example of what appears to be excessive and unnecessary commercial development to me, which further erodes the Hwy 26 visuals and traffic congestion and complication (lights, stop signs etc.) To a great extent, we pay the taxes we do for what we bought in to. Rampant economic initiatives which are touted to be stabilizing or even to reduce municipal taxes are certainly a trade-off I'm not on with. So it is good that there will be an update to the Strategic Plan, and hopefully an ongoing review of land use in The Blue Mountains.</p>
26	<p>Corporate Strategic Plan is definitely needed as growth continues.</p>
27	<p>The only other thing I would like to suggest is to have the walking path through Sunset Park cleared (ploughed) in the winter. Thanks!</p>
28	<p>Provide an online forum for discussion of local issues</p>
29	<p>I have contacted Roads in person and also by email about a dangerous condition by our area. Foliage in the ditch at our corner does not allow one to see oncoming traffic. Nothing has been done in two years.</p>
30	<p>Very much appreciate the opportunity to participate in this survey. Excellent that you are seeking input and feedback.</p>
31	<p>I think the Town should explore private agreements to offer services to the public before spending millions on facilities. This could include an indoor pool/gym or even borrowing of books. Building something bigger isn't always the answer.</p>
32	<p>No Comment</p>

	Thank you for doing this. I hope the level of participation from the public generates enough feedback to create a plan that is met with a sense of enthusiasm, motivation and commitment by the Town.
34	We are all very lucky to live in such a beautiful town & region. Let's keep it that way :)
35	Live out of town for 6-7 months and can not locate a decent website that provides local news and addresses local issues.
36	Would like to see yard-waste extended somewhat beyond May & Nov. At least once a month during other non-winter months.
37	Lots of good community things here Weekend markets at Town Hall v. good anything people can come out for without spending anything or much get my vote
38	I have a sense that the new council is more responsive than the past. This survey is an example of this. My hope is that this will continue.
39	The Village at Blue is a great place and more activities should be focused there. Limit the number of high density residences - these typically become short term rentals and properties get abused. More open waterfront for the general public.
40	Many people in The Town of Blue Mountains are asking themselves this - What kind of council even considers parkland for development? How is this council so out of touch with, and so insensitive to the wishes of the community?
41	When grants are given to build affordable housing, follow up to ensure that building or reno is being used for affordable housing.
42	We live in a wonderful town that others want to come to visit or move to. It is important to have services and options also for low income individuals or access to those services if they are provided in neighboring communities.
43	Not sure what the town's jurisdiction is re: electric car charging stations but I see that as a growing need that will rapidly escalate over the next 10 years. Switching town service vehicles to electric would set a good example. More promotion of the fall fair which I was unaware of. Thank you for reaching out to the community for our opinions!
44	Great place to live, play and work. However the town leadership needs to be proactive in moving things forward unlike the past years were things seem to bog down.
45	Erecting a new gas filling station in the middle of downtown is utterly ridiculous at this point. It sends a "We don't care" message about the state of the environment and it encourages yet more of the through-traffic that is quickly making downtown Thornbury unpleasant. Add EV charging instead please.

46	Be mindful of building on every square foot of land...we don't need to do it! Encourage building on the west side of Blue Mountains.....the east side is becoming over developed with little interest in the community needs....just more houses...nothing to support them!
47	I really feel the town hall is physically the most unwelcome building I have ever entered. It seems to have been built to hide the employees and town council from the citizens. We avoid entering the building if at all possible. For any one feel like unexpected guests have arrived for dinner!! This should be
48	Town governance has taken a turn for the better. Library and museum services should be boosted as hubs of identity.
49	
50	<p>A meter at the FREE water tap at the Water Dept. would collect A LOT of money towards the infrastructure. It is frustrating that residents have to pay for their water, and others can just come and get free water.</p> <p>The Town needs to seriously consider paying a student to collect fees at Tomahawk. The fees collected would easily pay the wages of a student as well as for the up keep of the beautiful course.</p> <p>The parks need to updated for the youth - there are a lot of them. We NEED a splash pad built for the children. Yes, we have the Bay, but there are no other public options.</p>
51	We have been residents for 3 years now and I am so disappointed in all the when they visit as it could be very harmful to their health with all the air pollution from vehicles including construction vehicles, noise pollution and the speeding traffic that could leave the road onto my property. When you retire it is usually for piece and quiet. We were so excited to live here and enjoy family and friend
52	I am shocked and appalled that the Town of Blue Mountains has parks on their potential sites for Attainable housing. I strongly oppose this. I would like to see all parks excluded from development of any kind. I feel particularly strong about Heritage Park as I use it every day to walk my dog.
53	Traffic flow ---although traffic is busy at times (weekends) it is not Toronto nor Burlington nor the QEW to Niagara Falls ---no need to expand roadways - no reason to spend millions on this aspect --traffic flow is definitely okay

54	Blue Mountain resort should be providing accommodations for their staff. This is not a town of Blue Mountains issue. the Town of Blue Mountains should provide transit to Blue Mountain village but should not be paying for transit from Collingwood to Blue Mountain. I know they pay taxes to the town of Blue Mountains but they should not get special treatment.
55	A response from someone at this Town and someone getting back to me would be beneficial. This is an urgent matter considering Heritage Park in Blue Mountains off Kandahar Lane. My cell is 416-451-5639
56	FWIW my 2 biggest irritations that could be addressed are the peir and the tiles being ripped up in Thornbury yearly. See previous note. Plus the beaver river trail that essentially dead ends and goes nowhere. These are half ass measures. I live here and know it's small so I expect less but if your going to invest in something at least do it right.
57	This is a good effort and should help, direction, progress and priorities.
58	this was better than your last survey on attainable housing
59	Stated dissatisfaction with staff in this survey due to an unresolved issue that staff member has ignored for over two years and has cost us legal fees after staff member advised us to have our lawyer draw up an agreement which was then ignored by the staff member who did not return our calls or our lawyer's
60	xx
61	thank you for making this survey available I hope our concerns are addressed by our new council
62	I believe the town is in a much better place today than it was a year ago.
63	I am disappointed that the Esso station is being built. We really don't need a gasoline alley in Thornbury! Highway 26 is a nightmare during peak hours. We need to reroute heavy traffic that is heading towards Owen Sound and beyond to other roads. I would like to see us to keep our small communities the quaint and historical places that tourists will want to stop and see. Parking is required for this.
64	Thank you for this survey. I love the amount of reaching out to the taxpayers that is going on since the election of the New Council. Not to be negative, but to be helpful, there were number of spelling errors in this survey.

65	<p>Since we have only one gripe, that can be considered a good thing. There are many of us who feel the same about our beaches. We love living here and have been full time residents for over 20 years, so we have seen much change. All the other services are excellent. We also appreciate the challenge that council has in managing this growing with all its complexities. I personally plan to be a doer / contributor next year once I retire. Thanks for the opportunity to take this survey. You are doing a good job. Word with the neighbours is that Council is transparent and doing a good job!</p>
66	<p>a public pool would be a wonderful addition to our community</p>
67	<p>A great contribution to fighting climate change would be the cutting down of that pervasive weed vine which is killing all our trees (on bike paths Elgin Street and many other locations</p>
68	<p>I think we've reached a point where new development must be carefully designed for climate change by looking at impact on water, energy, construction materials and technology. Municipalities must lead in this.</p>
69	<p>Thank you for the opportunity to express my thoughts on important issues going forward. I'd like to think as I get older and older, I would not have to have a car to clean off in heavy winter and drive from Thornbury to get less expensive groceries, clothing, exercise and a meal out, or to the doctor or hospital. I'd like to think I could stay in the Town I love and could hop on the bus to get groceries, clothing, exercise, to the doctor or hospital and a meal out and that I could afford to rent a ground floor unit with other seniors.</p> <p>Some communities are reaching out to seniors who live alone in homes with 3 or 4 bedrooms to connect them with other seniors or young people to find a good fit for each person to share costs and chores. Creative solutions can be found that makes good use of resources we have available.</p> <p>Perhaps the old grocery store site would make a good Thornbury pool & or fitness centre.</p> <p>I am available for any further discussions or citizen groups formed to address any of these & other challenges as they arise in the future.</p> <p>**Learned about this survey via Mailed Post Cards, and was very satisfied with services and programs except lack of pool, fitness equipment and affordable housing and transit. Also was hesitant to use services such as Uber and Lyft being a senior**</p>
70	<p>Missed one question, how long have you been a resident of The Blue Mountains? - We have been here for 26 years.</p>

71	<p>Protecting the land should be a high priority. Courting progressive, innovative developers might help. Build passive homes, what is the plan for Net Zero</p> <p>Proactively address climate change.</p>
72	<p>- I would like to see our parks along the river left to naturalize. I do not like to see all the trees and vegetation cut down. Folks come here because it is "country". It spoils the town and have it look like Toronto or Mississauga. Town loses its unique character.</p> <p>- I also object to the vegetation around the harbour and river being sprayed with herbicides. It washes into the river water and the Bay. It also affects any people who have asthma, allergies or other respiratory complications. We are supposed to be a "Green" community and I don't just mean the colour of the Town Hall!</p> <p>Thanks for the opportunity to give you my opinions. I do hope lots of people complete the survey and that it is helpful in setting a course for our town, one that works for everyone. Not an easy task.</p>
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