



Council Workshop #2

Town of The Blue Mountains

September 9, 2025



Today's Agenda

Item		Time
1	Session Objectives	1:00-1:05 p.m.
2	Strategic Pillars and Goals <ul style="list-style-type: none">• Review, discuss, and refine updated strategic pillars and goals.	1:05-2:15 p.m.
3	Vision, Mission, Values <ul style="list-style-type: none">• Review and consider options for the vision, mission, and values.	2:15-3:55 p.m.
4	Wrap Up and Next Steps	3:55-4:00 p.m.

Purpose of Today's Session

This is roughly where we ended at our July workshop....

There was general agreement on the **four pillars** as well as a set of **goal concepts** for each.

Balanced Growth	A Community for Everyone	A Vibrant Economy	Transparent & Accountable Government
Protection of the Natural Environment	All Ages Community	Economic Diversification	Effective Governance
Preserve & Maintain Community Character	Active Transportation	Tourism Promotion & Management	Communications & Engagement
Infrastructure Maintenance & Renewal	Healthcare Access	'Open for Business' Environment	Municipal & Community Collaboration
A Range of Affordable Housing	Recreation / Active Lifestyle		Financial Sustainability

Objectives for today's session

1. **Align on the refined strategic pillars and goals.**

- With the support of SMT, we've transformed the goal concepts into goal statements for consideration.
- We want to review the goals and assess for any needed tweaks or gaps.

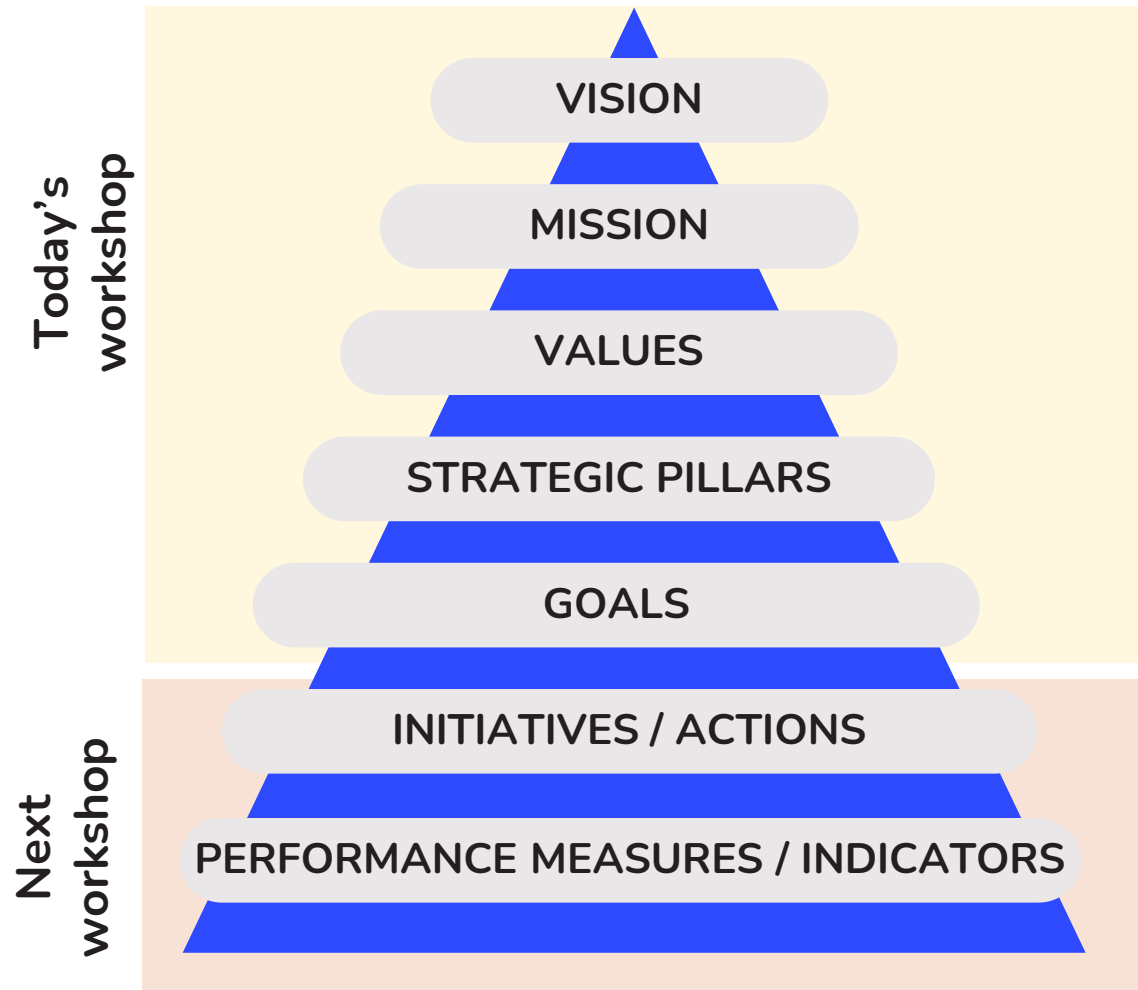
2. **Discuss potential directions for revised vision and mission statements.**

- Using the inputs from the engagement and first Council workshop, we've developed some options for the Corporate Strategic Plan's vision and mission statements.
- We want to gather additional input so we can refine them further.

3. **Review the Town's existing values for potential amendments or updates.**

- We want to review the values in the previous plan as well as additional feedback to determine whether they still resonate or changes are needed.

Core components of a strategic plan



1. **Vision:** An aspirational statement of what the Town aims to be in the future.
2. **Mission:** A brief description of the Town's fundamental purpose.
3. **Values:** Core values or philosophies that shape and inform the Town's operations, decision-making, and culture.
4. **Strategic Pillars:** These are broad priorities or areas of focus that support the Town in achieving its vision.
5. **Goals:** Goals that will give effect to the pillar in the next planning cycle
6. **Initiatives/Actions:** Specific, implementable actions or activities that will be undertaken to achieve the strategic goals.
7. **Performance Measures or Indicators:** Measures of an organization's performance and/or impacts on the community towards a specific goal or target.

Strategic Pillars & Goals

Reminder: SMART goal framework



Our focus today is on these two elements.

Pillar #1 | Balanced Growth

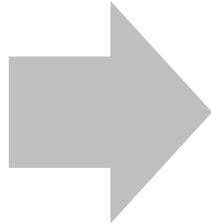
Original Concept

Protect the Natural Environment

Preserve / Maintain Community Character

Infrastructure Maintenance & Renewal

Housing that is Affordable



Draft Goals

1.1. Manage and mitigate impacts on the Town's natural environment through proactive plans and policies.

1.2. Preserve the unique small-town and agricultural character and heritage of the communities in the Town.

1.3. Maintain and renew infrastructure through proactive planning to support fiscal sustainability and ensure service reliability.

1.4. Expand housing options by leveraging partnerships, implementing innovative policies, and engaging with development stakeholders.

Pillar #2 | A Community for Everyone

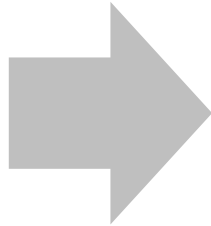
Original Concept

All Ages Community

Active Transportation

Healthcare Access

Recreation / Active Lifestyle



Draft Goals

2.1. Foster a welcoming and inclusive community with services, amenities, and opportunities needed for all stages of life.

2.2. Improve resident mobility by expanding and enhancing safe connections to increase access to services throughout the Town and neighbouring communities.

2.3. Promote access to healthcare services that meet the needs of the community.

2.4. Continue to encourage and expand access to local recreation, active lifestyles, and opportunities for community building.

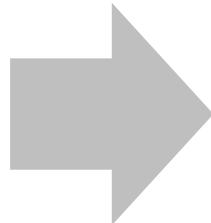
Pillar #3 | A Vibrant Economy

Original Concept

Economic
Diversification

Tourism Promotion &
Management

'Open for Business'
Environment



Draft Goals

3.1. Explore opportunities to support economic diversification across sectors to promote a healthy and resilient economy and tax-base.

3.2. Strengthen the Town's position as a leading tourism destination in Ontario while responsibly managing the impacts of tourism to benefit the long-term health of the community.

3.3. Establish a strong and supportive environment for new and existing businesses and industries.

Pillar #4 | Transparent and Accountable Government

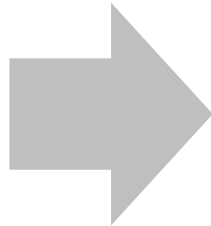
Original Concept

Effective Governance

Communications &
Engagement

Municipal &
Community
Collaboration

Financial
Sustainability



Draft Goals

4.1. Strengthen existing governance structures to promote effective decision-making and foster a culture of transparency and public trust.

4.2. Continue to build community trust and encourage participation by delivering timely, accurate information and facilitating meaningful dialogue with residents and interest holders.

4.3. Explore opportunities to collaborate with local partners and governments to optimize service delivery and meet community needs.

4.4. Ensure long-term financial health by adopting prudent budgeting practices, optimizing resources, and safeguarding future fiscal responsibilities.

Vision, Mission, Values

Refresher | Understanding these elements of the strategic plan...

The strategic vision, mission, and values are the guiding forces behind an organization, though each serves a slightly different purpose.

Vision	Mission	Values
The vision is aspirational: “we will be...” or “<i>The Blue Mountains will be a place where...</i>”	The mission reflects the day-to-day guide for operations: “Every day we...”	Values inform what the Town does every day as it works to achieve its vision
<ul style="list-style-type: none">✓ Future-focused✓ Inspiring and motivating✓ Intentional and purpose-driven (e.g., not a long list of adjectives or descriptors)	<ul style="list-style-type: none">✓ Based on core competencies✓ Motivates and inspires employee commitment✓ Realistic, specific, short, clear and easily understood	<ul style="list-style-type: none">✓ Principles or beliefs core to the Town’s identity and culture✓ Values should be authentic, emphasizing what makes TBM, TBM

Refresher | Past vision statements and feedback (1/3)

– Former Vision –

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

- **Corporate Strategic Plan 2020-2024**

“The Blue Mountains’ communities are world-renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation, and regeneration to become the best place to live, work, and play for future generations.”

- **The Future Story (2022)**

What We Heard:

- 50% of respondents in the staff survey reported that the past vision statement reflects the Town’s purpose going forward.
- Disconnect between the vision and actual practice, and limited alignment with decision-making and engagement.
- Need for a clearer, more inspirational, future orientation in the vision.

Vision options for discussion (2/3)



1. The Blue Mountains: A place where everyone belongs.
2. To be a welcoming and forward-thinking community that balances growth, environmental stewardship, and quality of life for generations to come.
3. A community of communities where everyone can live, work, and thrive.
4. The Blue Mountains is home to thriving, inclusive communities where nature, heritage, and innovation come together to create a sustainable and vibrant future for all.
5. A leader in sustainable growth, protecting our natural beauty while building a resilient, prosperous future.

These options are intentionally different. They are designed to invite discussion about **what type of vision statement the Town wants** and its **key elements**.

- *What do we like or dislike about these options?*
- *Are there particular concepts or ideas that should be integrated into the vision?*

Key themes and attributes for vision options (3/3)

Option	Key Themes/Attributes
1. The Blue Mountains: A place where everyone belongs.	<ul style="list-style-type: none">• Concise• Place-based• Community belonging
2. To be a welcoming and forward-thinking community that balances growth, environmental stewardship, and quality of life for generations to come.	<ul style="list-style-type: none">• Balanced growth w/ environment• Future-focus• Inclusivity
3. A community of communities where everyone can live, work, and thrive.	<ul style="list-style-type: none">• Concise• ‘Community of communities’• Holistic well-being
4. The Blue Mountains is home to thriving, inclusive communities where nature, heritage, and innovation come together to create a sustainable and vibrant future for all.	<ul style="list-style-type: none">• Sustainability• Future-focus• Integration of environment, heritage, innovation as value proposition
5. A leader in sustainable growth, protecting our natural beauty while building a resilient, prosperous future.	<ul style="list-style-type: none">• Sustainability and balanced growth

Refresher | Past mission statements and feedback (1/3)

– Former 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.”

- Corporate Strategic Plan 2020-2024

What We Heard:

- 50% of respondents in the staff survey reported that the past mission statement reflects the Town’s purpose going forward.
- Updated mission should focus more on services to the public and that it centres too heavily on Council and staff.
- Lacks clarity and boldness; should be more direct, confident, and practical in expressing priorities and responsibilities.

Mission options for discussion (2/3)



1. Everyday we strive to be trusted leaders and stewards in delivering public services.
2. We collaborate with our communities and partners to deliver excellent services for residents, businesses, and visitors.
3. Preserve our way of life and natural environment, as we build our communities for the future.
4. We serve our community with integrity, delivering high-quality programs and services that enhance everyday life for community members.
5. As stewards of our unique environment and communities, we provide transparent, efficient services and plan responsibly for a sustainable future.

These options are intended to invite discussion about **what type of mission statement the Town wants** and **what the key components should be**.

- *What do we like or dislike about these options?*
- *Are there particular concepts or ideas that should be integrated into the mission?*

Key themes and attributes for mission options (3/3)

Option	Key Themes/Attributes
1. Everyday we strive to be trusted leaders and stewards in delivering public services.	<ul style="list-style-type: none">• Leadership, stewardship• Service-centred
2. We collaborate with our communities and partners to deliver excellent services for residents, businesses, and visitors.	<ul style="list-style-type: none">• Collaboration• Service-focused• Community and interest holder-focused
3. Preserve our way of life and natural environment, as we build our communities for the future.	<ul style="list-style-type: none">• Balanced growth, future planning
4. We serve our community with integrity, delivering high-quality programs and services that enhance everyday life for community members.	<ul style="list-style-type: none">• Service-centred• Alignment to values – integrity• Quality of life
5. As stewards of our unique environment and communities, we provide transparent, efficient services and plan responsibly for a sustainable future.	<ul style="list-style-type: none">• Stewardship• Service centred• Alignment to values – accountability & transparency• Connects present actions/decisions to long-term responsibility

Exploring our values



– Former Values–

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.

- *Do these values still resonate?*
- *Are there any other particular concepts or ideas that should be integrated into these values?*

What We Heard:

- Integrity, Respect, Accountability, Inclusivity, and Continuous Improvement were ranked as the top 5 values with Town staff.



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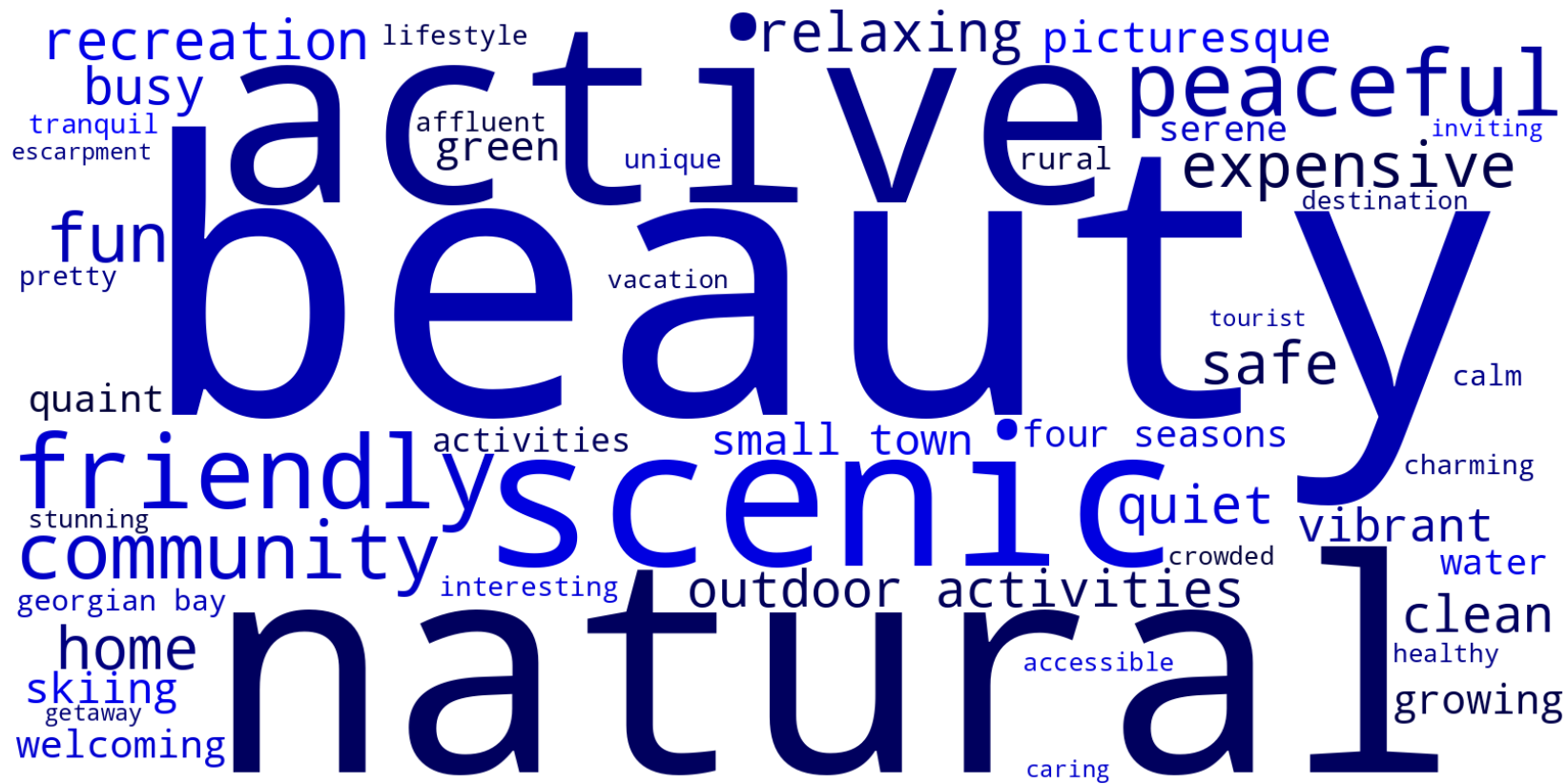
Appendix

Refresher | Resident Survey Responses

Question 2

What are three words you would use to describe The Blue Mountains? (91% response rate)

Top Responses:



Community Engagement Activities

As of July 23, 2025, StrategyCorp and Town staff have facilitated the following engagement activities to gather input from TBM community members and interest-holders.

- **Public House Open House** (Town Hall)
- **(2) Community Pop-Ups** (Clarksburg Kids Fest and Foodland Sample Fest)
- **(10) Focus Groups:**
 - The Blue Mountains Ratepayers Association
 - Craigleith Community Working Group
 - Climate Action Now Network
 - Team Blue (Local Business Associations)
 - Georgian Bay Youth Roots
 - Blue Mountain Seniors Network
 - Beaver Valley Outreach
 - South Georgian Bay Innovation Fund
 - TBM Public Library Board
 - Community Matters
- **Public Survey** (822 responses)
- **(3) Town-led Community Pop-Ups** (Seniors Group Meeting, Clarksburg Arts Walk, Summer Reading Club)