



Council Workshop #3

Town of The Blue Mountains

October 8th, 2025



Today's Objectives

1. **Review and discuss the revised draft strategic framework**
2. **Align on a draft for public consultation**
 - Engagement activities will include:
 - Comments through dedicated email.
 - Two Public Information Centres (PICs).
 - Follow-up engagement with key community groups.

Introduction

Refresher | Why we do strategic planning

Practically speaking, a strategic plan is the overarching plan that...

- Guides **Council decision-making** over the lifespan of the plan;
- **Communicates** the Town's priorities to the community;
- Informs the Town's **work plans** and the **annual budget**; and
- Builds **unity and collaboration** among Council, staff, and the community as all work together to achieve a shared vision.



Introduction

What's in this document and what's new from the last Council workshop?

Updated

A draft vision statement for the future, based on the feedback from September.

A draft mission statement and values that speak to the Town of The Blue Mountains, what it does and how it serves the community.

An updated strategic framework with *priorities* that link to the vision and *objectives* that the Town will work towards in pursuit of the vision.

NEW

Draft strategic initiatives that articulate the broad activities that the Town will undertake to work towards the objectives. More specific action items, tactics, and timelines will be articulated in the annual business plans to be created by Town departments.

Draft success measures that will support the Town in understanding whether it is making progress on the pillars and objectives within the plan. These will be reported on quarterly as part of a regular strategic plan progress update.

The draft “strategic plan on a page” to allow us to reflect on the plan as a whole and ensure it is cohesive. We want to ensure that the objectives will enable the Town to achieve progress on the vision *and* that the vision informs and shapes the Town’s key objectives and initiatives over the next several years.

Reminder: What we heard ...

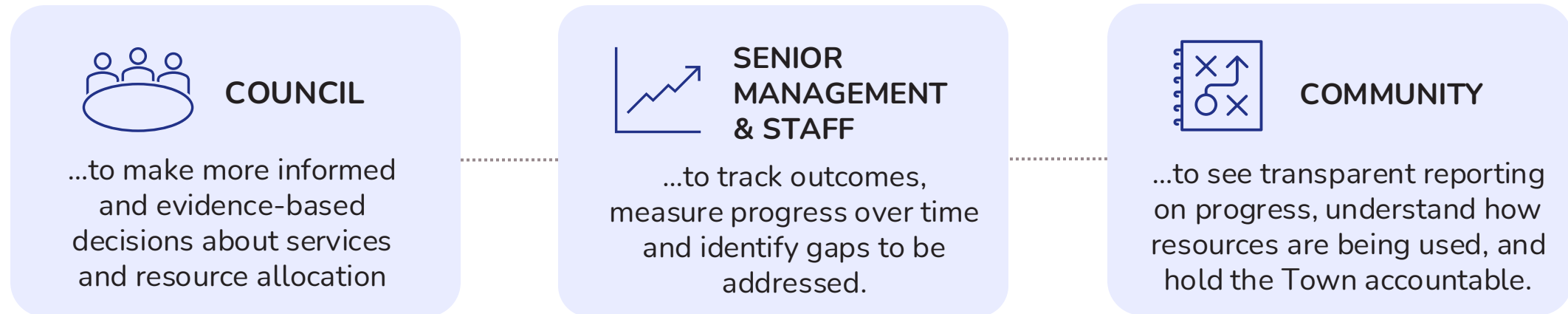
“The last plan was just a laundry list of activities. It didn’t pass the ‘so what’ test.”

“The Strategic Plan is just that – a ‘plan’. It’s meant to be a living document.”

“The plan needs to tie back to community priorities.”

Why measurement matters

Measuring performance is valuable because it connects strategy to results, building accountability and enabling Council, staff, and the community to assess the impact of their efforts.



Performance measurement is an art, not a science. *There is no one way to “get it right” and the most effective performance measurement plans meet the organization where it is at.*

- The keys to success involve incrementally creating a system that is reflective of the organization (*so it can actually be implemented*) and building accountability through planning and capacity-building (*so it will become part of the organizational culture and can be matured over time*).

There's a lot to think about when it comes to measurement... (1/2)

1 What do we want to measure? What do we want to know?

... What the Town is doing and delivering?

- Did we do what we said we would do?
- Did we improve (or not)?
- Did we do more (or less?)

Corporate Performance Measures

Definition: Metrics that track how well the municipality is performing in service delivery, resource management, and delivering on initiatives.

Focus: Efficiency, effectiveness, and accountability of municipal operations and decision-making.

Examples:

- % of building permits issued within legislated timeframes.
- % of service requests closed within service standard.

... What's happening in the community (influenced but not wholly controlled by the Town)?

- What is the state of the community?
- Are we making a difference in the community?

Community Indicators

Definition: Measures of overall community well-being and outcomes. Often related to social determinants of health.

Focus: Local trends in quality-of-life that the Town contributes to but does not achieve on its own.

Examples:

- Small business growth/survival rates.
- Housing affordability (shelter cost-to-income ratio).

There's a lot to think about when it comes to measurement... (2/2)

2 What metrics or indicators do we want to use? What data do we have available?

Example Categories	Output Metrics What we do → Volume delivered	Outcome Metrics What difference it makes → Results or impacts
Efficiency <i>How resources are used</i>	• # of building permits approved. • # of service requests resolved.	• % of building permits approved within legislated timelines. • # of service requests resolved within established service standards.
Effectiveness <i>Extent to which objectives are achieved</i>	• # of capital projects completed. • # of family physicians recruited.	• % of capital projects completed on time and budget. • % of residents with a primary healthcare provider.
Equity <i>Who benefits, inclusivity, fairness</i>	• # of engagement sessions targeting equity-deserving groups.	• % of residents from equity-deserving groups reporting fair access to services.
Sustainability <i>Long-term resilience and stewardship</i>	• % of fleet converted to green vehicles.	• % reduction in corporate GHG emissions.

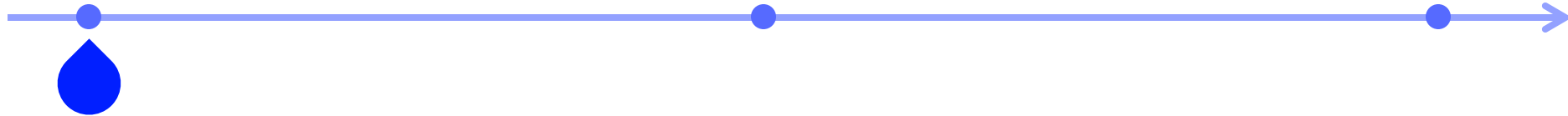
Measurement is a journey of continuous improvement

Developing meaningful measurement takes time:

Early stage: Start with a small number of measures and focus on outputs — counting activities and services delivered. Start to establish a baseline of data.

Mid-stage: Begin connecting those outputs to outcomes and resident impacts, including measuring against baseline and setting targets (KPIs).

Mature: Integrate and report on a range of categories and types of measures, using them not just for reporting, but to inform decision-making.



The Blue Mountains is early in its measurement journey. We have therefore recommended, with SMT's support:

- ✓ **Several measures as part of each strategic pillar.** These are a mix of corporate measures (*what the Town can control*) and community indicators (*what the Town plays a role in but does not control*). They are intended to provide some sightlines on whether the Town is making progress on the strategic plan and get the 'wheels in motion' in terms of building a culture of measurement and reporting.
- ✓ **A specific initiative in the strategic plan to establish a corporate performance measurement framework** for the Town that sets out a standardized approach, strengthens internal capacity, and lays the foundation for meaningful and robust long-term monitoring and reporting.

Draft Strategic Plan

VISION

Where our unique natural and cultural environment support a thriving community and vibrant future for all.

MISSION & VALUES

Trusted leaders and stewards of our community, delivering high-quality services and planning for a resilient future together.

Leadership

Stewardship

Accountability

Respect

Collaboration

STRATEGIC PRIORITIES & OBJECTIVES

Accountable & Transparent Government

Serving in the best interests of the community through open decision-making, responsible resource management, organizational effectiveness, and community engagement.

1. Deliver transparent and effective governance and decision-making.
2. Strengthen community trust through proactive communications and consultation.
3. Ensure the Town’s long-term financial health.
4. Build strategic partnerships within our community, with our neighbours, and with other governments.
5. Prioritize excellence and continuous improvement of all core services.
6. Maintain a strong and resilient workforce and organizational culture.

Community for Everyone

Fostering a safe, inclusive, and accessible community where people of all ages and stages of life can thrive.

1. Support the creation of more diverse and affordable housing options.
2. Continue to create opportunities for active living and community building.
3. Expand safe and connected mobility options throughout Town and neighbouring communities.
4. Support greater access to local healthcare services.

Balanced Growth

Evolving for the future while caring for our natural heritage and unique blend of rural and urban communities.

1. Protect and enhance the natural environment.
2. Ensure local infrastructure is reliable, resilient, and meets community needs.

Vibrant Economy

Building a strong local economy by supporting established businesses and encouraging new opportunities to drive long-term prosperity.

1. Foster a strong and supportive environment for existing local businesses and industries.
2. Promote economic diversification to build a resilient economy.
3. Enhance and sustain the Town as a premier tourism destination.

Draft Vision, Mission & Values

VISION

Where our unique natural and cultural environment support a thriving community and vibrant future for all.

MISSION

Trusted leaders and stewards of our community, delivering high-quality services and planning for a resilient future together.

VALUES

Leadership | Continuously seeking ways to **enhance** and **innovate** how we serve the community.

Stewardship | Honouring our **responsibility** to care for our community, its history and its future.

Accountability | Building **trust** through **transparency**, ownership, and **follow-through**.

Respect | **Welcoming** every perspective, **treating each person with dignity**, and creating a culture of belonging.

Collaboration | **Engaging** our colleagues, communities, and neighbours to shape and advance our collective goals.

Priority #1 | Accountable & Transparent Government (1/2)

Objective	Initiatives	Success Measures
1.1. Deliver transparent and effective governance and decision-making.	1.1.1. Conduct a Governance Review of existing structures, decision-making processes, and supporting policies and procedures. 1.1.2. Provide ongoing learning and development opportunities for Council to support them in executing their responsibilities and duties. 1.1.3. Build a culture of corporate performance measurement through the creation of key performance indicators for Town priorities, as defined in the Corporate Strategic Plan.	- Improved resident satisfaction regarding Town services (reported in bi-annual Resident Satisfaction Survey). - Improved ratio of financial assets to liabilities year-over-year.
1.2. Strengthen community trust through proactive communications and consultation.	1.2.1. Review and modernize public engagement policies, procedures, and tactics to reflect best practices and support effective two-way communication between the Town and residents. 1.2.2. Identify ways to enhance resident understanding of Council processes and make it easier for them to participate in Council meetings. 1.2.3. Identify opportunities to recognize, communicate, and celebrate Town achievements and successes.	- Resident trust index (to be reported in bi-annual Resident Satisfaction Survey). - Improved employee satisfaction regarding learning and development opportunities (reported in bi-annual Employee Engagement Survey).
1.3. Ensure the Town's long-term financial health.	1.3.1. Develop a 10-year financial plan in alignment with the Town's Asset Management Plan. 1.3.2. Explore additional revenue tools to supplement the tax levy, including grant opportunities and user fee optimization.	Revenues secured through grant and other revenue generation opportunities.

Priority #1 | Accountable & Transparent Government (2/2)

Objective	Initiatives
1.4. Build strategic partnerships within our community, with our neighbours, and with other governments.	1.4.1. Develop an Advocacy and Government Relations Strategy aligned to the Town's strategic priorities. 1.4.2. Align on a structured framework for the Town to formalize and standardize its approach to engaging and collaborating with community-based organizations and working groups to ensure fairness and transparency.
1.5. Prioritize excellence and continuous improvement of all core services.	1.5.1. Identify customer service improvements to support the quality and consistency of resident service experience. 1.5.2. Continuously review key services and business functions for operational efficiencies and improvements. 1.5.3. Continue to review and prioritize core service delivery within the Town's suite of Master Plans to align with Town needs and available resources.
1.6. Maintain a strong and resilient workforce and organizational culture.	1.6.1. Promote a culture of learning and growth through professional development, networking opportunities, and structured succession planning. 1.6.2. Celebrate the contributions of staff, ensuring employees feel valued and respected for their impact on our community. 1.6.3. Implement policies and practices that support the physical and mental health and well-being of staff. 1.6.4. Develop a total compensation framework to support employee attraction and retention.

Priority #2 | Community for Everyone (1/2)

Objective	Initiatives	Success Measures
2.1. Support the creation of more diverse and affordable housing options.	2.1.1. Strengthen the Community Improvement Plan and land use planning tools to support affordable housing development, including through inclusionary zoning policies. 2.1.2. Align and prioritize infrastructure planning and investment in areas targeted for affordable housing. 2.1.3. Explore the feasibility of a priority review or concierge system for affordable housing projects.	• Improved review and approval timelines for applications with an affordable housing component. • Kilometres of active transportation infrastructure installed, expanded, or enhanced.
2.2. Continue to create opportunities for active living and community building.	2.2.1. Continue to support and partner with schools, service clubs, seniors' groups, and volunteer networks to provide programming opportunities across age groups. 2.2.2. Improve accessibility in Town facilities, public spaces, and parks and recreation amenities. 2.2.3. Continue to implement and update the Town's Leisure Activities Plan to meet evolving recreational needs in the community.	• Increased % of public spaces, facilities, parks and recreation amenities meeting or exceeding accessibility standards year-over-year.
2.3. Expand safe and connected mobility options throughout Town and neighbouring communities.	2.3.1. Resource and advance implementation of the Transportation Master Plan, including active transportation and complete streets initiatives. 2.3.2. Maintain and enhance access to existing trail systems. 2.3.3. Continue to enhance safety for all road users through public awareness campaigns and infrastructure improvements.	• Increase in long-term care beds year-over-year. • Increase in number of primary healthcare providers serving the TBM community (within 30 minutes).

Priority #2 | Community for Everyone (2/2)

Objective	Initiatives
2.4. Support greater access to local healthcare services.	2.4.1. Explore programs to incentivize the recruitment and retention of family physicians. 2.4.2. Identify partnerships and land-use planning opportunities that support the development of long-term care, retirement, and assisted living facilities. 2.4.3. Work with Grey County, the Ontario Provincial Police, and other partners to strengthen integrated healthcare and well-being supports in the Town, including community paramedicine, mental health services, suicide prevention, and social services, to reflect the evolving needs of residents.

Priority #3 | Balanced Growth

Objective	Initiatives	Success Measures
3.1. Protect and enhance the natural environment	3.1.1. Advance initiatives, including through the Town's Sustainability Plan: The Future Story, that support both corporate and community sustainability. 3.1.2. Develop an Urban Forestry Strategy to enhance biodiversity and tree canopy cover. 3.1.3. Continue to collaborate with conservation authorities on land management and watershed protection.	• Improved infrastructure condition ratings year-over-year. • % of planned capital projects delivered on time and on budget. • Reduction in unplanned service interruptions due to infrastructure failure. • Reduction in annual corporate greenhouse gas emissions. • Reduction in annual community greenhouse gas emissions (per capita). • % increase in biodiversity indicators (e.g., native species count).
3.2. Ensure local infrastructure is reliable, resilient, and meets community needs.	3.2.1. Maintain, update, and invest in the Town's Asset Management Plan to ensure responsible infrastructure management. 3.2.2. Engage in proactive and integrated infrastructure planning so that the Town can readily meet the demands of community growth. 3.2.3. Explore smart infrastructure technologies to monitor and enhance the efficiency and lifespan of infrastructure. 3.2.4. Develop a framework for a complete community to support the Town in building and advocating for, as needed, the social and cultural infrastructure required to support quality of life as The Blue Mountains grows and evolves.	

Priority #4 | Vibrant Economy

Objective	Initiatives	Success Measures
3.1. Foster a strong and supportive environment for existing local businesses and industries.	3.1.1. Support local businesses through ongoing business retention and expansion (BRE) efforts and supports. 3.1.2. Establish a business concierge service to provide an elevated customer experience and one-stop source for information and guidance. 3.1.3. Facilitate training and networking opportunities for businesses to build connections and share knowledge. 3.1.4. Continue to collaborate with the Town's business associations ("Team Blue") to promote and advance local economic development.	• Increased business satisfaction with Town services and supports (reported in Business Satisfaction Survey). • Reduced application/permit review and approval turnaround time. • % increase in three-year business survival rate. • Business growth in emerging sectors (e.g., agri-tourism). • Value of private sector investment secured annually. • % increase in tourism sector diversification initiatives supported by revised by-laws.
3.2. Promote economic diversification to build a resilient economy.	3.2.1. Explore opportunities strengthen Town policies and programs to support agritourism and other business diversification opportunities within the agricultural sector. 3.2.2. Review and identify property-specific pre-zoning opportunities to support more commercial and industrial development in Town. 3.2.3. Develop a formal partnership with Grey County to advance investment attraction initiatives and leads.	
3.3. Enhance and sustain the Town as a premier tourism destination.	3.3.1. Implement recommendations of the Destination Strategy to support tourism marketing, management, and coordination, including long-term strategies to deploy Municipal Accommodation Tax (MAT) funds. 3.3.2. Develop protocols for monitoring and managing tourism impacts on both the environment and community.	



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