



October 2025

Compiled by: StrategyCorp

Draft Corporate Strategic Plan

For public review, comment, and validation

How to Read the Town's Draft Strategic Plan



1. **Vision:** An aspirational statement of what the Town seeks to become.
2. **Mission:** A brief description of the Town's purpose.
3. **Values:** Principles that guide the Town's operations, decision-making, and culture.
4. **Strategic Priorities:** Broad areas of focus advance the Town's vision.
5. **Objectives:** Goals that will give effect to the priorities in the next planning cycle.
6. **Initiatives:** Broad activities (to be further detailed in Town business plans) to support progress on the objectives.
7. **Success Measures:** Measures of an organization's performance (i.e., **corporate indicators** of what the Town can control) and impacts on the community towards a specific goal or target (i.e., **community indicators** of what the Town plays a role in but *does not* control).

The background is a solid teal color. Overlaid on this are stylized, layered shapes representing a mountain range and a winding river. The mountains are depicted as overlapping, rounded silhouettes in varying shades of teal, with the foreground mountains being a darker shade. A winding river, also in a lighter shade of teal, flows from the bottom left towards the center of the page.

Strategic Plan “On a Page”

VISION

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

MISSION & VALUES

Working with and for our community to deliver responsible and transparent decision-making, advocacy and public service.

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.

- Deliver transparent and effective governance and decision-making.
- Continue to strengthen community trust through proactive communications and consultation.
- Ensure the Town's long-term financial health.
- Build strategic partnerships within our community, with our neighbours, and with other governments.
- Prioritize excellence and continuous improvement of all core services.
- 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.

- Support the creation of more diverse and affordable housing options.
- Support greater access to services that promote community well-being and health.
- Continue to create opportunities for active living and community building.
- Expand safe and connected mobility options throughout Town and neighbouring communities.

Balanced Growth

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

- Protect and enhance the natural environment.
- Ensure local infrastructure is reliable, resilient and meets community needs.
- Celebrate and respect our cultural heritage and evolving community character.

Strong Economy

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

- Foster an “open for business” environment for existing local businesses and industries.
- Promote economic diversification to build a resilient economy.
- Enhance and sustain the Town as a premier tourism destination.

Strategic Plan Elements

Draft Vision, Mission & Values

VISION

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

MISSION

Working with our community to deliver responsible and transparent decision-making, advocacy and public services.

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.

Accountable & Transparent Government (1/2)

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

Objective	Initiatives	Success Measures
Deliver transparent and effective governance and decision-making.	• Conduct a Governance Review of existing structures, decision-making processes and supporting policies and procedures. • Provide ongoing learning and development opportunities for Council to support them in executing their responsibilities and duties. • Build a culture of corporate performance measurement through the creation of key performance indicators for Town priorities, as defined in the Corporate Strategic Plan.	Corporate • Increased non-tax revenues or grant/external funding. • Improved employee satisfaction in learning and development opportunities (reported in bi-annual Employee Engagement Survey). • Number of engagement sessions/Public Information Centres year-over-year.
Continue to strengthen community trust through proactive communications and consultation.	• Review and modernize public engagement policies, procedures, and tactics to reflect best practices, support effective two-way communication and bring residents along through change. • Identify opportunities to recognize, communicate and celebrate Town achievements and successes.	Community • Improved resident satisfaction regarding Town services, including corporate communications (reported in bi-annual Resident Satisfaction Survey). • Improved resident trust index (to be reported in bi-annual Resident Satisfaction Survey).
Ensure the Town's long-term financial health .	• Develop a 10-year financial plan in alignment with the Town's Asset Management Plan. • Explore additional revenue tools to supplement the tax levy, including grant opportunities and user fee optimization.	

Accountable & Transparent Government (2/2)

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

Objective	Initiatives
Build strategic partnerships within our community, with our neighbours, and with other governments.	• Develop an Advocacy and Government Relations Strategy aligned to the Town's strategic priorities. • 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.
Prioritize excellence and continuous improvement of all core services .	• Identify customer service improvements to support the quality and consistency of resident service experience. • Continuously review key services and business functions for operational efficiencies and improvements. • Support an integrated approach to implementation of the Town's suite of Master Plans to maximize the efficient delivery of core services.
Maintain a strong and resilient workforce and organizational culture.	• Promote a culture of learning and growth through professional development, networking opportunities and structured succession planning. • Celebrate the contributions of staff, ensuring employees feel valued and respected for their impact on our community. • Implement policies and practices that support the well-being of staff and ensures the Town is an employer of choice.

Community for Everyone (1/2)

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

Objective	Initiatives	Success Measures
Support the creation of more diverse and affordable housing options.	• Strengthen the Community Improvement Plan and land use planning tools to support affordable housing development. • Align and prioritize infrastructure planning and investment in areas targeted for affordable housing. • Explore the feasibility of a priority review or concierge system for affordable housing projects.	Corporate • Improved review and approval timelines for applications with an affordable housing component. • Increased kilometers of active transportation infrastructure installed, expanded, or enhanced year-over-year. • Increased % of public spaces, facilities, parks and recreation amenities meeting or exceeding accessibility standards year-over-year.
Support greater access to services that promote community well-being and health.	• Explore programs to incentivize the recruitment and retention of family physicians. • Identify partnerships and land-use planning opportunities that support the development of long-term care, retirement and assisted living facilities. • Work with Grey County, the Ontario Provincial Police and other partners to strengthen integrated healthcare and well-being supports in the Town, such as community paramedicine, mental health services, suicide prevention and social services, to reflect the evolving needs of residents, including those facing social or economic vulnerability.	Community • Number of long-term care beds year-over-year. • Increased number of primary healthcare providers serving the TBM community.

Community for Everyone (2/2)

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

Objective	Initiatives
Continue to create opportunities for active living and community building.	• Continue to support and partner with schools, service clubs, seniors' groups and volunteer networks to provide programming opportunities across age groups. • Improve accessibility in Town facilities, public spaces and parks and recreation amenities. • Continue to implement and update the Town's Leisure Activities Plan to meet evolving recreational needs in the community.
Expand safe and connected mobility options throughout the Town and neighbouring communities.	• Review the Transportation Master Plan with a focus on advancing initiatives that support complete streets.. • Maintain and enhance access to existing trail systems. • Continue to enhance safety for all road users through public awareness campaigns and infrastructure improvements.

Balanced Growth (1/2)

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

Objective	Initiatives	Success Measures
Protect and enhance the natural environment .	• Ensure that environmental sustainability is integrated within Town decision-making and operations. • Identify and implement strategies to enhance biodiversity and tree canopy cover. • Continue to collaborate with conservation authorities and other community partners on land management and watershed protection.	Corporate • Improved infrastructure condition ratings year-over-year. • % of planned capital projects delivered on time and on budget. • Reduction in number of unplanned service interruptions due to infrastructure failure (reported annually). • Reduction in annual corporate greenhouse gas emissions.
Ensure local infrastructure is reliable, resilient, and meets community needs.	• Maintain, update and invest in the Town's Asset Management Plan to ensure responsible infrastructure management. • Engage in proactive and integrated infrastructure planning so that the Town can readily meet the demands of community growth, including advancement of the Drainage Master Plan. • Investigate smart infrastructure technologies to monitor and enhance the efficiency and lifespan of infrastructure. • Explore the development 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.	Community • Reduction in annual per capita community greenhouse gas emissions. • % increase in biodiversity indicators (e.g., native species count).

Balanced Growth (2/2)

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

Objective	Initiatives
Celebrate and respect our cultural heritage and evolving community character .	• Revise the Town's Community Design Guidelines and encourage use within development applications to ensure that new development reflects local community feel. • Invest in the expansion of gateway and wayfinding signage, interactive maps and apps showcasing local heritage sites and the promotion of local heritage sites and features.

Strong Economy (1/2)

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

Objective	Initiatives	Success Measures
Foster an “ open for business ” environment for existing local businesses and industries.	• Support local businesses through ongoing business retention and expansion (BRE) efforts and supports. • Investigate opportunities to establish a business concierge service to provide an elevated customer experience and one-stop source for information and guidance. • Review existing municipal policies, processes and bylaws for opportunities to reduce or eliminate barriers for local business success. • Facilitate training and networking opportunities for businesses to build connections and share knowledge. • Continue to collaborate with the Town’s business associations (“Team Blue”) to promote and advance local economic development.	Corporate • Reduction in application/ permit review and approval turnaround time year-over year. • % increase in tourism sector diversification initiatives supported by revised by-laws year-over-year. Community • Increased business satisfaction with Town services and supports (reported in Business Satisfaction Survey). • Increased % in three-year business survival rate. • Increased business growth in emerging sectors (e.g., agri-tourism). • Value of private sector investment secured annually.
Promote economic diversification to build a resilient economy.	• Explore opportunities to strengthen Town policies and programs to support agritourism and other business diversification opportunities within the agricultural sector. • Review and identify property-specific pre-zoning opportunities to support more commercial and industrial development in the Town. • Develop a formal partnership with Grey County to advance investment attraction initiatives and leads.	

Strong Economy (2/2)

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

Objective	Initiatives
Enhance and sustain the Town as a premier tourism destination.	• Implement recommendations of the Destination Strategy to support tourism marketing, management and coordination, including long-term strategies to deploy Municipal Accommodation Tax (MAT) funds. • Develop protocols for monitoring and managing tourism impacts on both the environment and community.

Thank you for your time

