



Staff Report

Strategic Initiatives

Report To: COW- Admin, Corp and Finance, SI, Comm. Services
Meeting Date: November 17, 2025
Report Number: SI.25.037
Title: Progress Update #2 - Status of the Corporate Strategic Plan Update
Prepared by: Tim Hendry, Director of Strategic Initiatives

A. Recommendations

THAT Council receive Staff Report SI.25.037, entitled “Progress Update #2 - Status of the Corporate Strategic Plan Update” for information.

B. Overview

This report provides Council and members of the public with an update on the status of the Corporate Strategic Plan update project.

C. Background

In June 2025, the Town launched a project to update the Corporate Strategic Plan. The purpose of the update is to guide the community's future direction and to align the Town’s strategic goals with current needs and priorities. Branded as ‘Our Path Forward’ the updated Strategic Plan aims to reconfirm the Town's long-term vision, mission, and priorities, ensuring effective resource allocation and a comprehensive strategic framework.

To ensure accountability and transparency, at the beginning of the project, the project team committed to bringing bi-monthly status reports to Council. The first project status report was presented to Council on September 15, 2025, through report [SI.25.029](#). The report included a summary of the work completed to date including the public and stakeholder engagement activities.

D. Analysis

Following the initial status report, work to update the Corporate Strategic Plan continued to progress swiftly through the process, with many key activities completed throughout September and October. Overall, the project is on track for finalization and approval in December and is within the approved project budget.

The following chart provides a summary of the status of the project phases:

Project Phase	Status	Comments
1. Project Initiation Align on project scope, goals, timelines, work plan, and engagement opportunities	 Completed	This phase of the project focused on collaboration with StrategyCorp to ensure alignment with the confirmed scope, objectives, and plan for public and stakeholder engagement. A significant deliverable of this phase was the creation of a public-facing brand, 'Our Path Forward', which was developed to enhance accessibility and community understanding of the project.
2. Current State Assessment Review the Town's operating landscape and conduct internal and external consultations	 Completed	This phase of the project included StrategyCorp completing a comprehensive current state assessment, utilizing SWOT and PESTEL analyses to evaluate both internal circumstances and external influences. The assessment also included one-on-one discussions between StrategyCorp and Council Members and Senior Management Team members to map out existing challenges and opportunities. Various engagement activities, including a public open house, community survey and community focus group sessions, also informed the assessment. This phase of the project concluded with a Special Council Workshop where StrategyCorp presented the findings and facilitated a discussion with Council to preliminarily establish a vision and goals aligning with the identified community priorities.
3. Strategy Development & Validation Map out the strategic plan with Council and validate through community consultation	 In Progress & On Track	This phase of the project will include mapping the strategic objectives and priorities as informed by the current state assessment and as outlined by Council in the first workshop. The phase will also include various activities to validate the framework through community consultation, including workshops with Council and public information centres.

Project Phase	Status	Comments
4. Finalization Draft and finalize the Corporate Strategic Plan for Council approval	 In Progress & On Track	This phase will include the final draft strategy being presented to Council for approval, along with the development of the Key Performance Indicators and associated workplan to implement the strategy.

Additional Detail – Strategy Development and Validation

As part of the Strategy Development and Validation Phase, StrategyCorp hosted three workshops with Council to shape, refine and confirm the draft framework. An overview of the workshops are included below:

- **Council Workshop #1 – July 17, 2025**
 - The first Council workshop was focused on reviewing the findings of the Current State Review, and StrategyCorp led a discussion on visioning and goal setting to shape the development of the draft Corporate Strategic Plan.
- **Council Workshop #2 – September 9, 2025**
 - The second Council workshop focused on confirming the vision of the plan, refining draft priorities from the first workshop and reviewing potential actions that could be included in the draft strategy. StrategyCorp hosted the meeting and led Council through the discussions.
- **Council Workshop #3 - October 8, 2025**
 - The final Council workshop focused on reviewing and discussing the draft Corporate Strategic Plan framework and performance measures prior to finalization.

Following the Council workshops, on October 17, 2025, the draft Corporate Strategic Plan framework was released for public review, comment and validation with two Public Information Sessions scheduled to receive public input. Details regarding the Public Information Sessions are included below:

- **Session #1:** Wednesday, November 12, 2025, from 5:00 p.m. to 7:00 p.m. at Town Hall.
- **Session #2:** Saturday, November 15, 2025, from 11:00 a.m. to 1:00 p.m. at Town Hall.

Both sessions are open to the public and **no pre-registration is required**. Each session will begin with a formal presentation, which will include an open question-and-answer period, followed by an informal opportunity for residents to share feedback with project team members. For those unable to attend, the presentation and question-and-answer portions will be recorded and posted following each session.

In addition to the formal Public Information Sessions, StrategyCorp has also conducted additional focus groups with the Blue Mountain Ratepayers Association and Community Matters as informal discussion opportunities for the groups to share feedback directly with the project team.

Draft Framework

The draft framework includes the Town's Vision, Mission, Values, Strategic Priorities, Objectives, Initiatives and Success Measures. As selected and confirmed by Council, the four strategic priorities of the Corporate Strategic Plan are:

- Accountable & Transparent Government
- Community for Everyone
- Balanced Growth
- Strong Economy

Together, these pillars represent the direction, focus and commitment from Council to advance key strategic priorities and projects. To track progress, key performance measures have been identified and will be reported on through a public performance monitoring dashboard. The draft framework is included as Attachment #1.

Following the Public Information Sessions, the project team will work with StrategyCorp to present a follow-up report to the December 8, 2025 Committee of the Whole meeting. The report will summarize feedback received through the Public Information Sessions and will seek Council direction of the finalized framework.

E. Strategic Priorities

1. Communication and Engagement

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

2. Organizational Excellence

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

3. Community

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

4. Quality of Life

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

F. Environmental Impacts

No environmental impacts are anticipated as a result of this report.

G. Financial Impacts

The budget for the Corporate Strategic Plan project is \$100,000, which was approved in 2024. When the project was awarded, Council approved an additional \$20,000 as a contingency to allow for greater flexibility and responsiveness within the project to address evolving needs, such as additional public engagement sessions or facilitated Council workshops.

As detailed in the first project status report ([SI.25.029](#)), as of August 15, 2025, \$4,029.00 of the contingency budget was spent to accommodate two additional focus group sessions conducted by StrategyCorp, which left the available contingency balance at \$15,971.00.

Following the draft framework being released, two further focus group sessions were conducted by StrategyCorp for a total cost of \$4,029.00. As of November 3, 2025, the available contingency balance is \$11,942.00.

H. In Consultation With

Adam Smith, Chief Administrative Officer

I. Public Engagement

The topic of this Staff Report has not been the subject of 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 Tim Hendry, Director of Strategic Initiatives si@thebluemountains.ca.

J. Attached

N/A

Respectfully submitted,

Tim Hendry
Director of Strategic Initiatives

For more information, please contact:
Tim Hendry, Director of Strategic Initiatives
si@thebluemountains.ca
519-599-3131 extension 282

Report Approval Details

Document Title:	SI.25.037 Progress Update 2 - Status of the Corporate Strategic Plan Update.docx
Attachments:	
Final Approval Date:	Nov 6, 2025

This report and all of its attachments were approved and signed as outlined below:

Tim Hendry - Nov 6, 2025 - 3:35 PM