



Our Path *Forward*

CORPORATE STRATEGIC PLAN



TOWN OF THE BLUE MOUNTAINS
CORPORATE STRATEGIC PLAN

2026 - 2027

Welcome to *Our Path Forward*

THE TOWN OF THE BLUE MOUNTAINS
CORPORATE STRATEGIC PLAN

2026 - 2027

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Message from the Mayor

ANDREA MATROSOVS



On behalf of Council, I am pleased to present Our Path Forward: The Town of The Blue Mountains 2026–2027 Corporate Strategic Plan — a shared roadmap that will guide our decisions, investments and advocacy over the next two years. This plan will serve as our “north star,” clarifying what we aim to achieve as a municipality while recognizing that our community continues to evolve and that we must remain responsive to changing conditions.

This Strategic Plan is the result of almost two years of deliberate work, from establishing a Strategic Planning Task Force in 2024 to selecting an external consultant, to launching broad public engagement and bringing the draft forward for validation and refinement before Council approval in February 2026.

At every stage, we heard from residents, community organizations and stakeholders through open houses, pop-up events, meetings, surveys, and written submissions. I want to sincerely thank everyone who took the time to participate. Your input strengthened this plan and reinforced what makes The Blue Mountains exceptional: civic pride, stewardship, and a deep commitment to community.

As everyone is aware, our community is growing and changing, and with that comes significant responsibility. The Town remains one of Ontario’s fastest-growing municipalities, welcoming thousands of seasonal residents and millions of visitors each year. This growth supports jobs, strengthens the tax base, and reinforces our role as a four-season destination, while

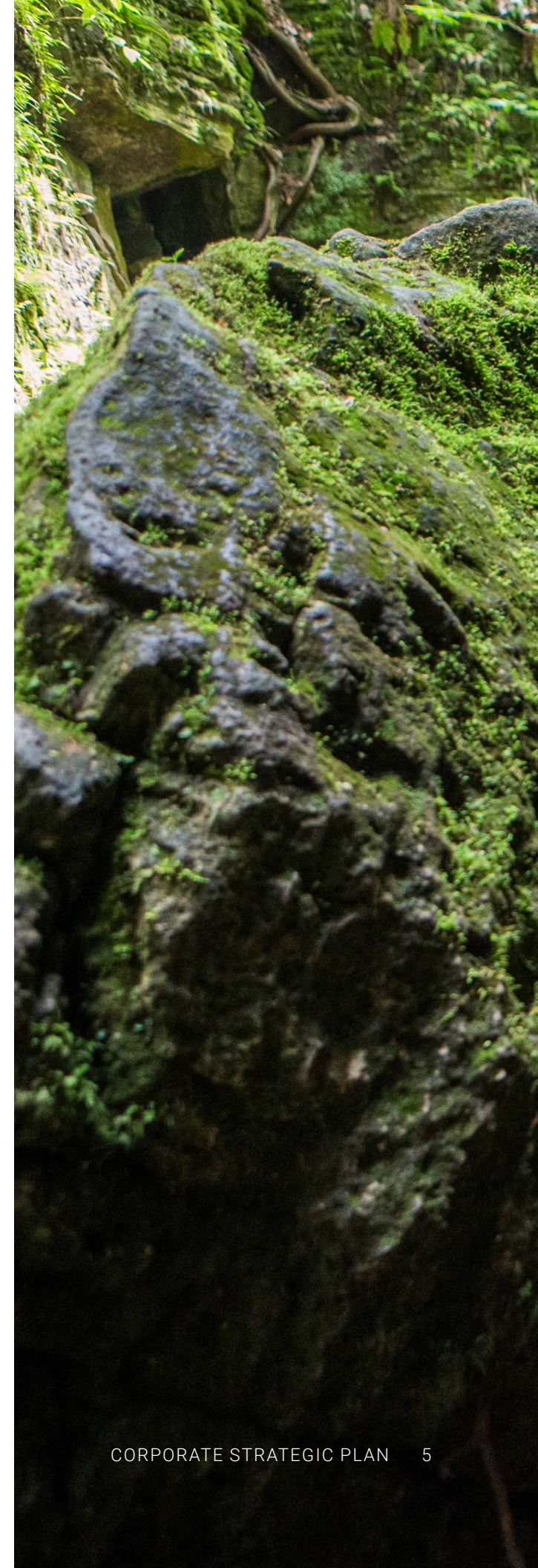
also increasing complexity and pressure on services and infrastructure. The Strategic Plan recognizes the challenges associated with growth and responds to key issues raised by residents, including housing affordability, evolving service expectations, the condition of municipal assets, and the need for strong environmental stewardship and climate resilience.

Our Path Forward sets a clear direction grounded in a shared vision and mission. It is guided by values that matter to our community — accountability and transparency, leadership, stewardship, respect, and collaboration — and is organized around strategic priorities that balance social well-being, environmental responsibility, and economic vitality, supported by an overarching commitment to accountable and transparent government.

This plan reflects who we are and where we are going. Working together, we can protect the natural and cultural environments we value, strengthen community well-being, and support a resilient local economy. All while ensuring The Blue Mountains remains a welcoming place for current and future generations.

Andrea Matrosovs

Mayor



Message from the CAO

ADAM SMITH



I am pleased to present Our Path Forward: The Town of The Blue Mountains 2026–2027 Corporate Strategic Plan, which will guide the Town’s corporate focus, service planning and organizational efforts over the coming years.

As Chief Administrative Officer, I believe a strategic plan must be more than aspirational. It should be a practical roadmap that supports consistent decision-making, aligns staff work with community input and Council direction, and helps ensure resources are used responsibly and transparently.

This Strategic Plan was developed through a comprehensive process spanning 2024 to 2026, supported by StrategyCorp and informed by extensive engagement with Council, staff, residents, and community groups. This approach helped ensure the plan is grounded in local experience, reflects community priorities, and can be implemented by staff across the organization.

The plan also reflects the operating reality we face today. The Blue Mountains is defined by its distinct communities, strong sense of belonging, and commitment to protecting the natural landscape and quality of life residents value. At the same time, continued growth brings increasing expectations for services and amenities. Like many Ontario municipalities, we must navigate complex pressures such as housing affordability, infrastructure renewal, healthcare pressures, and climate resilience, while continuing to deliver reliable day-to-day services.

The Strategic Plan establishes direction for how we will meet these challenges and opportunities through a shared Vision, Mission, and Values. It identifies strategic priorities and supporting objectives and initiatives that will guide the organization’s work, alongside success measures to track both corporate performance and community outcomes.

Just as importantly, the plan sets clear expectations for implementation and reporting. The Town will translate this direction into annual business planning through the budget process, and will report publicly through quarterly updates and annual implementation reporting. We are also committed to modernizing performance measurement, including the development of a public-facing performance dashboard with representative metrics and KPIs, to strengthen transparency and support evidence-based decisions.

I want to acknowledge the work of Town staff, Council, and the many community members who contributed to this plan. The next step is disciplined, coordinated execution, using this Strategic Plan as our guide while remaining adaptable to the changing environment Ontario municipalities continue to face. With clear priorities, shared accountability, and strong partnerships, we are well-positioned to deliver progress residents can see and measure.

Adam Smith

CAO



The *Strategic* Planning Process

The 2026-2027 Corporate Strategic Plan is the result of almost two years of thoughtful deliberation and consultation.

Following recommendations from the Corporate Strategic Plan Task Force, the Town retained a third party consultant, StrategyCorp, to support the creation of an updated strategic plan.

Community input was integral to this process, with consultation with the public and community groups occurring at multiple stages, from early input to later validation.

These included:

- Open Houses and Public Information Sessions
- Community Pop-up Events
- Community Group Meetings
- A Public Survey, and
- Written submissions

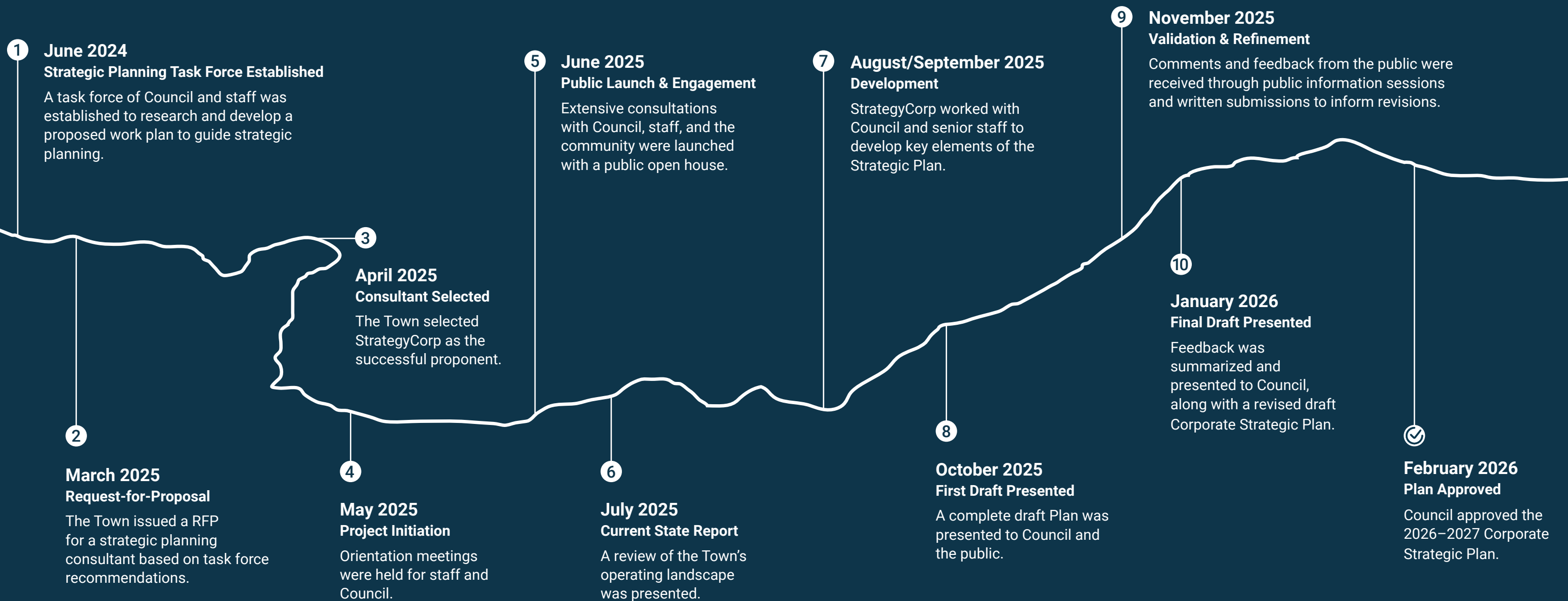
These engagement efforts were supported by a detailed [Communications Plan](#) and input from the Town's Accountability and Transparency Committee.



SCAN THE QR CODE TO VISIT THE TOWN'S PROJECT PAGE FOR MORE INFORMATION ON THE PROCESS, INCLUDING ALL UPDATES AND REPORTS.

The Path to Our Plan

THE DEVELOPMENT OF OUR STRATEGIC PLAN



The Blue Mountains *Today*

While a strategic plan looks ahead, good planning starts with understanding where we are today and the history that continues to shape decision-making and community perspectives in The Blue Mountains.

As part of this process, a detailed [Current State Report](#) including a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis was developed to evaluate what's working well in the Town, where there is room to grow and improve, and where there are opportunities to innovate based on leading practices. A summary of the key findings is outlined in the following pages.



About The Blue Mountains

The Blue Mountains is defined as much by its unique culture and character as by its geography. It is a place where scenic beauty meets strong civic pride, where agricultural roots, artistic expression, entrepreneurial spirit, and an active lifestyle intersect. Residents enjoy a welcoming atmosphere, a small-town feel, and a sense of belonging that comes from living in close connection to both nature and community.

The Town stretches along the southern shore of Georgian Bay and is anchored by distinct yet interconnected communities, including Thornbury, Clarksburg, Craigeith, Ravenna, and Blue Mountain Village. Across these communities, there is a shared commitment to protecting the natural landscape, heritage and quality of life that are unique to the Town. This culture of pride, engagement, and stewardship forms the foundation upon which the Town continues to grow and evolve.



SCAN THE QR CODE TO VIEW
THE CURRENT STATE REPORT.

Adapting to Changing Community Needs

The Blue Mountains remains one of Ontario's fastest-growing municipalities. Alongside its full-time population, the Town is home to thousands of seasonal residents and welcomes approximately 2.5-3 million visitors each year. Growth has strengthened the local economy, expanded the tax base, and reinforced the Town's role as a four-season destination. While tourism and hospitality remain key drivers, the Town is also a major agricultural hub and the "apple capital" of Ontario supporting a growing agri-business and agri-tourism sector. Other key economic enablers include the Town's vibrant arts and culture community, active construction and development, and diverse range of retail and professional services.

Growth also brings complexity. Housing affordability remains a pressing concern, particularly for young families, workers, and older residents seeking to age in place. The Town has responded by declaring a housing crisis, advancing a housing action plan, updating its Official Plan, streamlining development processes, and securing provincial funding to support housing-enabling infrastructure. Diversifying the Town's housing mix while protecting community character and environmental integrity is essential to meeting the needs of a growing and changing community – without losing sight of what

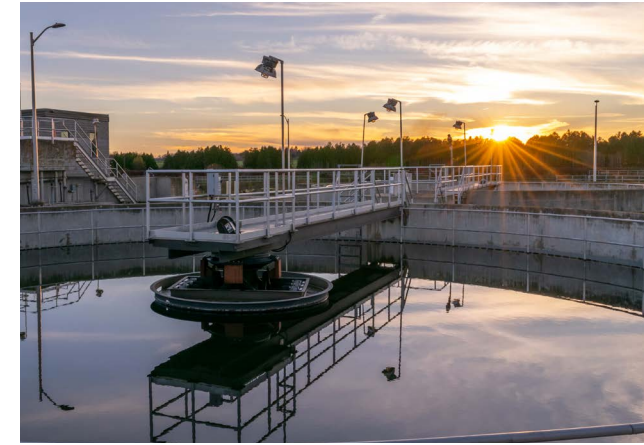
makes The Blue Mountains special to those who live here.

An expanding community also puts immense pressure on the Town's hundreds of millions of dollars in public assets – roads, facilities, water systems, parks, and more. As demand for services grows, so do expectations for new or enhanced services and amenities: snow removal, recreation programs and facilities, and improved pedestrian and cycling infrastructure, to name a few. Recent capital investments and updates to asset management planning demonstrate the Town's commitment to long-term financial sustainability, data-informed decision-making, and ensuring that investments deliver maximum value for residents.

Across the board, community needs and expectations – including for healthcare, housing, transit, active transportation, and community amenities – continue to evolve. Ongoing advocacy, physician recruitment efforts, and new long-term care and recreation partnerships reflect a collaborative approach to strengthening local services. Ensuring that The Blue Mountains remains a welcoming and accessible place for young families, workers, and people at all stages of life remains a shared priority.

Looking Forward

Today, The Blue Mountains is characterized by strong civic pride, engaged residents, and an increasingly modern municipal organization. While pressures related to growth, affordability, and infrastructure are real, they present an opportunity to define a clear and shared vision for the future. By aligning around common priorities, The Blue Mountains is well positioned to build on its successes and shape a resilient, thriving future for generations to come.



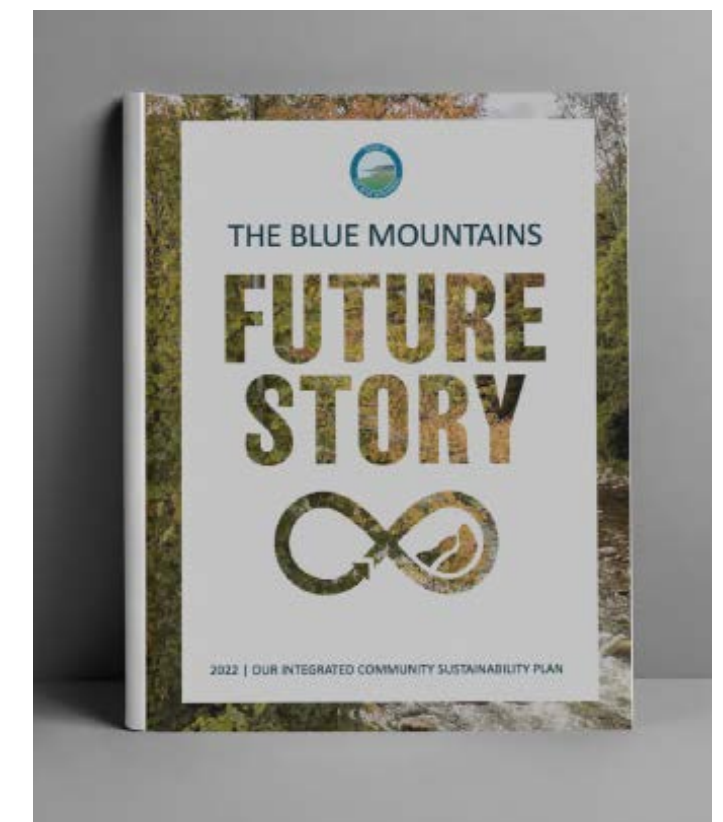
Building Internal Capacity

In recent years, the Town has strengthened its capacity to respond to these evolving needs. Leadership transitions at both the Council and administrative levels have been supported by restructuring and modernization efforts designed to better align services with a growing population. The Town has invested in a comprehensive suite of master plans spanning land use, transportation, infrastructure, sustainability, economic development, tourism, drainage, recreation, and digital services, reflecting a forward-looking commitment to evidence-based decision-making and long-range planning.

Proactive communication and engagement remain ongoing priorities to ensure residents have an active voice in local decision-making. The Town's commitment to accountability and transparency is grounded in its passionate and engaged community members, who care deeply about the Town's future and actively participate in public meetings, surveys, advisory committees, and community initiatives. In support of this engagement, the Town has adopted clearer, more timely information-sharing practices and a range of engagement tools to reach both full-time and seasonal residents, providing multiple avenues for meaningful participation.

A Shared Commitment to Environmental Stewardship

Finally, the natural environment continues to be a defining strength and a shared responsibility in The Blue Mountains, serving as a critical foundation for quality of life and economic vitality. Climate change and extreme weather events underscore the importance of environmental stewardship and resilience planning. The Town has a robust sustainability plan, [Our Future Story](#), and continues to advance natural heritage studies, urban forestry investments, and climate action commitments. With the active support of community groups and individuals, the Town continues to position itself as a leader in balancing growth with environmental protection, supported by active community groups and individuals.



Key Elements of the Corporate Strategic Plan

A strategic plan is a forward-looking roadmap that sets out an organization's vision and priorities, guiding decision-making and informing work plans and budgets over its lifespan. It defines what we as a Town aim to achieve, providing a clear and shared direction for Council, staff and the community to work towards in a coordinated and accountable manner.



Putting all the Pieces Together

The Corporate Strategic Plan is the overarching plan for The Blue Mountains, serving as its “north star” and defining what the Town aims to achieve.

Council-approved, multi-year Master Plans and strategies support the Strategic Plan by outlining how progress will be made across specific municipal services, functions, and departments. Together, these documents guide annual work plans and business priorities, which are funded and paced through the annual budget.

The relationship between the Town’s policy and planning framework is illustrated in the adjacent figure, demonstrating how the strategic plan sets direction, how master plans define the approach, and how business plans and budgets enable implementation and measurable outcomes.



STRATEGIC PLAN
Defines the Town’s vision and goals



MASTER PLAN
Articulates how to achieve the Town’s goals through coordinated planning



BUSINESS PLAN
Advances and monitors implementation of key activities and projects



BUDGET
Allocates financial resources

Implementation & Reporting on Our Progress

Accountability for the implementation of this Strategy is shared. Staff and Council each have roles and responsibilities in advancing priorities. Decisions by Staff and Council, including investments and activities, should align with the values and objectives of the Corporate Strategic Plan, recognizing the need to flexibly respond to changing conditions and external pressures.

Through the annual budget process, staff will develop annual business plans based on the direction provided by the Strategic Plan and Master Plans. This business plan, alongside the budget approved annually by Council, will guide the day-to-day allocation of resources and progress toward the Town’s key priorities.

To ensure accountability and uphold transparency as a core value, the Town will implement a comprehensive reporting schedule. Staff will provide quarterly updates and annual implementation reports, keeping the public and Council informed of progress.

MEASUREMENT & REPORTING

As the Town’s performance measurement capability continues to grow, the Town is committed to establishing a public-facing performance dashboard featuring representative metrics and Key Performance Indicators (KPIs). This tool will provide the public with the most up-to-date available data on how the Town is performing against its commitments and whether goals are being met. For Staff and Council, modernized performance measurement and reporting will support evidence-based decision-making and better align actions with community and Council priorities.



SCAN THE QR CODE FOR THE TOWN’S PLANS AND STRATEGIES.

Our Vision & Mission

VISION

Where our unique natural and cultural environments nurture a thriving community and future for all.

MISSION

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

Our Values



ACCOUNTABILITY & TRANSPARENCY

Building trust through ownership, follow-through and effective communication.



LEADERSHIP

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



STEWARDSHIP

Honouring our responsibility to care for our natural environment and community, its history and its future.



RESPECT

Creating an inclusive culture of belonging by welcoming diverse perspectives and treating each one with dignity.



COLLABORATION

Engaging with our colleagues, communities and neighbours to shape and advance our collective goals.

Our Strategic Priorities

This plan introduces four Strategic Priorities for the Town that intersect goals the corporation has for its own operations as well as those for the broader community. The four priorities are: Accountable & Transparent Government, Community for Everyone, Resilient Growth, and Strong & Diverse Economy.

STRATEGIC PRIORITIES



GUARDIAN LAYER

Accountable and Transparent Government is the foundational operating environment that surrounds and enables progress on the community outcomes and overall vision for the future.

COMMUNITY OUTCOMES

Key areas of focus aligned to the three Pillars of Sustainability: Environmental (Resilient Growth), Social (Community for Everyone), and Economic (Strong & Diverse Economy). These work together to balance environmental and climate resiliency, community well-being, and economic vibrancy, today and for future generations.



01 *Accountable & Transparent Government*

SERVING IN THE BEST INTERESTS OF THE COMMUNITY THROUGH OPEN DECISION-MAKING, RESPONSIBLE RESOURCE MANAGEMENT, ORGANIZATIONAL EFFECTIVENESS AND COMMUNITY ENGAGEMENT.

Accountable and transparent governance supports the community's best interests through evidence-based decision-making, proactive communication, and strong partnerships. A focus on continuous improvement, financial sustainability, and a resilient workforce ensures effective, responsive service now and into the future.

Objectives & Initiatives

1.1 Deliver transparent, effective, and evidence-based 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.

1.2 Build and continue to strengthen community trust through proactive communications and consultation.

- 1.2.1 Review and modernize public engagement policies, procedures, and tactics to reflect best practices, support effective two-way communication and bring residents along through change.
- 1.2.2 Identify opportunities to recognize, communicate and celebrate Town achievements and successes.

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.

1.4 Build strategic partnerships within our community, with neighbouring municipalities, First Nations communities, and 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 continuous improvement of all core services.

- 1.5.1 Identify customer service improvements to support the quality and consistency of resident experience.
- 1.5.2 Continuously review core services and business functions for operational efficiencies and improvements.
- 1.5.3 Support an integrated approach to implementation of the Town's suite of Master Plans to maximize the efficient delivery of core services.



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 well-being of staff and ensure the Town is an employer of choice.

Success Measures

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.

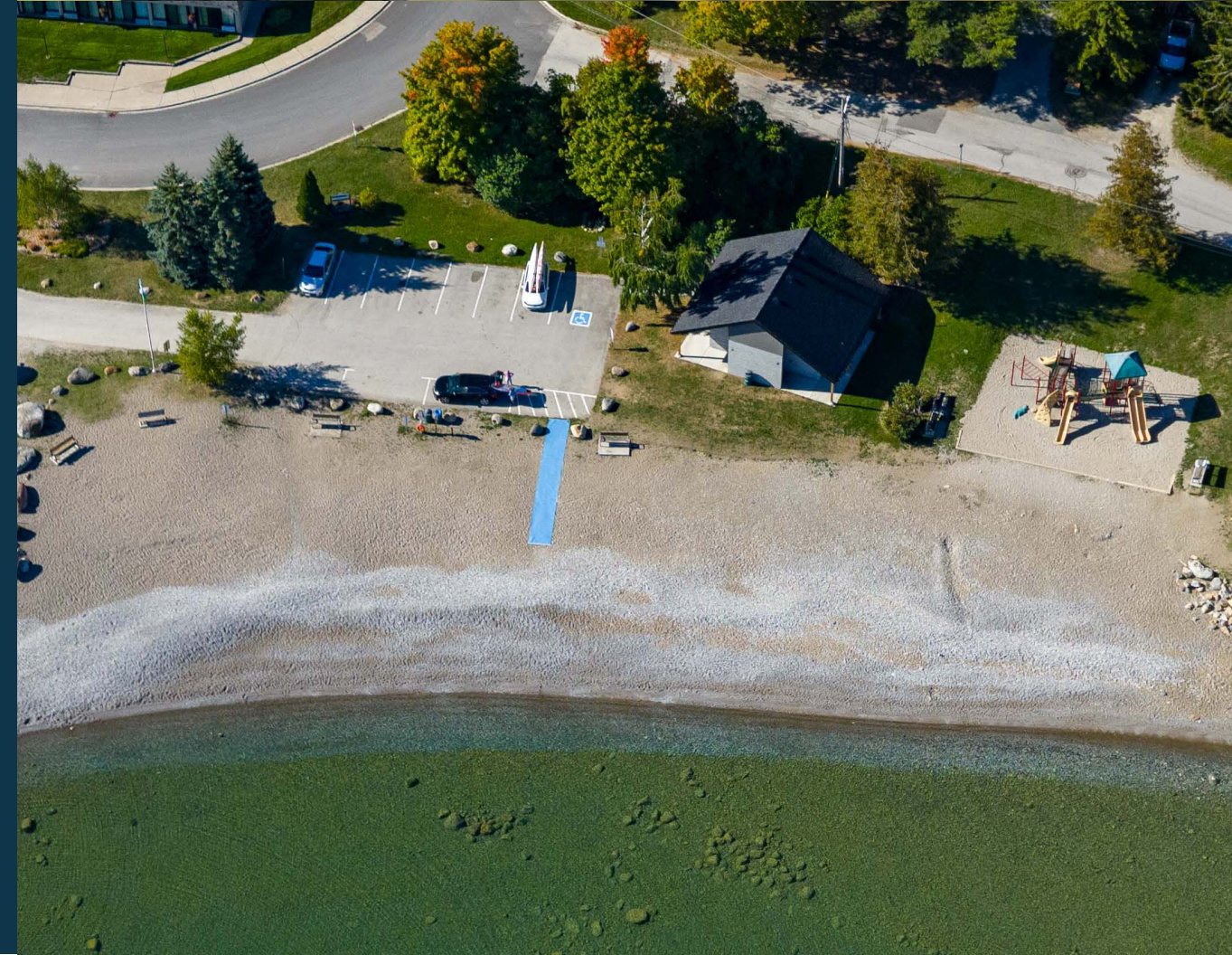
COMMUNITY

- Improved resident satisfaction regarding Town services, including corporate communications (reported in bi-annual Resident Satisfaction Survey).
- Sense of community belonging (to be reported in the bi-annual Resident Satisfaction Survey).
- Resident trust index (to be reported in bi-annual Resident Satisfaction Survey).

*Success measures will be confirmed through the annual report process.

02 Community for *Everyone*

FOSTERING A SAFE, INCLUSIVE, AND ACCESSIBLE COMMUNITY WHERE PEOPLE OF ALL AGES AND STAGES OF LIFE CAN THRIVE.



The Town is committed to building a community where everyone feels welcome, supported, and able to thrive. By prioritizing inclusivity, accessibility, and well-being, this approach focuses on meeting the diverse needs of residents at every stage of life.

Through thoughtful planning and collaboration, the Town aims to enhance quality of life by expanding housing options, improving access to essential services, fostering active and connected lifestyles, and strengthening safe, reliable mobility across the community and beyond.

Objectives & Initiatives

2.1 Support the creation of diverse housing options across the affordability spectrum.

- 2.1.1 Review and update, as required, the Town's Housing Action Plan to identify measurable initiatives, timelines, resource requirements and expected outcomes.
- 2.1.2 Strengthen the Community Improvement Plan and land use planning tools to support affordable housing development.
- 2.1.3 Align and prioritize infrastructure planning and investment in areas targeted for affordable housing.
- 2.1.4 Explore the feasibility of a priority review or concierge system for affordable housing projects.

2.2 Support greater access to services that promote community well-being and health.

- 2.2.1 Explore programs to incentivize the recruitment and retention of family physicians.
- 2.2.2 Identify partnerships and land-use planning opportunities that support the development of long-term care, affordable housing, and retirement and assisted living facilities.
- 2.2.3 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.

2.3 Continue to create opportunities for active living, leisure, and community building.

- 2.3.1 Continue to support and partner with schools, service clubs, seniors' groups and volunteer networks to provide programming opportunities across age groups.
- 2.3.2 Improve accessibility in Town facilities, public spaces and parks and recreation amenities.
- 2.3.3 Continue to implement and update the Town's Leisure Activities Plan to meet evolving recreational needs in the community.
- 2.3.4 Consider opportunities to enhance youth engagement and civic participation, including through partnerships and collaboration with community groups and organizations.

2.4 Expand safe and connected mobility options throughout the Town and neighbouring communities.

- 2.4.1 Review the Transportation Master Plan with a focus on advancing initiatives that support complete streets.
- 2.4.2 Maintain and enhance access to existing trail systems.
- 2.4.3 Continue to enhance safety for all road users through public awareness campaigns and infrastructure improvements.



Success Measures

CORPORATE

- Improved review and approval timelines for applications with an affordable housing component.
- Increased km 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.
- Number of affordable housing related infrastructure projects prioritized.

COMMUNITY

- Number of affordable housing units supported by the Community Improvement Program.
- Number of long-term care beds year-over-year.
- Increased number of primary healthcare providers serving the TBM community.

*Success measures will be confirmed through the annual report process.

03 *Resilient* Growth

EVOLVING FOR THE FUTURE WHILE
CARING FOR OUR NATURAL AND
CULTURAL HERITAGE AND UNIQUE
BLEND OF RURAL AND URBAN
COMMUNITIES.

Shaping a sustainable future requires balancing development with the protection of natural ecosystems and the preservation of cultural identity. This approach emphasizes strengthening climate resilience, investing in reliable, community-centered infrastructure, and honoring the unique character of both rural and urban areas.

By integrating environmental stewardship with thoughtful planning and cultural respect, it supports thriving, adaptable communities for generations to come.



Objectives & Initiatives

3.1 Protect and enhance the natural environment and strengthen climate resilience.

- 3.1.1 Ensure that environmental sustainability and climate considerations are integrated into Town decision-making and operations.
- 3.1.2 Identify and implement strategies to enhance biodiversity and tree canopy cover.
- 3.1.3 Continue to collaborate with conservation authorities and other community partners on land management and watershed protection.

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, including advancement of the Drainage Master Plan.
- 3.2.3 Investigate smart infrastructure technologies to monitor and enhance the efficiency and lifespan of infrastructure.
- 3.2.4 Explore the development of a framework to support the Town advocating for the social and cultural infrastructure (e.g., long-term care beds, schools, hospital, etc.) required to support quality of life as The Blue Mountains grows and evolves.



3.3 Celebrate and respect our cultural heritage and evolving community character.

- 3.3.1 Revise the Town's Community Design Guidelines and encourage use within development applications to ensure that new development reflects local community feel.
- 3.3.2 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.
- 3.3.3 Continue to support the Town's arts and cultural sector as a vital part of community life.



Success Measures

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.

COMMUNITY

- Reduction in annual per capita community greenhouse gas emissions.
- % increase in biodiversity indicators (e.g., native species count).

*Success measures will be confirmed through the annual report process.



04 *Strong & Diverse Economy*

BUILDING A STRONG LOCAL ECONOMY BY SUPPORTING ESTABLISHED BUSINESSES AND ENCOURAGING NEW OPPORTUNITIES TO DRIVE LONG TERM PROSPERITY.

A strong and diverse economy is the foundation of a thriving and resilient community. By supporting established businesses while fostering new opportunities for growth, the Town is committed to building long-term prosperity for residents and entrepreneurs alike.

Creating an “open for business” environment, encouraging economic diversification—including the continued strength of agriculture—and enhancing the Town’s reputation as a premier, sustainable tourism destination will ensure a dynamic economy that can adapt, grow, and succeed well into the future.

Objectives & Initiatives

4.1 Foster an “open for business” environment for local businesses and industries.

- 4.1.1 Review municipal policies, processes and bylaws for opportunities to reduce or eliminate barriers for local business success.
- 4.1.2 Investigate opportunities to establish a business concierge service to provide an elevated customer experience and one-stop source for information and guidance.
- 4.1.3 Facilitate training and networking opportunities for businesses to build connections and share knowledge.
- 4.1.4 Continue to collaborate with the Town’s business associations (“Team Blue”) to promote and advance local economic development.

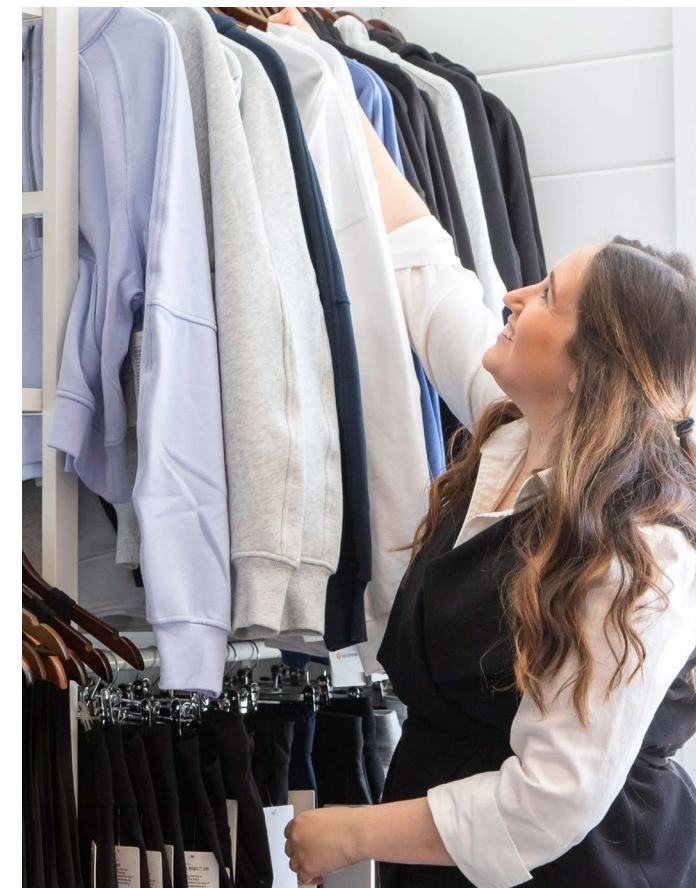
4.2 Promote economic diversification to build a resilient economy, including agriculture.

- 4.2.1 Develop an Agriculture Sub-Sector Strategy, as proposed in the Economic Development Action Plan, to support agritourism, agri-food innovation, and other business diversification opportunities within the agricultural sector.
- 4.2.2 Review and identify property-specific pre-zoning opportunities to support more commercial and industrial development in the Town.
- 4.2.3 Develop a formal partnership with Grey County to advance investment attraction initiatives and leads.



4.3 Enhance the Town as a premier and sustainable tourism destination.

- 4.3.1 Implement recommendations of the Destination Strategy to support tourism marketing, management and coordination, including long-term strategies to deploy Municipal Accommodation Tax (MAT) funds.
- 4.3.2 Develop protocols for monitoring and managing tourism impacts on both the environment and community.



Success Measures

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.

*Success measures will be confirmed through the annual report process.

Our Path Forward At a Glance

VISION

Where our unique natural and cultural environments nurture a thriving community and future for all.

MISSION

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

VALUES

Our values guide everything we do, shaping a culture of accountability, leadership, stewardship, respect, and collaboration as we work together to serve and strengthen our community.



ACCOUNTABILITY & TRANSPARENCY

Building trust through ownership, follow-through and effective communication.



LEADERSHIP

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



STEWARDSHIP

Honouring our responsibility to care for our natural environment and community, its history and its future.



RESPECT

Creating an inclusive culture of belonging by welcoming diverse perspectives and treating each one with dignity.



COLLABORATION

Engaging with our colleagues, communities and neighbours to shape and advance our collective goals.

STRATEGIC PRIORITIES

GUARDIAN LAYER

01 Accountable & Transparent Government

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

- | | |
|---|--|
| 1.1 Deliver transparent, effective, and evidence-based governance and decision making. | 1.4 Build strategic partnerships within our community, with neighbouring municipalities, First Nations communities, and other governments. |
| 1.2 Build and continue to strengthen community trust through proactive communications and consultation. | 1.5 Prioritize continuous improvement of all core services. |
| 1.3 Ensure the Town's long-term financial health. | 1.6 Maintain a strong and resilient workforce and organizational culture. |

COMMUNITY OUTCOMES

02 Community for Everyone

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

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|--|--|
| 2.1 Support the creation of diverse housing options across the affordability spectrum. | 2.3 Continue to create opportunities for active living, leisure, and community building. |
| 2.2 Support greater access to services that promote community well-being and health. | 2.4 Expand safe and connected mobility options throughout the Town and neighbouring communities. |

03 Resilient Growth

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

- | | |
|--|---|
| 3.1 Protect and enhance the natural environment and strengthen climate resilience. | 3.3 Celebrate and respect our cultural heritage and evolving community character. |
| 3.2 Ensure local infrastructure is reliable, resilient, and meets community needs. | |

04 Strong & Diverse Economy

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

- | | |
|---|--|
| 4.1 Foster an "open for business" environment for local businesses and industries. | 4.3 Enhance the Town as a premier and sustainable tourism destination. |
| 4.2 Promote economic diversification to build a resilient economy, including agriculture. | |

**The Town of The Blue Mountains
Corporate Strategic Plan | Our Path Forward**

February 2026

Prepared by: StrategyCorp Inc.

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