



Quarterly Report

CORPORATE STRATEGIC PLAN

Q2 2026



2026 - 2027





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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.

Strategic Priorities

1. ACCOUNTABLE & TRANSPARENT GOVERNMENT
2. COMMUNITY FOR EVERYONE
3. RESILIENT GROWTH
4. STRONG & DIVERSE ECONOMY

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.

CAO Executive Summary



Council adopted the Town's Corporate Strategic Plan, Our Path Forward, to establish a shared vision, mission, and strategic priorities that guide decision-making, investment, and service delivery. This report represents the first quarterly update on implementation and provides Council and the public with an overview of progress made toward advancing those priorities.

Implementation of the Strategic Plan is well underway across all four strategic priorities. While the Plan contains 68 individual strategic actions, implementation is increasingly being advanced through a smaller number of coordinated corporate initiatives that support multiple actions simultaneously. This approach helps align resources, strengthen organizational capacity, and focus effort on the initiatives that will have the greatest impact.

As the Town transitions from planning to implementation, increasing emphasis is being placed on coordinating and integrating work across departments, projects, and initiatives. Many of the plans, strategies, and studies developed in recent years are now being translated into action through departmental work plans, capital investments, partnerships, policy development, and corporate initiatives. The focus is increasingly shifting from identifying priorities to delivering them in a coordinated, efficient, and sustainable manner.

This report demonstrates meaningful progress across a broad range of initiatives that support organizational capacity, community well-being, future readiness, and long-term economic resilience. It also reflects the reality that implementation is an ongoing process. While many actions are actively progressing, others remain in the early stages of planning and development as foundational work, partnerships, policy review, and future budget decisions continue to be advanced.

Looking ahead, staff will continue focusing on aligning plans, resources, and investments to maximize outcomes and ensure implementation remains connected to Council's strategic priorities. Future quarterly reports will provide regular progress updates, while a comprehensive annual report in Q1 2027 will provide a broader assessment of accomplishments, outcomes, and priorities for the year ahead.

I would like to thank Council, staff, community organizations, volunteers, businesses, and residents for their ongoing contributions toward implementation of the Town's Corporate Strategic Plan and our shared vision for The Blue Mountains.

Adam Smith

CAO



MAJOR HIGHLIGHTS

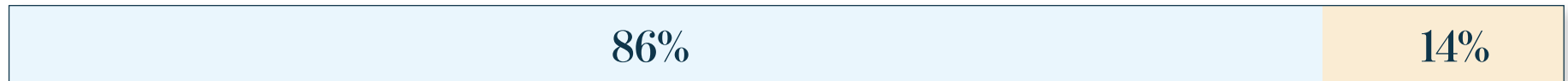
- Housing Action Team established to advance key projects and to improve cross-department coordination to support new housing developments
- Continued progress to secure investments in long-term care and workforce housing initiatives through key public-private partnerships
- Asset Management Plan completed, providing a long-term financial framework for infrastructure investment and asset maintenance/replacement
- Economic Development Action Plan project launched to support existing business growth and investment readiness for business attraction initiatives
- Destination Advisory Committee established to advance the goals and priorities of the Tourism and Destination Strategy
- Community Design Guidelines update completed to support high-quality development that reflects community character
- Customer service improvements implemented, including the launch of the Town's AI website customer service agent and a Customer Service Charter
- Development of a new Procurement Policy and Budget Policy to support enhanced financial management practices

Q2 Strategic Priority Progress



PROGRESS BY STRATEGIC PRIORITY:

01 Accountable & Transparent Government



02 Community for Everyone



03 Resilient Growth



04 Strong & Diverse Economy





Major Corporate Priorities

The Town continues to advance several significant projects that address complex community issues and support long-term community success. These areas of work span multiple departments, require coordinated planning and partnerships, and contribute to the implementation of multiple Strategic Plan actions.

The following section provides a high-level overview of corporate priorities currently receiving significant organizational focus and highlights how the Town is responding to issues of broad interest to Council, residents, businesses, and community partners.

Collectively, these initiatives are strengthening the organizational systems, processes, and workforce capacity required to successfully implement Council's Corporate Strategic Plan.

HOUSING & LONG-TERM CARE

Supporting a range of housing options remains one of the Town's most significant long-term priorities. During this reporting period, Council approved the Terms of Reference for the Housing Action Team (HAT), establishing a coordinated, cross-departmental approach to advancing housing initiatives and implementing the Town's Housing Action Plan.

The Town also continues to advance several significant housing projects, including a proposed 192-bed long-term care home and a concurrent 112-unit purpose-built rental

and workforce housing development. Staff are coordinating planning, infrastructure, and policy initiatives to help support housing delivery while identifying opportunities to improve municipal processes, partnerships, and long-term housing planning.

Together, these initiatives establish the foundation for implementing the Town's housing priorities while advancing access to healthcare services, workforce housing, and long-term community growth.

FINANCIAL HEALTH

Maintaining long-term financial strength is a key focus as the Town plans for continued community growth and future infrastructure needs. During this reporting period, Council approved the Asset Management Plan which established longterm service levels, infrastructure investment requirements, and funding needs to guide future decision-making.

Approval of the Asset Management Plan establishes the financial and infrastructure foundation upon which many future Council decisions will be based. Staff continue to advance initiatives that strengthen the Town's financial position through key policy updates, long-term financial

planning, operational improvements, grant funding, user fee reviews, procurement enhancements, and implementation of the Municipal Accommodation Tax. Together, these efforts support responsible stewardship of municipal resources while helping ensure the Town can continue investing in infrastructure and services that meet community needs.

With the Asset Management Plan now completed, the Town's focus is shifting toward implementation through long-term financial planning, funding strategy development, and integration of asset management priorities into future budget decisions.

TOURISM & ECONOMIC DEVELOPMENT

Tourism continues to play a vital role in the local economy, and the Town is advancing integrated tourism management and economic development initiatives that strengthen the visitor economy, foster long-term business growth, and balance community well-being with a high-quality visitor experience.

This quarter, the Town continued implementing its Destination Strategy through the establishment of the Destination Advisory Committee, planning for a Carrying Capacity Study, development of destination performance indicators, and ongoing investment of Municipal Accommodation Tax

revenues into projects that support both the visitor economy and community priorities. Work also progressed on the Economic Development Action Plan, which will serve as the Town's primary implementation framework for business growth, investment readiness, tourism development, and economic diversification initiatives.

Collectively, these initiatives support a coordinated approach to destination management that strengthens the visitor economy while protecting the community's character, quality of life, and long-term sustainability.

ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability continues to be embedded across municipal planning, infrastructure investment, and corporate operations. This quarter, the Town advanced several initiatives that strengthen environmental stewardship, enhance climate resilience, and support informed decision-making for long-term growth.

Key initiatives include completion of the Natural Asset Inventory, advancement of Biodiversity and Urban Forestry initiatives, implementation of the Conservation and Energy

Demand Management Plan, and continued application of the Net Zero Energy Building Policy. These initiatives are improving the Town's understanding of its natural assets while integrating sustainability into planning, asset management, and future capital investment decisions.

Collectively, these initiatives are establishing the policies, inventories, and decision-making tools needed to integrate sustainability into future planning and infrastructure investment decisions.

INFRASTRUCTURE PLANNING AND INVESTMENT

Supported by the recently approved Asset Management Plan, the Town continues to invest and advance key infrastructure projects to support existing residents while preparing for future growth. Several major planning and implementation projects are underway to ensure municipal infrastructure remains reliable, resilient, and financially sustainable for future generations.

Current work includes implementation of the approved Asset Management Plan, completion of the Drainage Master Plan, advancement of Transportation Master Plan priorities, and deployment of smart infrastructure technologies that improve operational efficiency and asset management. Through these plans, staff are advancing

active transportation improvements, drainage planning, and long-term infrastructure investment planning to support future community needs.

Capital projects also continue to advance, including the Outfall Pipe Assembly, Mill Street Sewage Lift Station, Bay Street East Reconstruction (Sanitary Forcemain), Substandard Watermain Replacement Phase 3, and design related to Landfill Expansion Phase 2.

Together, these initiatives support critical water, wastewater, transportation, and solid waste infrastructure while strengthening the Town's capacity to meet future community needs.

ORGANIZATIONAL EXCELLENCE

The Town continues to strengthen its organizational capacity through initiatives that improve governance, customer service, communications, workforce planning and operational effectiveness. Current work includes updates to the Procedural By-law, development of the HR Strategic & Workforce Plan, Customer Service Improvement Plan, Communications Process Review, Organizational Structure

Review and development of the Town's Corporate Strategic Plan performance reporting framework.

Collectively, these initiatives are strengthening the organizational systems, processes, and workforce capacity required to successfully implement Council's Corporate Strategic Plan.

Key Project Dashboard

While the Corporate Strategic Plan contains 68 individual initiatives, implementation is increasingly being delivered through a smaller number of coordinated corporate projects. These projects span multiple departments, support numerous strategic priorities simultaneously, and represent the Town's primary areas of organizational focus.

Monitoring progress provides Council with a clearer understanding of where resources are being focused, how implementation is being coordinated, and what key deliverables are anticipated over the coming months. The following dashboard summarizes the Town's key projects and their current status.

Initiative	Lead Dept	Current Phase	Target Completion	Next Major Milestone
Housing Action Team	SI	Implementation	Ongoing	HAT priorities and workplan will be presented to Council for endorsement in Q3/Q4 2026.
Asset Management Plan and 10 Year Financial Plan	Finance	Implementation	Ongoing	The Asset Management Plan was approved by Council in February 2026. Information through the AMP will be integrated into ongoing Town operations and will help enable the creation of a 10-year financial plan.
Economic Development Action Plan	SI (Ec Dev)	Development	Q1 2027	Complete purchasing process to retain project consultant and formal project launch in Q3 2026.
HR Strategic & Workforce Plan	HR	Development	Q4 2026	Development of an implementation roadmap, workforce priorities and recommendations. The draft plan will be presented to Council in Q4 2026.
Destination Strategy	SI (Ec Dev)	Implementation	Ongoing	Implementation is ongoing through the Destination Advisory Committee. Immediate focus is on establishing destination performance indicators to inform the carrying capacity study.
Transportation Master Plan	OPS	Implementation	Ongoing	Workplan and budget to support implementation will be considered through the 2027 Budget process.
Parks, Open Spaces and Trails Master Plan	CS (Parks & Trails)	Development	Q4 2027	Foundational research is underway in partnership with the University of Guelph. Next steps will include retaining the project consultant and formally launching the project.
Official Plan Review	Planning	Development	Ongoing	The Town is working with the Province and Ministry staff to expedite the approval of the Official Plan.
Community Improvement Program Review	SI	Development	Q3 2026	Final changes are being made following the public meeting. The updated CIP will be presented to Council in Q3 2026.



Quarterly Report Structure

This report is organized by the four strategic priorities identified in the Corporate Strategic Plan. Each section begins with a high-level overview summarizing overall progress achieved during the reporting period and key accomplishments that support implementation of the priority.

Following each overview, detailed updates are provided for each objective and initiative, including current status, progress updates, and next steps. These updates demonstrate how staff activities, projects, partnerships, and investments are advancing Council's strategic direction.

Detailed information on individual projects will continue to be provided through Council reports, annual budget deliberations, master plans, strategies, and other project updates as appropriate. The annual report will provide a broader assessment of accomplishments, outcomes, and priorities for the year ahead.

01 *Accountable & Transparent* Government

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



Key Updates & Insights

PRIORITY 1

STATUS OVERVIEW:

Initiatives: 15

Completed: 0

In Progress: 13

Not Started: 2

PROGRESS SUMMARY:

Significant progress has been made toward strengthening the Town's internal systems, processes, and organizational capacity to support effective service delivery and long-term decision-making. During the reporting period, staff advanced several foundational initiatives focused on customer service, asset management, organizational effectiveness, financial sustainability, and strategic planning. Many of these initiatives are designed to improve coordination across departments, strengthen corporate decision-making, and establish the frameworks necessary to support implementation of Council's broader strategic priorities.

KEY ACCOMPLISHMENTS

- Asset Management Plan approved, establishing a long-term framework for managing more than \$1 billion in municipal infrastructure assets.
- Customer service improvements advanced, including the launch of the Town's AI customer service agent and development of a Customer Service Charter.
- Organizational Structure Review initiated to evaluate service delivery and organizational effectiveness.
- HR Strategic and Workforce Plan launched to support workforce planning, succession planning, and employee development.
- Communications Process Review identified as a key corporate initiative to improve consistency, efficiency, and public engagement practices.
- Continued advancement of long-term financial planning discussions aligned with the 5-Year Capital Plan and asset management priorities.

1.1 DELIVER TRANSPARENT, EFFECTIVE, AND EVIDENCE-BASED GOVERNANCE AND DECISION MAKING.

No.	Action Item	Status	Progress Update	Next Steps
1.1.1	Conduct a Governance Review of existing structures, decision-making processes and supporting policies and procedures. Responsible: CAO Accountable: Council	In Progress 	While a formal Governance Review has not yet started, the Town has made progress strengthening its governance framework through improvements to corporate policies, decision-making processes, and organizational practices. This work will help inform future governance improvements and organizational effectiveness. Implementation Progress: • Updated the Procedural By-law to strengthen meeting management and governance practices. • Advanced development of the Procurement Policy, Sale and Disposition of Land Policy, and Hiring Policy. • Updated key corporate policies including Respectful Workplace, Staff-Council Relations, Whistleblowing, and Employee Code of Conduct policies. • Continued development of the HR Strategic & Workforce Plan and implementation of the Asset Management Plan, both of which support future governance modernization.	• Advance implementation of the Organizational Structure Review and identify future opportunities to improve governance. • Develop the framework to support a comprehensive Governance Review that will be considered as part of the 2027 Budget process.
1.1.2	Provide ongoing learning and development opportunities for Council to support them in executing their responsibilities and duties. Responsible: Clerks & SMT Accountable: CAO	In Progress 	Council members continued to participate in professional development opportunities throughout the reporting period while staff advanced preparations for the onboarding of the next term of Council. These initiatives support informed decision-making and help ensure Council members are well equipped to fulfill their governance responsibilities. Implementation Progress: • Supported Council participation in conferences, training sessions, and professional development opportunities. • Began preparations for a comprehensive Council onboarding program following the 2026 municipal election. • Initiated coordination with Grey County and municipal partners to support future onboarding activities.	• Finalize the 2026 Council onboarding program and orientation material. • Continue identifying professional development opportunities for Council members.

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. Responsible: SI Accountable: CAO	In Progress 	This quarter marked the first phase in establishing a corporate performance measurement framework to support implementation of the Corporate Strategic Plan. Efforts focused on creating the governance, accountability, and reporting structures needed to support ongoing monitoring and reporting. Implementation Progress: • Developed the Town's first Corporate Strategic Plan quarterly reporting framework. • Assigned departmental ownership and staff accountability for all strategic actions. • Established implementation tracking and reporting processes to support regular Council updates. • Advanced foundational initiatives including the Asset Management Plan, Organizational Structure Review, and HR Strategic & Workforce Plan to support future performance measurement.	• Refine the reporting framework based on lessons learned during Year 1 implementation. • Develop corporate performance indicators for inclusion in future reports.
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1.2 BUILD AND CONTINUE TO STRENGTHEN COMMUNITY TRUST THROUGH PROACTIVE COMMUNICATIONS AND CONSULTATION.

No.	Action Item	Status	Progress Update	Next Steps
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. Responsible: Comms Accountable: SI	In Progress 	Staff advanced several initiatives to improve the consistency, accessibility, and effectiveness of public engagement across the organization. These efforts establish a stronger foundation for coordinated community engagement and customer service delivery. Implementation Progress: • Developed a corporate Public Engagement Framework and Standard Operating Procedure to establish a consistent approach to public engagement across all departments. • Launched an AI-powered customer service agent on the Town's website • Advanced development of the Customer Service Charter, including response standards and staff training requirements. • Continued implementation of customer service improvements supporting more consistent resident engagement.	• Complete the Communications Process Review. • Present recommended process improvements to Council in Q4 2026.
1.2.2	Identify opportunities to recognize, communicate and celebrate Town achievements and successes. Responsible: Comms & SMT Accountable: SI	In Progress 	Public awareness of Town initiatives and accomplishments continued to grow through proactive communications, community engagement, and recognition initiatives. Staff highlighted major corporate achievements, celebrated key partnerships, and promoted projects supporting Council priorities. Implementation Progress: • Continued to communicate major Council decisions, corporate initiatives and community projects through regular media releases, the Town website and digital communication channels. • Promoted significant initiatives, including affordable housing, long-term care, physician recruitment, tourism management, and infrastructure investments. • Recognized volunteers and community partners through the Volunteer Recognition Awards program.	• Continue highlighting Town and staff achievements through Council's News and Celebrations agenda section. • Identify opportunities to showcase major project milestones and organizational accomplishments.

1.3 ENSURE THE TOWN'S LONG-TERM FINANCIAL HEALTH.

No.	Action Item	Status	Progress Update	Next Steps
1.3.1	Develop a 10-year financial plan in alignment with the Town's Asset Management Plan. Responsible: Finance Accountable: CAO	Not Started 	Completion of the Town's Asset Management Plan established the foundation for development of a comprehensive long-term financial planning framework. Efforts during this reporting period focused on integrating asset management, infrastructure planning, and financial decision-making to enable the creation of a Ten-Year Financial Plan. Implementation Progress: - Completed and adopted the Town's Asset Management Plan, establishing a long-term framework for managing municipal infrastructure assets and future investment needs. - Integrated asset management principles into infrastructure planning and capital investment decision-making. - Advanced discussions regarding long-term funding requirements, service levels, and infrastructure investment needs. - Continued implementation of corporate initiatives supporting financial sustainability and responsible procurement, including asset management, business planning and responsible procurement practices.	- Initiate development of the long-term financial planning framework aligned with the Asset Management Plan and Council-approved Levels of Service. - Evaluate reserve, debt, and capital funding strategies aligned with the Asset Management Plan.
1.3.2	Explore additional revenue tools to supplement the tax levy, including grant opportunities and user fee optimization. Responsible: Finance Accountable: CAO	In Progress 	The Town continued pursuing opportunities to diversify municipal revenues, improve cost recovery, and maximize grant funding opportunities. These efforts support long-term financial sustainability while reducing dependence on the tax levy. Implementation Progress: - Advanced business planning initiatives for several municipal services and facilities to better understand long-term financial sustainability and user fee opportunities. - Pursued grant funding opportunities to support capital projects and infrastructure investments. - Administered the Municipal Accommodation Tax program to support tourism, community and economic development initiatives. - Implemented a new Procurement Policy focused on achieving best value and improving procurement consistency across the organization.	- Complete reviews of municipal business plans and user fee opportunities. - Continue pursuing external funding opportunities aligned with Council priorities.

1.4 BUILD STRATEGIC PARTNERSHIPS WITHIN OUR COMMUNITY, WITH NEIGHBOURING MUNICIPALITIES, FIRST NATIONS COMMUNITIES, AND OTHER GOVERNMENTS.

No.	Action Item	Status	Progress Update	Next Steps
1.4.1	Develop an Advocacy and Government Relations Strategy aligned to the Town's strategic priorities. Responsible: SI Accountable: CAO	Not Started 	While development of a formal Government Relations Strategy has not commenced, the Town continued advocating for key municipal priorities through ongoing engagement with provincial, regional, and municipal partners. These activities will help inform a future government relations framework. Implementation Progress: - Completed seven municipal delegations during the 2026 ROMA Conference. - Initiated planning for Town participation at the 2026 AMO Conference. - Continued engagement with MPP Saunderson, Grey County leadership, and the Bluewater District School Board.	- Continue advocacy initiatives through AMO and future Queen's Park engagement opportunities. - Develop the scope and framework for a formal Government Relations Strategy.
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. Responsible: SI Accountable: CAO	In Progress 	The Town continued strengthening relationships with community organizations, partner agencies, and local stakeholders while exploring opportunities to establish a more consistent and transparent approach to community partnerships. Implementation Progress: - Collaborated with the Bluewater District School Board on local education planning initiatives. - Participated in the South Georgian Bay Mayors' and CAOs' Forum to advance regional priorities. - Engaged community working groups and Committees of Council on key municipal initiatives. - Supported local organizations through promotion of community events and initiatives.	- Assess opportunities to establish a Community Partnership and External Engagement Framework. - Continue supporting collaborative initiatives that advance Council's strategic priorities through strong community partnerships.

1.5 PRIORITIZE CONTINUOUS IMPROVEMENT OF ALL CORE SERVICES

No.	Action Item	Status	Progress Update	Next Steps
1.5.1	Identify customer service improvements to support the quality and consistency of resident experience Responsible: Comms & CS Accountable: SI	In Progress 	Customer service improvements remained a significant priority as staff implemented initiatives to enhance consistency, accessibility, and responsiveness across the organization. These initiatives continue to modernize the resident experience and support continuous improvement. Implementation Progress: • Launched an AI customer service agent and new facility booking software on the Town website. • Improved Town Hall customer experience through updated signage and enhancements to the municipal phone system. • Advanced development of the Customer Service Charter and associated service standards. • Improved the service request system and expanded use of Cloudpermit across service areas.	• Finalize and implement the Customer Service Charter, including corporate service standards and staff training. • Continue evaluating customer service technologies, including CRM solutions and digital service improvements.
1.5.2	Continuously review core services and business functions for operational efficiencies and improvements. Responsible: SMT Accountable: CAO	In Progress 	Staff advanced several initiatives designed to improve operational efficiency, modernize business processes, and strengthen service delivery. These efforts continue to enhance organizational effectiveness while supporting a culture of continuous improvement and innovation Implementation Progress: • Developed organizational structure changes to improve service delivery and departmental alignment. • Initiated a Communications Process Review to identify efficiency and service improvements. • Implemented a new Procurement Policy to ensure best value for the Town. • Identified operational improvements through Fleet and Facilities asset management activities to reduce operating costs and improve lifecycle management.	• Continue implementing organizational structure and departmental process improvements. • Evaluate the development of a Corporate Continuous Improvement Program to identify operational efficiencies, improve service delivery and support innovation.

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. Responsible: SMT Accountable: CAO	In Progress 	As implementation of the Corporate Strategic Plan progresses, the Town is increasingly focused on improving coordination across departments, plans, and major initiatives. With multiple master plans, strategies, and corporate projects underway simultaneously, efforts during this reporting period focused on strengthening organizational alignment, improving cross-department collaboration, and supporting more integrated decision-making. Implementation Progress: • Utilized the Internal Review Committee (IRC) to coordinate review of development applications, infrastructure projects, and corporate initiatives across departments. • Integrated Corporate Strategic Plan priorities into departmental work plans, business planning activities, and major corporate projects. • Coordinated housing, infrastructure, economic development, transportation, and growth management initiatives through cross-department leadership discussions. • Identified opportunities to strengthen organizational coordination and implementation of major initiatives through the Organizational Structure Review and HR Strategic & Workforce Plan.	• Evaluate opportunities to strengthen corporate project governance and cross-department coordination. • Develop a framework to better align major initiatives, master plans, and future corporate priorities.
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1.6 MAINTAIN A STRONG AND RESILIENT WORKFORCE AND ORGANIZATIONAL CULTURE.

No.	Action Item	Status	Progress Update	Next Steps
1.6.1	Promote a culture of learning and growth through professional development, networking opportunities and structured succession planning. Responsible: HR Accountable: CAO	In Progress 	Development of the Town's HR Strategic and Workforce Plan started during the reporting period, establishing the foundation for long-term workforce planning, succession planning, and organizational development. The project will focus on assessing current organizational capacity while identifying future workforce needs that will support the delivery of Town services. Implementation Progress: • Initiated development of the Town's HR Strategic and Workforce Plan. • Conducted leadership consultation and organizational assessments to identify current workforce strengths, future staffing needs and succession planning opportunities. • Evaluated workforce challenges, recruitment trends and organizational capacity needs. • Continued supporting professional development through training, certifications, and designation programs.	• Complete development of the HR Strategic and Workforce Plan. • Develop an implementation roadmap for workforce priorities and recommendations.
1.6.2	Celebrate the contributions of staff, ensuring employees feel valued and respected for their impact on our community. Responsible: HR Accountable: SMT	In Progress 	The Town continued advancing initiatives that strengthen employee engagement and foster a positive workplace culture by through recognition, celebration, and appreciation of staff contributions. Implementation Progress: • Established a Staff Recognition Working Group to advance employee recognition initiatives, including the implementation of Years of Service Awards. • Supported employee engagement through staff events, leadership development opportunities and regular employee engagement surveys.	• Continue implementing recommendations of the Staff Recognition Working Group. • Expand employee recognition initiatives and opportunities to celebrate staff achievements and years of service. • Expanded staff recognition through internal communication channels and externally through employee spotlights in the Town newsletter and the News and Celebrations section of Council meetings.

1.6.3	Implement policies and practices that support the well-being of staff and ensure the Town is an employer of choice. Responsible: HR Accountable: CAO	In Progress 	Staff continued advancing initiatives that support employee well-being, professional development, and workforce retention while reinforcing the Town's commitment to being an employer of choice. These efforts are helping strengthen workplace culture, improve employee experience, and support long-term organizational resilience. Implementation Progress: • Supported employee well-being through flexible work arrangements, wellness initiatives, and Employee Assistance Program services. • Promoted employee learning and development through the implementation of a training and development policy, and ongoing training, conferences and professional development opportunities. • Conducted a market and pay equity review to assess compensation, benefits and value-added benefit services to support employee recruitment, retention and overall workforce sustainability.	• Complete the HR Strategic and Workforce Plan to identify additional opportunities that support employee well-being and position the Town as an employer of choice. • Continue implementing employee wellness and workplace initiatives that support staff well-being and retention.
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02 Community for *Everyone*

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



Key Updates & Insights

PRIORITY 2

STATUS OVERVIEW:

Initiatives: 14

Completed: 0

In Progress: 12

Not Started: 2

PROGRESS SUMMARY:

Work continues to advance Council's vision of a healthy, connected, and inclusive community through initiatives focused on housing, healthcare, recreation, accessibility, infrastructure, and community well-being. During the reporting period, staff made significant progress on several major community-building projects and partnerships while continuing to support local organizations, volunteer groups, and residents through a variety of programs and services. Particular focus has been placed on addressing housing needs, healthcare access, recreation planning, and long-term community infrastructure requirements.

KEY ACCOMPLISHMENTS

- Housing Action Team established to advance housing initiatives and improve cross-department coordination.
- Continued advancement of the Long-Term Care Home and associated workforce rental housing partnership.
- Community Improvement Plan review progressed through stakeholder engagement and policy development phases.
- Physician Recruitment and Retention Working Group advanced recruitment initiatives and supported the establishment of a new family physician practice.
- Parks, Open Spaces and Trails Master Plan project initiated to guide future recreation and active transportation investments.
- Community Design Guidelines update advanced through public engagement and consultation.
- Library Expansion Project advanced through Council endorsement of the next phase of planning and business case development.

2.1 SUPPORT THE CREATION OF DIVERSE HOUSING OPTIONS ACROSS THE AFFORDABILITY SPECTRUM.

No.	Action Item	Status	Progress Update	Next Steps
2.1.1	Review and update, as required, the Town's Housing Action Plan to identify measurable initiatives, timelines, resource requirements and expected outcomes. Accountable: SI Responsible: CAO	In Progress 	The Town has taken significant steps toward establishing a coordinated approach to advancing housing initiatives through the creation of the Housing Action Team (HAT). The HAT brings together multiple departments under a formal governance structure to improve coordination of housing initiatives and support implementation of Council's long-term housing priorities. Implementation Progress: - Established the Housing Action Team (HAT) as a cross-departmental working group to coordinate implementation of housing initiatives. - Approved the HAT Terms of Reference and governance framework. - Continued advancing related housing initiatives, including the Community Improvement Plan Review, long-term care and workforce housing projects, and infrastructure planning activities. - Began identifying priorities to support a future review of the Housing Action Plan.	- Undertake a comprehensive review of the existing Housing Action Plan. - Identify measurable initiatives, timelines, resource requirements and performance measures to guide implementation. - Establish a quarterly engagement process with the Blue Mountain Ratepayers Association Housing Strategy Working Group.
2.1.2	Strengthen the Community Improvement Plan and land use planning tools to support affordable housing development. Accountable: SI Responsible: CAO	In Progress 	Significant progress has been made toward modernizing the Town's Community Improvement Plan (CIP) to better support housing, economic development, sustainability, and community revitalization initiatives. Work during this reporting period focused on stakeholder consultation, policy development, and refinement of potential incentive programs. Implementation Progress: - Advanced comprehensive review of the Community Improvement Plan. - Conducted targeted engagement with businesses, community organizations, and development industry representatives. - Held a public engagement session and statutory public meeting to present proposed policy directions and gather community feedback. - Continued refining proposed CIP programs, eligibility criteria, and funding approaches.	- Finalize the Community Improvement Plan incorporating feedback from the public meeting. - Present the final documents to Council for consideration and adoption.

2.1.3	Align and prioritize infrastructure planning and investment in areas targeted for affordable housing. Accountable: SI Responsible: CAO	In Progress 	The Town continues to align long-term infrastructure planning with future housing opportunities to ensure municipal services can support sustainable community growth. During the reporting period, staff continued coordinating infrastructure planning across departments to better integrate housing priorities with capital investment and servicing needs. Implementation Progress: - Continued planning and implementation of water, wastewater, and transportation infrastructure projects identified through the Town's Five-Year Capital Plan and infrastructure master plans. - Integrated infrastructure planning considerations into Housing Action Team discussions and the Community Improvement Plan Review. - Coordinated housing and growth-related infrastructure needs through ongoing departmental collaboration.	- Continue coordinating infrastructure planning through the Housing Action Team to infrastructure requirements needed to support future housing opportunities. - Integrate housing priorities into future infrastructure planning and capital investment discussions.
2.1.4	Explore the feasibility of a priority review or concierge system for affordable housing projects. Accountable: SI Responsible: CAO	Not Started 	While a formal housing concierge or priority review process has not yet been established, staff have begun exploring opportunities to improve coordination of housing-related projects and municipal review processes. Initial work has focused on governance, research, and identification of best practices from other municipalities. Implementation Progress: - Began exploring housing project coordination opportunities through the Housing Action Team. - Reviewed municipal best practices related to housing concierge and priority review programs. - Evaluated opportunities to improve coordination of internal review processes for housing-related applications.	- Complete a best-practices review of housing concierge models. - Evaluate opportunities through the Housing Action Team to improve coordination of affordable housing projects and municipal review processes.

2.2 SUPPORT GREATER ACCESS TO SERVICES THAT PROMOTE COMMUNITY WELL-BEING AND HEALTH.

No.	Action Item	Status	Progress Update	Next Steps
2.2.1	Explore programs to incentivize the recruitment and retention of family physicians. Responsible: SI Accountable: CAO	In Progress 	The Family Physician Recruitment and Retention Working Group (FPRRWG) continued advancing initiatives that support primary healthcare access and physician recruitment within the community. Work focused on partnership development, recruitment activities, and support for local physician attraction initiatives. Implementation Progress: - Continued implementation of the Family Physician Recruitment and Retention Working Group (FPRRWG) work plan to support physician recruitment and retention. - Participated in physician recruitment events hosted by the Rural Ontario Medical Program (ROMP) and Western University, including the Rural Resident Retreat. - Joined the Central Ontario Physician Recruitment Alliance (COPRA) to strengthen regional partnership and recruitment efforts. - Supported recruitment of Dr. Julie Plume through Council approved physician recruitment funding to establish a new family medical practice at the Clarksburg Medical Group.	- Launch a community awareness campaign encouraging residents without a family physician to register with Health Care Connect to help better quantify local healthcare demand. - Strengthen partnerships with healthcare organizations and government partners to identify additional opportunities that support physician recruitment and retention.
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. Accountable: CAO Responsible: Council	In Progress 	Major progress was achieved during the reporting period through continued advancement of integrated housing and healthcare initiatives that respond to the community's evolving needs. Implementation Progress: - Council approved the Agreement of Purchase and Sale with peopleCare Communities to facilitate development of a new 192-bed long-term care home in Craighleith. - Supported coordinated planning for a proposed 112-unit purpose-built rental and workforce housing development by MacPherson Home Builders. - Coordinated and prioritized the planning and development review process for both projects to ensure that timelines are met. - Continued exploring land-use planning opportunities that support long-term care, affordable housing, retirement living and other community-benefit projects.	- Continue working with peopleCare Communities, MacPherson Home Builders, and other partners to advance the planning review process. - Identify additional partnership opportunities through the Housing Action Team that support long-term care, affordable housing, retirement living, assisted living, and workforce housing.

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. Accountable: SI/ CS Responsible: CAO	Not Started 	While this strategic action has not yet advanced through a formal project, the Town continues collaborating with Grey County, healthcare organizations, and community partners to support initiatives that promote community well-being and enhance quality of life. Implementation Progress: • Maintained collaboration with Grey County, healthcare providers, and community organizations on initiatives that support community health and well-being. • Continued monitoring opportunities to strengthen coordination of health and social service partnerships. • Continued to support the initiatives and program delivery of the Beaver Valley Outreach (seniors network and GB Youth Roots).	• Explore opportunities to strengthen collaboration with Grey County, the Ontario Provincial Police, healthcare providers, and community organizations. • Identify potential initiatives that advance community well-being and social support services.
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2.3 CONTINUE TO CREATE OPPORTUNITIES FOR ACTIVE LIVING, LEISURE, AND COMMUNITY BUILDING.

No.	Action Item	Status	Progress Update	Next Steps
2.3.1	Continue to support and partner with schools, service clubs, seniors' groups and volunteer networks to provide programming opportunities across age groups. Accountable: CS Responsible: CAO	In Progress 	Staff continued strengthening partnerships with schools, volunteer organizations, service clubs, and community groups to support recreational, educational, and community-building opportunities throughout the Town. Implementation Progress: • Maintained partnerships with local schools and youth organizations, including Georgian Bay Youth Roots and Beaver Valley Community School. • Continued engagement with recreation user groups regarding programming, facility use, and service planning. • Delivered the annual Volunteer Recognition Program and Volunteer Fair. • Supported community-led programming through collaboration with local organizations and volunteers.	• Continue collaborating with community partners to support programming and community participation. • Continue development of the Leisure Activities Plan and Parks, Open Spaces and Trails Master Plan refresh to inform programming and partnership opportunities.
2.3.2	Improve accessibility in Town facilities, public spaces and parks and recreation amenities. Accountable: CS Responsible: CAO	In Progress 	Accessibility continued to be integrated into the planning, design, and renewal of municipal facilities, parks, and public spaces throughout the reporting period. Staff advanced several capital projects while identifying opportunities to improve accessibility across the community. Implementation Progress: • Advanced planning and design of the Moreau Park Redevelopment Project with accessibility as a key project objective. • Continued planning for redevelopment of 130 King Street West and Craighleith Community Park with accessibility considerations incorporated into project design. • Installed accessible playground equipment at Bayview Park. • Maintained inspection and maintenance programs for parks, playgrounds, trails, and facilities.	• Continue incorporating accessibility improvements into municipal capital projects and asset renewal initiatives. • Evaluate and prioritize accessibility enhancements through future parks, recreation, and grant funding opportunities.

2.3.3	Continue to implement and update the Town's Leisure Activities Plan to meet evolving recreational needs in the community. Accountable: CS Responsible: CAO	In Progress 	Work began on refreshing the Town's Leisure Activities Plan to assess recreation programming needs and ensure future investments align with the evolving needs of residents. Initial efforts focused on establishing the foundation for the project and its connection to the Parks, Open Spaces and Trails Master Plan. Implementation Progress: • Initiated the Parks, Open Spaces and Trails Master Plan as a key Community Services initiative for 2026. • Initiated planning for the Leisure Activities Plan Refresh to assess current recreation programming, identify emerging community needs and establish future service priorities.	• Launch the Leisure Activities Plan Refresh, including public consultation, stakeholder engagement and community needs assessment. • Use the outcomes of the Leisure Activities Plan Refresh to inform development of the Parks, Open Spaces and Trails Master Plan.
2.3.4	Consider opportunities to enhance youth engagement and civic participation, including through partnerships and collaboration with community groups and organizations. Accountable: CS Responsible: CAO	In Progress 	Staff continued expanding opportunities for youth engagement through collaboration with schools, community organizations, and local partners. These initiatives support youth leadership development, civic participation, and community involvement. Implementation Progress: • Continued partnership with Georgian Bay Youth Roots to support youth leadership and engagement. • Supported civic engagement opportunities through classroom visits and discussions with local students. • Incorporated youth input into community planning initiatives, including the Moreau Park Redevelopment Project. • Supported youth leadership and exchange opportunities, including the Grade 7/8 Newfoundland exchange program.	• Continue working with schools and community partners to expand youth civic engagement and leadership development opportunities. • Incorporate youth participation opportunities into future public engagement and community planning initiatives.

2.4 EXPAND SAFE AND CONNECTED MOBILITY OPTIONS THROUGHOUT THE TOWN AND NEIGHBOURING COMMUNITIES.

No.	Action Item	Status	Progress Update	Next Steps
2.4.1	Review the Transportation Master Plan with a focus on advancing initiatives that support complete streets. Responsible: OPS Accountable: CAO	In Progress 	Implementation of the Transportation Master Plan advanced through recruitment of a Traffic Technologist and development of implementation priorities. Work focused on establishing the resources, partnerships, and project priorities needed to begin delivering the Plan's recommendations. Implementation Progress: - Recruited a Traffic Technologist to support implementation of the Transportation Master Plan. - Began developing an implementation schedule for the Plan's priority initiatives, including community safety zone and speed limit reviews. - Advanced pedestrian safety and transportation improvements through the Craigleith Community Working Group. - Supported traffic calming initiatives in Clarksburg and continued integrating active transportation priorities into the Parks, Open Spaces and Trails Master Plan.	- Develop an implementation framework for the Transportation Master Plan, including priorities, timelines, and funding requirements. - Continue advancing complete streets, active transportation, and road safety initiatives.
2.4.2	Maintain and enhance access to existing trail systems. Accountable: CS / SI Responsible: CAO	In Progress 	The Town continues to enhance its trail network through improvements to connectivity, accessibility, and wayfinding while planning for future trail expansion. Current efforts focus on strengthening connections between neighbourhoods, parks, facilities, and key community destinations. Implementation Progress: - Continued supporting the Craigleith Community Working Group's initiatives related to trail connections and pedestrian safety. - Initiated development of the Parks, Open Spaces and Trails Master Plan, which will identify future trail priorities, improve accessibility and address connectivity gaps throughout the community. - Continued implementing the Town's Trail Implementation Plan to support future trail expansion and improve connections between residential areas, parks and existing trail systems. - Promoted recreational trail use through the development and distribution of the Town's updated Trail Map.	- Continue development of the Parks, Open Spaces and Trails Master Plan, including identification of future trail priorities and connectivity improvements. - Evaluate opportunities to improve trail accessibility, wayfinding and connections between neighbourhoods, parks and community destinations. - Continue supporting implementation of priority trail projects as opportunities and funding become available.

2.4.3	Continue to enhance safety for all road users through public awareness campaigns and infrastructure improvements. Accountable: OPS Responsible: CAO	In Progress 	The Town continues to promote safe and accessible transportation by supporting public awareness initiatives and incorporating road safety improvements into transportation planning and infrastructure projects. During the reporting period, staff continued collaborating with community partners to promote road safety while advancing transportation initiatives that improve conditions for all road users. Implementation Progress: - Continued supporting the Grey County and Cycle Simcoe Share the Road campaign to promote safe interactions between motorists and cyclists. - Promoted road safety awareness through outreach focused on interactions between motorists and agricultural equipment. - Incorporated pedestrian safety, active transportation, and traffic calming considerations into Transportation Master Plan implementation. - Evaluated additional safety improvements through ongoing transportation planning initiatives.	- Identify opportunities to advance road safety through infrastructure improvements, traffic calming measures, and public awareness campaigns during the implementation of the Transportation Master Plan. - Explore partnerships with regional organizations and community groups to support road safety education.
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03 *Resilient* Growth

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



Key Updates & Insights

PRIORITY 3

STATUS OVERVIEW:

Initiatives:	10
Completed:	1
In Progress:	8
Not Started:	1

PROGRESS SUMMARY:

The Town continues to advance initiatives that support responsible growth, environmental stewardship, infrastructure planning, and community character. During the reporting period, staff focused on strengthening the policies, plans, and infrastructure needed to support future growth while balancing environmental protection, sustainability objectives, and quality of life. Significant work is underway to improve coordination between growth planning, infrastructure investment, transportation, natural asset management, and development review processes.

KEY ACCOMPLISHMENTS

- Drainage Master Plan nearing completion to support long-term infrastructure planning and watershed management.
- Continued implementation of the Town’s Sustainability initiatives, including Natural Asset Inventory and Biodiversity Strategy work.
- Community Design Guidelines update nearing completion to support high-quality development and community character.
- Transportation Master Plan implementation planning underway, including traffic calming, complete streets, and active transportation initiatives.
- New gateway signage program approved to strengthen community identity and arrival experiences.
- Multiple smart infrastructure technologies implemented or evaluated, including CityRover AI road monitoring, SmartBall leak detection, Geotab fleet management, and advanced metering initiatives.

3.1 PROTECT AND ENHANCE THE NATURAL ENVIRONMENT AND STRENGTHEN CLIMATE RESILIENCE.

No.	Action Item	Status	Progress Update	Next Steps
3.1.1	Ensure that environmental sustainability and climate considerations are integrated into Town decision-making and operations. Responsible: SMT Accountable: CAO	In Progress 	The Town continues integrating environmental sustainability and climate resilience into municipal planning, infrastructure investment, and corporate decision-making. During this reporting period, efforts focused on embedding sustainability considerations into municipal policies, operational practices, and capital planning processes. Implementation Progress: - Continued implementation of the Town's Net Zero Energy Building Policy to improve the environmental performance of future municipal facilities. - Updated the corporate staff report template to incorporate sustainability considerations into Council decision-making. - Advanced implementation of the Conservation and Energy Demand Management Plan across municipal facilities. - Utilized Geotab fleet management technology and incorporated climate resilience considerations into municipal infrastructure planning and design.	- Integrate findings from the Natural Asset Inventory into future planning and asset management activities. - Incorporate recommendations from biodiversity and urban forestry initiatives into future capital and policy decisions.
3.1.2	Identify and implement strategies to enhance biodiversity and tree canopy cover. Responsible: OPS Accountable: CAO	In Progress 	Significant progress was made toward strengthening biodiversity planning, natural asset management, and urban forestry initiatives. Work during this reporting period focused on developing the foundational information, policies, and partnerships needed to guide future environmental stewardship efforts. Implementation Progress: - Advanced development of the Natural Asset Inventory to better understand and manage the Town's natural infrastructure. - Advanced development of the Biodiversity Strategy and Urban Forestry Strategy. - Submitted funding applications to support preparation of an Urban Tree Canopy Strategy. - Advanced planning for the Green Burial Area at the Thornbury-Clarksburg Union Cemetery and supported community-led environmental initiatives including the Tree Trust, Pollinate TBM, and Youth Climate Action Fund projects.	- Initiate the Urban Tree Canopy Strategy project - Incorporate biodiversity and naturalization considerations into the Parks, Open Spaces and Trails Master Plan.

3.1.3	Continue to collaborate with conservation authorities and other community partners on land management and watershed protection. Responsible: OPS Accountable: CAO	In Progress 	While many watershed management responsibilities fall outside the direct mandate of the municipality, the Town continued collaborating with conservation authorities, regulatory agencies, and community partners to strengthen watershed protection and responsible land management. Current efforts focus on strengthening coordination between planning, infrastructure, and environmental stewardship initiatives. Implementation Progress: • Collaborated with conservation authorities through review of development applications involving natural hazards, water resources, and environmental considerations. • Coordinated with regulatory agencies during planning and delivery of municipal infrastructure projects. • Integrated environmental considerations into projects including the Drainage Master Plan and Parks, Open Spaces and Trails Master Plan. • Maintained partnerships with local organizations supporting environmental stewardship initiatives.	• Explore opportunities to strengthen collaboration with conservation authorities and community partners on watershed protection, land management, and environmental stewardship initiatives. • Leverage findings from the Natural Asset Inventory, Biodiversity Strategy, and Urban Forestry initiatives to support future partnership opportunities.
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3.2 ENSURE LOCAL INFRASTRUCTURE IS RELIABLE, RESILIENT, AND MEETS COMMUNITY NEEDS.

No.	Action Item	Status	Progress Update	Next Steps
3.2.1	Maintain, update and invest in the Town's Asset Management Plan to ensure responsible infrastructure management. Responsible: Finance Accountable: CAO	In Progress 	Council's approval of the Asset Management Plan marked a significant milestone in strengthening the Town's long-term approach to infrastructure planning and investment. Efforts during this reporting period focused on integrating asset management principles into corporate planning, capital investment decisions, and future financial planning. Implementation Progress: - Completed and adopted the Town's Asset Management Plan, establishing a long-term framework for managing municipal infrastructure assets and service delivery. - Continued supporting lifecycle planning through condition assessments, asset data collection, and long-term capital forecasting. - Integrated asset management principles into infrastructure planning and investment decision-making. - Aligned asset management activities with broader initiatives including long-term financial planning and growth management.	Incorporate Council-approved Levels of Service into future infrastructure investment planning.
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. Responsible: SMT Accountable: CAO	In Progress 	As the Town prepares for future growth, staff continued advancing major planning studies and infrastructure initiatives that support coordinated decision-making across service areas. Efforts focused on aligning infrastructure, servicing, transportation, drainage, and asset management planning to establish a stronger foundation for future capital investment decisions. Implementation Progress: - Advanced development of the Drainage Master Plan to identify long-term stormwater management priorities. - Coordinated implementation of the Asset Management Plan, Transportation Master Plan, and Wastewater Master Plan. - Integrated growth, servicing, environmental, and infrastructure considerations through ongoing corporate planning efforts. - Utilized cross-department coordination processes to support alignment between major infrastructure initiatives.	- Finalize the Drainage Master Plan and establish implementation priorities. - Develop a coordinated framework for implementation of major infrastructure plans and studies.

3.2.3	Investigate smart infrastructure technologies to monitor and enhance the efficiency and lifespan of infrastructure. Responsible: SMT Accountable: CAO	In Progress 	The Town continues modernizing municipal infrastructure through implementation and evaluation of technologies that improve operational efficiency, asset management, and service delivery. During this reporting period, several technologies were deployed or expanded to support more informed infrastructure management decisions. Implementation Progress: - Implemented the CityRover AI road assessment platform to improve roadway inspections and asset condition monitoring. - Expanded use of SmartBall leak detection, Geotab fleet management, and GPS-enabled winter maintenance tracking technologies. - Advanced implementation of Advanced Metering Infrastructure (AMI) and smart street lighting initiatives. - Completed infrastructure upgrades at municipal facilities including wastewater treatment, backup power, and facility security system improvements.	- Evaluate additional technologies that improve infrastructure monitoring and operational efficiency. - Expand use of data and technology to support preventative maintenance and capital planning.
3.2.4	Explore the development 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. Responsible: SI Accountable: CAO	Not Started 	While the development of a formal advocacy framework has not started, the Town continues advancing partnerships and advocacy efforts that support future educational, healthcare, library, and community infrastructure investments. During the reporting period, staff advanced several initiatives that strengthen partnerships, inform long-term planning and support the delivery of facilities and services that contribute to the health, well-being and quality of life of residents. Implementation Progress: - Continued working with the Bluewater District School Board to support expansion of Beaver Valley Community School and advance planning for a future school within the Craighleith area. - Advanced partnerships with peopleCare Communities and MacPherson Home Builders to support the coordinated development of a new long-term care home and purpose-built rental and workforce housing. - Advocated for community infrastructure priorities through ROMA, AMO, and OGRA meetings. - Supported implementation planning for future Blue Mountains Public Library expansion initiatives. - Actively participating in the regional four county public transit study.	- Inventory priority social and community infrastructure needs across the municipality. - Develop a coordinated advocacy framework including priorities, messaging, partners, and funding opportunities.

3.3 CELEBRATE AND RESPECT OUR CULTURAL HERITAGE AND EVOLVING COMMUNITY CHARACTER.

No.	Action Item	Status	Progress Update	Next Steps
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. Responsible: PDS Accountable: CAO	Complete 	Significant progress was made toward modernizing the Town's Community Design Guidelines to support high-quality development and reinforce local character. During this reporting period, the project advanced from consultation and drafting into implementation. Implementation Progress: - Completed the Community Design Guidelines update, including public engagement and statutory public meeting. - Presented the final Community Design Guidelines to Council, where they were endorsed for use as a Town implementation tool to support the review of development applications. - Developed a Community Design Checklist to support consistent and high-quality development review.	- Implement the Community Design Guidelines and Community Design Checklist as part of the Town's development review process. - Monitor implementation and identify opportunities for future refinements as required.
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. Responsible: SI Accountable: CAO	In Progress 	The Town continues to strengthen community identity and improve the visitor and resident experience through investments in gateway features, wayfinding and heritage interpretation. During the reporting period, staff advanced initiatives that enhance navigation, celebrate local history and improve awareness of the Town's unique cultural and natural assets. Implementation Progress: - Council approved four new gateway sign locations to welcome residents and visitors to The Blue Mountains, with fabrication and installation planned as part of the next phase of the project. - Partnered with the Blue Mountains Public Library, Craighleith Heritage Depot, Grey Sauble Conservation Authority, the Black History Museum and the Blue Mountains Historical Society to update interpretive heritage panels at key locations throughout the community. - Continued promoting community trails and points of interest through the Town's updated Trail Map. - Continued planning for future wayfinding improvements through the Parks, Open Spaces and Trails Master Plan.	- Proceed with the procurement, fabrication, and installation of the gateway signage program. - Continue identifying opportunities to enhance wayfinding, heritage interpretation, and visitor information to support a more connected and cohesive resident and visitor experience.

3.3.3	Continue to support the Town's arts and cultural sector as a vital part of community life. Responsible: SI Accountable: CAO	In Progress 	The Town continues supporting a vibrant arts and cultural sector through strategic partnerships, community events, and cultural programming initiatives. During this reporting period, efforts focused on supporting local organizations, enhancing community partnerships, and integrating arts and culture into the 2026 Economic Development Action Plan. Implementation Progress: • Supported major arts and cultural events including the Blue Mountain Film Festival, Arts Walk, and Tour of the Arts. • Partnered with cultural and heritage organizations to promote local programming and community initiatives. • Supported year-round programming through municipal facilities, event promotion, and operational assistance. • Identified arts and cultural development as a priority area within the Economic Development Action Plan.	• Continue collaborating with arts, culture, heritage, and community organizations to support programming and events. • Identify arts and cultural development opportunities through implementation of the Economic Development Action Plan.
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04 *Strong & Diverse* Economy

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



Key Updates & Insights

PRIORITY 4

STATUS OVERVIEW:

Initiatives:	9
Completed:	1
In Progress:	4
Not Started:	4

PROGRESS SUMMARY:

The Town continues to strengthen its economic development and tourism management efforts through new partnerships, strategic planning initiatives, business support programs, and destination management initiatives. During the reporting period, staff focused on establishing the foundation for long-term economic growth through the Economic Development Action Plan, investment readiness initiatives, business engagement activities, and implementation of the Destination Strategy. These efforts are positioning The Blue Mountains for sustainable economic growth while supporting local businesses, tourism operators, agricultural producers, and community organizations.

KEY ACCOMPLISHMENTS

- Economic Development Action Plan launched to guide future business growth, investment attraction, and sector development initiatives.
- Senior Economic Development and Tourism Officer position filled to strengthen business support and investment readiness efforts.
- Memorandum of Understanding approved with Grey County to support coordinated regional economic development and investment attraction.
- Quarterly Team Blue meetings established to strengthen collaboration with local business associations.
- Business training, networking, and sector engagement initiatives delivered in partnership with local organizations and industry partners.
- Destination Advisory Committee recruitment completed and preparations underway for the inaugural meeting.
- Explore Blue brand assets transferred to support the Destination Management Organization and coordinated destination marketing efforts.
- Municipal Accommodation Tax investments allocated to support strategic tourism, cultural, and community initiatives.

4.1 FOSTER AN “OPEN FOR BUSINESS” ENVIRONMENT FOR LOCAL BUSINESSES AND INDUSTRIES.

No.	Action Item	Status	Progress Update	Next Steps
4.1.1	Review municipal policies, processes and bylaws for opportunities to reduce or eliminate barriers for local business success. Responsible: Ec Dev Accountable: SI	In Progress 	Supporting existing businesses remains a key economic development priority. During this reporting period, efforts focused on understanding barriers to business growth, strengthening relationships with the business community, and advancing initiatives that improve the local business environment. Implementation Progress: • Advanced the Economic Development Action Plan, including review of municipal policies, processes, and regulatory practices that influence business growth and investment. • Identified business climate, business retention and expansion, and municipal process improvements as key focus areas within the Economic Development Action Plan. • Identified agriculture and agritourism as priority sectors for future policy review and economic development initiatives.	• Advance the Economic Development Action Plan, including the Business Climate Assessment and Business Retention and Expansion Review. • Bring forward recommendations to Council to improve municipal processes and reduce barriers to investment. • Advanced implementation of the Comprehensive Zoning By-law Review to modernize land use regulations and improve predictability for future development.
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. Responsible: Ec Dev Accountable: SI	Not Started 	While a formal Business Concierge program has not yet been established, staff have explored opportunities to improve coordination of business-related inquiries and strengthen support for new and existing businesses. Initial efforts focused on organizational capacity, service delivery, and identification of future customer experience improvements. Implementation Progress: • Recruited a Senior Economic Development and Tourism Officer to serve as the Town's primary business development contact. • Reviewed opportunities to strengthen coordination between Economic Development, Planning, Building, and Development Engineering. • Identified business concierge services and customer experience improvements as priority areas within the Economic Development Action Plan.	• Evaluate options for establishing a business concierge service. • Develop standardized cross-department processes for business-related applications and inquiries.

4.1.3	Facilitate training and networking opportunities for businesses to build connections and share knowledge. Responsible: Ec Dev Accountable: SI	In Progress 	The Town continues supporting local businesses by creating opportunities for learning, collaboration, and networking. During the reporting period, efforts focused on strengthening relationships with entrepreneurs, business owners, and industry partners while supporting knowledge sharing and business growth. Implementation Progress: • Partnered with the Small Business Enterprise Centre to deliver a six-part business workshop series supporting local entrepreneurs and small businesses. • Hosted a sold-out agricultural networking event in partnership with the Blue Mountains Chamber of Commerce, featuring industry representatives from the Ontario Craft Cider Association and the Canadian Federation of Agriculture. • Continued supporting business networking and educational events delivered by the Blue Mountains Chamber of Commerce and other community partners. • Organized an industrial and manufacturing tour of Toyota Motor Manufacturing Canada with representatives from several local businesses to promote innovation, networking and knowledge sharing.	• Continue delivering business education and networking opportunities in partnership with the Small Business Enterprise Centre, Chamber of Commerce and other organizations. • Use the Economic Development Action Plan to identify future programming priorities and sector-specific engagement initiatives.
4.1.4	Continue to collaborate with the Town's business associations ("Team Blue") to promote and advance local economic development. Responsible: Ec Dev Accountable: SI	In Progress 	The Town continues to strengthen collaboration with local business organizations through the Team Blue partnership, fostering a coordinated approach to economic development, business support and destination promotion. During the reporting period, regular engagement with Team Blue partners helped strengthen communication, identify emerging business priorities and support collaborative initiatives that benefit the local economy. Implementation Progress: • Facilitated quarterly Team Blue meetings with local business associations. • Shared municipal updates and economic development initiatives with partner organizations. • Gathered feedback from business associations to inform future economic development priorities. • Maintained regular communication with Team Blue partners regarding issues impacting the local business community.	• Convene quarterly Team Blue meetings to inform implementation of the Economic Development Action Plan. • Engage Team Blue organizations throughout development and implementation of the Economic Development Action Plan.

4.2 PROMOTE ECONOMIC DIVERSIFICATION TO BUILD A RESILIENT ECONOMY, INCLUDING AGRICULTURE.

No.	Action Item	Status	Progress Update	Next Steps
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. Responsible: Ec Dev Accountable: SI	Not Started 	while the development of a formal agricultural sub-sector strategy has not started, foundational work has begun through the Economic Development Action Plan process. This work will support agritourism, value-added agriculture, agri-food innovation, and broader economic diversification while recognizing the important role agriculture plays in the local economy. Implementation Progress: • Identified agriculture and agritourism as priority sectors within the Economic Development Action Plan. • Initiated sector analysis and background research to support future strategy development. • Expanded permissions for diversified on-farm uses through the Town's new Official Plan. • Engaged agricultural stakeholders through networking events and sector-specific discussions. • Incorporated funding opportunities for agritourism initiatives within the draft Community Improvement Plan.	• Engage agricultural producers, agribusinesses, and industry organizations through the Economic Development Action Plan process. • Develop an Agriculture Sub-Sector Strategy to support agritourism, agri-food innovation, business diversification, and long-term sector growth.
4.2.2	Review and identify property-specific pre-zoning opportunities to support more commercial and industrial development in the Town. Responsible: Planning Accountable: SI	Not Started 	The Town continues strengthening investment readiness by evaluating opportunities to proactively identify and prepare lands that support future commercial and employment growth. Current work is helping establish a stronger understanding of market opportunities, land supply, and development readiness. Implementation Progress: • Included an Investment Readiness Review as a core component of the Economic Development Action Plan. • Initiated review of commercial and employment lands to assess development readiness and future opportunities. • Advanced implementation of the Comprehensive Zoning By-law Review. • Explored opportunities to strengthen investment attraction and support future employment growth.	• Identify potential pre-zoning opportunities through completion of the Investment Readiness Review. • Assess servicing capacity, market demand, and planning tools that support future employment and commercial development.

4.2.3	Develop a formal partnership with Grey County to advance investment attraction initiatives and leads. Responsible: Ec Dev Accountable: SI	Completed 	The Town strengthened collaboration with Grey County to support regional investment attraction and economic development initiatives. Building stronger regional partnerships will improve coordination, leverage shared resources, and enhance the Town's ability to respond to future investment opportunities. Implementation Progress: • Council approved a Memorandum of Understanding (MOU) with Grey County to strengthen collaboration on regional economic development, investment readiness, and business attraction initiatives. • Through the MOU, established a framework for improved coordination between the County and participating municipalities, helping to provide greater clarity, consistency, and alignment in how economic development opportunities and investment inquiries are supported across the region.	• Work with Grey County and participating municipalities to develop annual work plans that advance shared economic development priorities and investment readiness initiatives.
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4.3 ENHANCE THE TOWN AS A PREMIER AND SUSTAINABLE TOURISM DESTINATION.

No.	Action Item	Status	Progress Update	Next Steps
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. Responsible: Ec Dev Accountable: SI	In Progress 	Implementation of the Town's Destination Strategy advanced significantly during the reporting period through establishment of the Destination Advisory Committee, planning for the Carrying Capacity Study, and continued investment of Municipal Accommodation Tax revenues. Collectively, these initiatives are strengthening the Town's long-term approach to destination management while supporting a sustainable visitor economy. Implementation Progress: - Established the Destination Advisory Committee (DAC) to provide strategic advice and support implementation of the Destination Strategy. - Advanced planning for the Carrying Capacity Study and associated destination monitoring framework. - Supported the transition of the Explore Blue destination brand to the Blue Mountains Village Association (BMVA) to strengthen destination marketing through the community's Destination Marketing Organization (DMO). - Allocated \$550,000 in Municipal Accommodation Tax (MAT) funding to support community-led tourism initiatives and \$770,000 in to advance key Town projects aligned with Council's strategic tourism priorities. - Collaborated with Team Blue partners, tourism organizations, and destination stakeholders on implementation priorities.	- Continue supporting the Destination Advisory Committee as implementation of the Destination Strategy progresses. - Advance the Carrying Capacity Study and other priority Destination Strategy initiatives.
4.3.2	Develop protocols for monitoring and managing tourism impacts on both the environment and community. Responsible: Ec Dev Accountable: SI	Not Started 	While a formal tourism impact monitoring and management framework has not yet been established, staff have undertaken foundational work to better understand tourism activity, infrastructure pressures, and community impacts. Current efforts are focused on developing the information and tools needed to support future decision-making. Implementation Progress: - Initiated research to identify destination indicators that will form the basis of the Town's Destination Monitoring and Evaluation Framework. - Advanced planning for the Carrying Capacity Study, which will evaluate tourism pressures, infrastructure capacity and opportunities to support sustainable visitation. - Continued developing a comprehensive municipal parking strategy to better manage visitor activity and improve transportation planning. - Integrated tourism management considerations into implementation of the Destination Strategy and Economic Development Action Plan.	- Continue developing the Monitoring and Evaluation Framework, including integration of findings from the Carrying Capacity Study. - Advance comprehensive parking strategy and other tools to balance visitor experiences, community well-being, and infrastructure capacity.

