



Staff Report

Operations – Sustainability & Solid Waste

Report To:	Special Committee of the Whole
Meeting Date:	June 27, 2022
Report Number:	CSOPS.22.057
Title:	Endorsement of the Integrated Community Sustainability Plan
Prepared by:	Nicholas Cloet, Sustainability Coordinator & Jeffery Fletcher, Manager of Sustainability & Solid Waste

A. Recommendations

THAT Council receive Staff Report CSOPS.22.057, entitled “Endorsement of the Integrated Community Sustainability Plan”;

AND THAT Council acknowledges that the Sustainability Advisory Committee endorsed the proposed Integrated Community Sustainability Plan in principle, contingent on incorporating feedback provided at the May 26, 2022, Sustainability Advisory Committee meeting;

AND THAT Council acknowledges that budgeting and staff resource requests to implement the proposed Integrated Community Sustainability Plan will be brought before Council via the 2023 budget process and in subsequent annual budget processes in future years, with approximately \$75,000 currently available for plan implementation in 2022;

AND THEREFORE THAT Council endorse the final Integrated Community Sustainability Plan, entitled The Blue Mountains Future Story for implementation beginning immediately through until 2027, at which time the Plan’s Key Steps and Bold Actions shall be updated for another 5 years.

B. Overview

The third phase (Phase 3) of developing an Integrated Community Sustainability Plan (ICSP) for the Town of The Blue Mountains is now complete. This phase of the project involved two staff workshops and a public survey, building on action ideas shared previously through Phases 1 and 2, to identify priority action areas and actionable key steps. The ICSP, titled The Blue Mountains Future Story (TBM Future Story) includes 20 Bold Actions and many supporting Key Steps under each, representing an anticipated work plan for Town staff, including: action descriptions; estimated cost ranges and staff resourcing needs; opportunities for community involvement through implementation; and, more details to support an actionable plan for sustainability in The Blue Mountains.

This staff report outlines the structure and content of TBM Future Story and seeks Council’s endorsement of the proposed TBM Future Story content, which will allow implementation to

begin through an initial 5-year period. This report also recommends the Town align its community-wide greenhouse gas (GHG) reduction targets with those of Grey County as part of collaborating on the County's Climate Change Action Plan.

C. Background

The ICSP, entitled TBM Future Story, will be a foundational plan for the community, informing directional plans and resources developed by the Town of The Blue Mountains and the broader community, and encouraging leadership and participation of staff, community members and organizations to achieve community-wide sustainability goals.

ICSP development is nearly complete after roughly 1.5 years of work through three phases, including: Phase 1: Community Situational Assessment; Phase 2: Visioning and Objectives; and Phase 3: Develop Action Plan. With consultants at Intelligent Futures providing project guidance and support through all three phases, the TBM Future Story planning process aimed to answer the following challenge question:

How might we build upon the unique attributes of the Town of The Blue Mountains while creating a shared path towards a future of increased livability, vibrancy and health of all living systems in our community?

Phase 3: Develop Action Plan considered input from community members regarding actions that should be taken to address the Vision and Goals identified in Phase 2. The Vision and Goals, which were used to guide Bold Action development, were presented to Council in an attachment to CSOPS.21.087 on November 30, 2021, with 46 goal statements under the following six Goal areas: The Natural Environment, The Built Environment, Economy, Community and Culture, Social Well-Being, and Governance. The Vision statement is as follows:

The Blue Mountains' communities are world renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation, and regeneration to become the best place to live, work, and play for future generations.

Ideas for Bold Actions were gathered from the community through Phases 1 and 2, when survey and workshop participants provided input into the Town's Current State and Vision & Goals. A workshop with Town staff on January 10, 2022, helped process Bold Action ideas into action areas/themes and gave staff a chance to consider which of these fell within the Town's control or influence. These action themes were used as an input to the Phase 3 public survey. Inputs from Phases 1 and 2 and from Town staff were then collated and summarized into 17 action themes, and a public survey which ran from March 8th to 27th, 2022, asked participants to identify which of the action themes they viewed as priorities. The survey also invited participants to share a specific action idea for each theme. After receiving this input, Town staff met in a two-day workshop on March 30 and 31st to help articulate the prioritized Bold Actions, along with anticipated Key Steps, estimated staff time, funding, partners, and other implementation details.

Involvement of the Sustainability Advisory Committee (SAC) has been key and instrumental in the success of this project and a significant and important component in the development of TBM Future Story since 2019. The Terms of Reference for SAC stipulates the committee should include 2 members of Council, 4 members of the public, and one member appointed from the Economic Development Advisory Committee. The individuals who contributed their time and expertise to this process include past and current members:

Current members:

- Councillor Andrea Matrosovs (Co-Chair)
- Kim Harris (Co-Chair)
- Andrew Siegwart
- Councillor Bill Abbotts
- Pamela Spence
- Stephen Granger
- Steven Troster

Past members:

- Deputy Mayor Rob Potter – passed away 2022
- Elora Tarlo
- Sally Leppard
- Rosemary Mesley
- Ken Mehi
- Julie Scarcella
- Odette Bartnicki
- James Stinson

Building on prior assistance that began with project initiation and continued through Phases 1 and 2, the Sustainability Advisory Committee provided input to the plan for Phase 3 stakeholder engagement, provided feedback on the Public Survey questions, and endorsed the latest draft TBM Future Story in principle at the Sustainability Advisory Committee meeting on May 26, 2022. This approval was contingent on several updates being made to address feedback from committee members.

As a foundational plan, TBM Future Story includes a Vision and Goals that represent the shared direction of The Blue Mountains' communities and will help to inform and guide other Town initiatives, with current examples including the Town's Official Plan Review and Transportation Master Plan. TBM Future Story provides Town staff from across departments to collaborate in new ways to align important work with sustainability principles.

D. Analysis

Community & Staff Engagement

The following table outlines the engagement activities that were undertaken to gather community input in Phase 3 of TBM Future Story development. Summarized information to quantify the level of participation is also included.

Engagement Activity	Participation
Staff Engagement – Bold Actions Workshop <ul style="list-style-type: none">One day (6 hour) sprint-style workshop on January 10, 2022Staff at director and manager levels participated from across all Town departments to explore action ideas for the next 5 to 10 years that would help to meet as many of the Phase 2 Goals as possible	18 members of staff, primarily senior staff, participated in the workshop
Public Survey <ul style="list-style-type: none">Open from March 8 – March 27, 2022Asked participants to consider the priorities of 17 action areas that would be most effective at achieving the community's sustainability goalsAvailable on the Town's Community Sustainability Plan website, with a printable version available for download or pre-printed through The Blue Mountains Public Library system and at Town Hall	290 online and print survey participants
Staff Engagement – Key Steps Workshops <ul style="list-style-type: none">Two half-day workshops (4 + 4 hours) on March 30 and 31, 2022Staff at director and manager levels participated from across all Town departments to review and revise proposed Bold Actions, and to add Key Steps, resourcing estimates, and other implementation details	22 senior-level staff engaged in workshops to develop the Action Plan, providing ~160 hours of staff time
Deputations to Sustainability Advisory Committee	2 community members presented in support of their action-related priorities for the ICSP

A wide variety of promotional methods were used to inform people of The Blue Mountains Future Story Phase 3 Public Survey. The following table outlines these methods and the impact these methods had on engagement wherever that data was available.

Promotional Method	Impact (If Known)
<p>Outreach to community members and organizations</p> <ul style="list-style-type: none"> • Mailouts to all residential addresses • Emails to survey participants and workshop registrants from Phase 2 • Workshop invitations to senior Town staff • Class of Beaver Valley School students reached with opportunity to share sustainable action ideas 	<p>All residents should have received information regarding the Public Survey and Future Story website via mailouts</p> <p>Many reached via Bang The Table:</p> <ul style="list-style-type: none"> • June 16, 2021 – promoted the public survey (332 recipients, 81.3% open rate) • June 29, 2021 – promoting the Cafés, as well as workshops and reminder of public survey (371 recipients, 74.9% open rate) <p>21 students submitted short videos describing their ideas for a more sustainable community</p>
<p>Social media</p> <ul style="list-style-type: none"> • Twitter – 4 promotions for surveys on the Town’s Twitter account • Mountain Life social media posts (Instagram and Facebook) 	<p>Mountain Life</p> <ul style="list-style-type: none"> • 5 Facebook stories, 1 ad and 1 post with 15 clicks • 5 Instagram stories and 1 ad with 28 visits, 5 saves and 7 shares
<p>Online and print advertisements:</p> <ul style="list-style-type: none"> • Collingwood Today email banner and website ads • Blue Mountain Review • Collingwood Connection (print) • Mountain Life Magazine (online sponsored article profiling the Future Story project) 	<p>297 clicks on Collingwood Today online and ads – primarily an inline big box ad (146) and a page takeover ad (148)</p> <p>172 link clicks from Mountain Life article, 54 unique visitors with an average time of 1:01 on the page</p>
<p>Public Notices</p> <ul style="list-style-type: none"> • March 7, 2022 (Public Survey) 	

Engagement in the Phase 3 Public Survey was highest of all the phases, with 290 total respondents compared with 225 respondents in Phase 1 and 118 respondents in Phase 2. The increase in traffic may be attributed in part to the efforts of Communications staff to run only one survey at a time, which avoids overlapping multiple surveys and may help avoid survey

fatigue with engaged members of the public. Phase 3 was also more action-oriented than previous phases which may have made the survey seem more interesting or accessible.

Sustainability Advisory Committee and ICSP Sub-Committee Involvement

The Town's SAC reviewed the engagement plan for Phase 3 and provided feedback on the Public Survey questions. The ICSP Sub-Committee provided a final review of the survey questions before the survey was officially launched. Discussion in a Special Meeting of SAC on May 26, 2022, provided SAC with an opportunity to review the draft TBM Future Story, resulting in several points of feedback which have been implemented to improve the final plan.

SAC provided its endorsement of TBM Future Story in principle, on the understanding that SAC's feedback would be implemented before presenting to Council. This feedback included:

- Addition of stronger 'implement' language to Action 9: Green Development Standards, and to consider other opportunities to strengthen implementation-specific language – though the intention with all Bold Actions is that they will be implemented;
- Including education and awareness-building to Bold Action 10: Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan;
- Amendment and inclusion of language to establish stable core funding for The Blue Mountains Attainable Housing Corporation in Bold Action 16: Improve the conditions for attainable housing;
- Inclusion of businesses as potential partners in Bold Action 18: Establish a community sustainability organization / network to champion sustainability efforts in the community;
- Renaming of the Action Plan to remove "Appendix" from this section title, as the Action Plan is core to TBM Future Story;
- Addition of a process summary; and,
- Addition of a tabular summary of all Bold Actions with a simple Gantt chart, cost ranges and staff resourcing information.

A few of SAC's recommendations were not implemented, as follows:

- The scope of Bold Action 12 was not expanded to include general litter and waste reduction, as waste diversion is an ongoing priority for the Town and the current focus of this Bold Action on construction waste allows the action to focus on a more specific priority area;
- The scope of Bold Action 10 was not expanded to include public transportation, as the Transportation Master Plan (TMP) will address public transportation and focusing Bold Action 10 on active transportation data and awareness will provide complementary support to the TMP; and,
- Descriptions of each Bold Action were not added to the front end of the TBM Future Story document, as the structure as originally presented (with a simple initial summary and detailed descriptions for each Bold Action within the Action Plan) was appreciated

by many committee members and a decision was made to keep the essential structure as-is.

Staff Engagement

On January 10, 2022, Intelligent Futures hosted a Bold Action Development workshop for senior staff (manager and director level). This workshop ensured all departments were on the same page and up to speed regarding TBM Future Story development, including the Vision and Goals developed in Phase 2 and endorsed by Council, and involved attendees in a brainstorming exercise to identify potential Bold Action ideas to help the Town address each of the following six themed areas: Natural Environment, Built Environment, Economy, Community and Culture, Social Wellbeing, and Governance. Staff in attendance contributed 147 action ideas, which complemented the action ideas already gathered from community members in earlier phases of TBM Future Story development.

After the Public Survey completed on March 27th, Intelligent Futures hosted two Key Steps workshops for senior staff on March 30 and 31, 2022. These workshops involved 22 members of Town staff who collectively contributed approximately 160 hours of time. Staff input in these workshops was critical to identifying specific Key Steps and estimated timelines, staff resourcing and cost ranges, and other details to support TBM Future Story action planning.

On April 27, 2022, the Town's Senior Management Team (SMT) met to receive and discuss a draft version of the action plan for TBM Future Story. SMT members provided feedback in this meeting, including a request to outline early estimates of staff resourcing and cost ranges in a table format (see the Implementation Schedule and Resourcing section of this report), and were given the opportunity to clarify potential Key Steps and staff roles.

The Blue Mountains (TBM) Future Story

The Integrated Community Sustainability Plan, entitled "The Blue Mountains Future Story", which may also be referred to as "TBM Future Story", comprises 20 distinct Bold Actions with numerous Key Steps to support implementation.

The Bold Actions are listed below. Each Bold Action is organized under a "Big Move" category heading which represents a prominent theme. **Table 1** in the Implementation Schedule and Resourcing section of this report briefly summarizes these again alongside staff and monetary resource estimates, but for descriptions of each Bold Action with Key Steps and other implementation details, please see Attachment 1: The Blue Mountains Future Story. Please note that the numbering of Bold Actions is not intended to suggest priority, and the order of Big Moves and/or Bold Actions could change when the plan receives a final design.

Big Move: Create Climate Solutions

1. Achieve Milestone 5 in FCM's Partners for Climate Protection program

2. Expand low-carbon transportation options to include regional electric vehicle infrastructure and greening the Town's municipal fleet
3. Develop a Climate Change Adaptation Plan with Grey County's Community Climate Change Action Plan
4. Update engineering standards to incorporate resilience to climate change
5. Develop an action plan to create a natural asset inventory to include climate vulnerabilities and inform asset management planning
6. Develop a Biodiversity Strategy
7. Expand production of sustainable local food

Big Move: Build Sustainable Neighbourhoods

8. Develop a net zero carbon municipal building policy
9. Develop and implement Green Development Standards
10. Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan
11. Establish a residential green retrofit program
12. Establish litter and construction waste management plans

Big Move: Grow an Innovative and Thriving Community

13. Establish/support a green economy task force to identify economic opportunities in the community
14. Develop a Circular Economy Recommendations Report and expand circular economy programming
15. Develop a Diversity, Equity and Inclusion Strategy
16. Improve the conditions for attainable housing

Big Move: Implement & Collaborate

17. Establish decision-making and reporting structures within The Town of The Blue Mountains to ensure decisions contribute towards the Vision and Goals of this plan
18. Establish a community sustainability organization / network to champion sustainability efforts in the community
19. Host an annual Community Sustainability Summit
20. Release an annual report card on sustainability

These Bold Actions aim to address six sustainability themes as explored in Phase 2 of this project and outlined in the Staff Engagement section of this report (above). Bold Action 17 specifically directs Town staff to consider how the Vision and Goals identified in Phase 2 can be considered as part of the Town's work on an ongoing basis, including initiatives that are not described in TBM Future Story.

Development of several policy directions included in TBM Future Story has already begun, as the following recommendations were endorsed by Council in CSOPS.22.001 Municipal Response to the Climate Emergency Declaration:

- 1) Develop a Net Zero Carbon municipal building policy (corresponding to Bold Action 8);
- 2) Create a policy that requires waste management plans for Town facilities and municipal building deconstruction (corresponding to Bold Action 12);
- 3) Create a long-term plan to transition the Town's fleet of vehicles into electric vehicles and plan for charging infrastructure to charge fleet vehicles at Town facilities (corresponding to Bold Action 2);
- 4) Develop a tree and naturalization policy for municipally-owned lands and investigate methods of assessing carbon sequestration (corresponding to Bold Action 6).

With Council's approval of TBM Future Story, implementation on these items will continue while additional Bold Actions will be enabled to begin through the remainder of 2022 until mid-2027. An anticipated implementation schedule is provided in the following section.

Implementation Schedule and Resourcing

TBM Future Story will begin implementation immediately after it is endorsed in 2022, with work to implement the plan continuing through 2023-2026 with a review and reflection on progress at the 5-year mark in 2027. This provides the plan with a periodic opportunity to revise priorities, articulate any new Bold Actions, measure overall progress and understand any shortcomings. A deeper review of TBM Future Story will then occur in 10 years, in 2032, which may involve updating the underlying Vision and Goals in addition to charting the course for another 5 years of Bold Actions.

Table 1 provides a summary of the Bold Actions and anticipated resourcing (timeline, staff resourcing and cost ranges) for each within the initial 5-year period. Staff will bring forward requests for funding of Bold Actions beginning in 2023, if necessary, through the 2023 budget cycle for Council approval. More detail can be found in Attachment 1: The Blue Mountains Future Story.

Table 1: Summary of Actions and Resourcing to Implement TBM Future Story

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
Big Move: Create Climate Solutions									
1	Achieve Milestone 5 in FCM's Partners for Climate Protection program.	x	x	x	x	x	x	Sustainability Coordinator Manager of Sustainability and Solid Waste	No Cost

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
2	Expand low-carbon transportation options to include regional electric vehicle infrastructure and greening the TBM municipal fleet.	x	x	x	x	x	x	Manager of Facilities and Fleet Multiple staff in Operations Department	>\$75,000
3	Develop a Climate Change Adaptation Plan with Grey County's Community Climate Change Action Plan		x	x				Manager of Sustainability and Solid Waste, Sustainability Coordinator, Emergency Management staff, Fire Chief The County of Grey's Manager of Climate Change Initiatives	\$25,000 - \$75,000
4	Update engineering standards to incorporate resilience to climate change.			x	x	x	x	Operations Department, Conservation Authorities, Planning & Development Services	>\$75,000
5	Develop an action plan to create a natural asset inventory to include climate vulnerabilities and inform asset management planning		x	x	x	x	x	Sustainability staff (roadmap), interdepartmental support, Finance and IT Services Department	\$500 - \$25,000
6	Develop a Biodiversity Strategy		x	x	x	x	x	Operations Department	\$25,000 - \$75,000

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
7	Expand production of sustainable local food	x	x	x				Operations Department, community garden coordinators, farming advocacy groups, Planning & Development Services	\$0 - \$25,000
Big Move: Build Sustainable Neighbourhoods									
8	Develop a net zero carbon municipal building policy	x	x	x	x	x	x	Finance and IT Services Department, Manager of Sustainability and Solid Waste	No range given (> \$75,000 - perhaps 8% premium on upfront cost)
9	Develop and implement Green Development Standards	x	x	x	x	x	x	Operations Department, Community Services Department, Finance and IT Services Department, Grey County and member municipalities, Communications and Economic Development	>\$75,000
10	Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan		x	x	x	x	x	Planning and Development Services Communications and Economic Development Community Services Department Operations Department	\$0 - \$25,000

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
11	Establish a residential green retrofit program	x	x	x	x	x	x	Communications and Economic Development Finance and IT Services Department, Operations Department	>\$75,000
12	Establish litter and construction waste management plans	x	x	x				Solid Waste Division, Building Division, Development Division	\$0 - \$25,000 (20k specified estimate)
Big Move: Grow an Innovative and Thriving Community									
13	Establish/support a green economy task force to identify economic opportunities in the community	x	x	x				Communications and Economic Development (if Town-led), Institute of Southern Georgian Bay (possible regional approach)	>\$5000
14	Develop a Circular Economy Recommendations Report and expand circular economy programming		x	x	x	x	x	The Blue Mountains Public Library, Green Economy Task Force, local businesses, local agricultural producers, Communications and Economic Development, Operations Department	\$25,000 - \$75,000

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
15	Develop a Diversity, Equity and Inclusion Strategy	x	x	x	x	x	x	Human Resources Division, Administration Department, Community Services Department, Senior Management Team	\$0 - \$25,000
16	Improve the conditions for attainable housing	x	x	x	x	x	x	The Blue Mountains Attainable Housing Cooperation, Finance Division, Planning and Development Services	>\$75,000
Big Move: Implement & Collaborate									
17	Establish decision-making and reporting structures within The Town of The Blue Mountains to ensure decisions contribute towards the Vision and Goals of this plan	x	x	x				Town Clerk, Financial and IT Services Department, Chief Administrative Officer	No Cost
18	Establish a community sustainability organization / network to champion sustainability efforts in the community	x	x	x	x	x	x	Sustainability Coordinator Communications and Economic Development	\$0 - \$25,000
19	Host an annual Community Sustainability Summit		x	x	x	x	x	Sustainability Coordinator Manager of Sustainability and Solid Waste	\$0 - \$25,000

#	Bold Action	2022	2023	2024	2025	2026	2027	Responsible and/or Accountable	Total Cost Range (2022 - 2027)
20	Release an annual report card on sustainability	x	x	x	x	x	x	Sustainability Coordinator, Communications and Economic Development, Manager of Sustainability and Solid Waste	\$0 - \$25,000
Estimated Total Days (All Staff)		225	962	627	681	413	432		\$475,500-\$875,000
Estimated Total Days (Sustainability Staff)		157	546	351	221	117	135		

The estimates of staff time on each Key Step are additive to a high-level summary of the total estimated time for each Bold Action over each of the next five years, as shown in the final two rows of Table 1, above. These numbers suggest that current staff resources will be challenged to implement all of TBM Future Story's Bold Actions without some adjustment to either timelines, funding or staff resourcing. Staff will endeavor to find external funding and regional partnerships to enable some of this work and relieve some of the pressure on the Town's staff and budget.

A residential green retrofit program (Bold Action 9) may require an additional staff resource if this program includes a financing mechanism administered by the Town. For example, several Canadian municipalities have Local Improvement Charge (LIC) financing programs in place to support energy efficiency retrofits, which involves making a loan to property owners for approved project types, with loan repayment occurring as part of the property tax bill. More information on the type of financing mechanism to pursue, staff commitment and the role of regional or provincial partners will be determined in 2024 as per the detailed workplan for Bold Action 11.

Ultimately, an implementation framework for TBM Future Story has been developed based on the following principles:

- **Collaboration:** No one person or organization is able to create the kind of future that this plan envisions. This framework builds collaboration within local government and with the community in order to achieve holistic change.
- **Progress:** Forward movement towards our desired future requires actions big and small. This framework builds monitoring of progress into the rhythm of implementation.
- **Reflection:** The world is a dynamic place and requires adaptability as new situations emerge. This framework builds points of reflection in order to ensure that the Town and the community are reflecting current needs while moving towards the desired future.

The four Bold Actions within the fourth Big Move: Implement & Collaborate, embodies these principles most clearly by ensuring internal monitoring and consideration of TBM Future Story in future work. This could include collaboration with local and regional stakeholders, holding a regular event to gather these individuals and organizations, and ensuring regular reporting on progress for transparency and to support ongoing progress.

Regional Collaboration and Grey County's Climate Change Action Plan

Grey County launched its Climate Change Action Plan, entitled "Going Green in Grey", on April 22, 2022. Going Green in Grey describes activities that contribute to climate change and outlines realistic and actionable steps the County and residents can take to reduce greenhouse gas pollution and its harmful effects.

Several of the actions proposed in TBM Future Story include some level of collaboration where mutual alignment and collaboration with the County and other member municipalities could yield cost savings and greater regional impact; for example, Bold Action 3: Develop a Climate Change Adaptation Plan with Grey County's Climate Change Action Plan, and Bold Action 9: Develop and implement Green Development Standards, will both involve Grey County taking a leadership role through Going Green in Grey.

Grey County's Manager of Climate Change Initiatives reviewed the draft ICSP document and provided feedback to ensure accuracy and alignment with the County's timelines on several of these items.

In 2007, the Town undertook baseline GHG emissions estimates for both corporate and community inventories for the national Partners in Climate Protection (PCP) Program, using 2005 as the baseline year. A plan to reinstate the Town's participation in PCP for corporate GHG emissions was endorsed by Council in [Climate Emergency staff report 2022]. When it comes to community-wide emissions estimates, the Town's 2005 GHG baseline has not been updated since. However, as part of Grey County's CCAP, a baseline year and GHG inventory for 2018, with associated targets (see Table 2 below) have been established. The County aims to work with all its member municipalities to work towards these targets. The County has also committed to providing member municipalities, including The Blue Mountains, with localized portions of the 2018 baseline GHG emissions inventory at no charge. Future re-inventories are planned for 5-year intervals and the Town could continue working with the County to estimate its community-wide GHG emissions.

While the localized results are not yet available, the inventory includes approximately 909,500 tonnes of CO₂e in total for the communities of Grey County resulting from fossil fuel consumption (buildings including residential, commercial/institutional and industrial buildings, private vehicles and off-road vehicles) and from waste, agriculture and land use (specifically solid waste, livestock manure and functions, waste treatment and wastewater).

The County has convened a Municipal Climate Change Community of Practice with staff from each member municipality to share lessons learned and to find joint opportunities to reduce GHG emissions. With alignment in the inventory and County-wide collaboration promising to enable several actions in TBM Future Story at lower cost than if the Town pursued them alone, a future Town staff report may seek to adopt Grey County's community-scope GHG reduction targets as presented in Table 2.

Table 2: Grey County Greenhouse Gas Reduction Targets

Year	2026	2030	2035	2040	2045	2050
Community Target	15%	30%	50%	60%	75%	Net-Zero

Next Steps

As a community-scope sustainability plan, TBM Future Story needs to be received by residents, businesses, and other organizations across The Blue Mountains to facilitate its implementation in the coming years. TBM Future Story will be shared publicly in several ways:

- A designed, electronic (PDF) version of the Plan will be prepared by the consultants for the TBM Future Story project, Intelligent Futures, to be shared on the Town's website and shared with previously engaged community members and organizational representatives, Town staff and regional partners;
- The Town's communications and sustainability staff will work together on a promotional campaign to build further awareness to the completed plan among community members;
- As per Bold Action 20 in TBM Future Story, the Town's communications and sustainability staff will collaborate on an annual reporting format, likely an online portal or dashboard to track progress and link actions to detailed work; and,
- Town staff and Intelligent Futures will prepare a short video presentation introducing TBM Future Story to host on the website. Presentation content can also be adapted to live delivery (virtually or in-person) if relevant for any events, or as guest speakers at organizational meetings, future Committees of Council and/or Task Forces.

Staff have already begun working on some of the Bold Actions in TBM Future Story, notably the new policies endorsed by Council in the Town's Municipal Response to the Climate Emergency Declaration. Town staff have also lined up Natural Assets training for January 2023 (Bold Action 5) and will continue meeting with Grey County's Municipal Climate Change Community of Practice to share best practices and initiate joint initiatives to address our shared GHG reduction priorities.

In addition to Grey County, there are other organizations with which the Town may pursue partnerships, provide support and/or collaborate to deliver on the Bold Actions in TBM Future Story. Some of these potential partners are outlined in the action plan; for example, the Town may support the Institute of Southern Georgian Bay's efforts to understand and support a

regional Green Economy Hub (see Bold Action 13). Members of The Blue Mountains community – whether as residents, business or organizational leaders – will also be engaged across the majority of TBM Future Story activities; for example, the creation of a Diversity, Equity and Inclusion Task Force (see Bold Action 15).

An initial attempt at identifying potential partners has been made in developing TBM Future Story, but additional partners, as well as funding opportunities and emerging best practices, may be identified while implementing TBM Future Story and could alter the Key Steps of some Bold Actions, provided these changes align with the bigger picture and trajectory outlined in TBM Future Story’s Vision, Goals and Bold Actions.

E. Strategic Priorities

1. Communication and Engagement

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

2. Organizational Excellence

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

3. Community

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

4. Quality of Life

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

F. Environmental Impacts

The recommendations of this report, chiefly that the Integrated Community Sustainability Plan (TBM Future Story) be endorsed by the Town of The Blue Mountains, aim to improve the sustainability of our community across five sustainability-related themes: Natural Environment, Built Environment, Economy, Community and Culture, and Social Wellbeing.

In an effort to prioritize Town resources and the ability to track and facilitate Bold Actions in pursuit of the Vision and Goals, the 20 identified Bold Actions tackle smaller, local pieces of much larger and widespread challenges, such as climate change, biodiversity loss, and housing availability. This keeps the plan actionable with a plan to update the Bold Actions and Key Steps in five years’ time to reflect changing local circumstances and priorities.

The Town continues to support local sustainability initiatives outside of TBM Future Story, for example, through delivery of the Environmental Sustainability Fund, annual Pitch-In litter pickup events, and through ongoing energy and fuel efficiency improvements to Town facilities and fleet vehicle choices. The Town remains open to pursuing actions which may align with TBM Future Story's Vision and Goals despite not fitting within a "Bold Action" as currently articulated within TBM Future Story, and encourages members of The Blue Mountains' communities to consider how they might collaborate – with each other, with the Town, and/or regionally – to make inspiring progress on the sustainability priorities for our community in the years ahead.

G. Financial Impacts

Included in the 2020 Approved Budget was \$75,000 for the implementation of the action items derived from the TBM Future Story. This funding has not been spent and has been rolled forward into 2022 for these items. At this time staff are not requesting additional funding in 2022 but will be including the various action items in the appropriate annual budgets.

During the creation of each annual budget staff will review the specific action items for the current year for the most appropriate funding sources. Potential funding sources could include annual taxation, Federal Gas Tax, and/or Development Charges. Staff will also continually seek opportunities to reduce direct funding needs, by applying for relevant third-party grants (e.g. FCM Green Municipal Fund) and by seeking local and regional partnerships which may enable cost-sharing for greater impact.

H. In Consultation With

Councillor Andrea Matrosovs

Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets

Tim Hendry, Manager Communications and Economic Development

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Extensive public engagement efforts were undertaken, and community input was received and informed the development of the ICSP, in all three phases of the Future Story project.

Any comments regarding this report should be submitted to Jeffery Fletcher, Manager of Sustainability & Solid Waste managersolidwaste@thebluemountains.ca.

J. Attached

1. The Blue Mountains Future Story

Respectfully submitted,

Councillor Matrosovs
Sustainability Advisory Committee Co-Chair

Nicholas Cloet
Sustainability Coordinator

Jeffery Fletcher
Manager of Sustainability & Solid Waste

Shawn Carey
Director Operations

For more information, please contact:
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Report Approval Details

Document Title:	CSOPS.22.057 Endorsement of the Integrated Community Sustainability Plan.docx
Attachments:	- Attachment 1 The Blue Mountains Future Story.pdf
Final Approval Date:	Jun 15, 2022

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

Jeff Fletcher - Jun 14, 2022 - 9:29 AM

Shawn Carey - Jun 15, 2022 - 6:55 AM

No Signature found

Shawn Everitt - Jun 15, 2022 - 7:46 AM



The Blue Mountains Future Story

Our Integrated Community Sustainability Plan

June 2022

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OUR FUTURE STORY: SUMMARY

The Blue Mountains Future Story (TBM Future Story) is our Integrated Community Sustainability Plan. This plan builds on a three-phase process that incorporated community feedback, analysis of community and regional data, research on promising practices in other communities and review of our policies. The focus of each phase was as follows:

- Phase one focused on understanding the current state of the community.
- Phase two focused on developing a vision for the future of the community.
- Phase three focused on establishing a clear path to begin implementing actions that will move us to our desired future for the community.

Sustainability considers community systems in a holistic way, ensuring that solutions support and enhance all systems. The six interconnected systems identified through the TBM Future Story were: the natural environment; the built environment; the economy; community & culture; social well-being; and governance.

The Plan that follows provides a shared path to realize our vision:

The Blue Mountains' communities are world-renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation, and regeneration to become the best place to live, work, and play for future generations.

'TBM Future Story: Overview' introduces the plan, including:

- Why sustainability matters
- How the plan will be used
- A framework for implementation
- Vision and goals for the future
- Big Moves and bold actions to begin implementation

'TBM Future Story: The Action Plan' provides a detailed description of the 4 Big Moves and 20 bold actions that will move our community towards our desired future. These provide a significant amount of detail to ensure clarity on the roles, responsibilities, timing and resourcing required to effectively implement this plan.

In TBM Future Story, we have a vision for the future we want for our community and a set of actions to set us on a sustainable path. Now, it's time to get to work. Together.

TBM FUTURE STORY: OVERVIEW

A Story of Action: How We Will Implement This Plan

Why Sustainability Matters

Sustainability is the practice of ensuring that the resources that we have now are both thoughtfully used for the populations of today, without compromising the ability of future generations to meet their own needs. By recognizing and planning for the betterment of current and future generations, we are able to create more resilient, vibrant and liveable communities for all, for generations to come.

There are three unavoidable truths with long term implications that this sustainability plan is being developed alongside, which are:

- **The Blue Mountains is in a state of climate change emergency.** On October 21, 2019, the Town of The Blue Mountains declared a Climate Change Emergency to enhance and accelerate action on their commitment to protecting their community, economy, and ecosystems from the impacts of climate change.¹ The United Nations Intergovernmental Panel on Climate Change [IPCC] has released a 2022 Climate Change Report stating, “Any further delay in concerted anticipatory global action on adaptation and mitigation will miss a brief and rapidly closing window of opportunity to secure a liveable and sustainable future for all.”²
- **The Blue Mountains is the second-fastest growing municipality in Canada.** In the 2021 Census Canada Update, The Blue Mountains was reported to have increased by 33.5% over 2016’s population.³ The Blue Mountains will need to consider how to balance current demands and future growth to ensure long term sustainability of the Town.
- **Housing is increasingly unattainable in The Blue Mountains.** The average purchase cost of a home in The Blue Mountains increased from \$637,047 in 2016 to \$913,577 in December 2020.⁴ This equates to the average household needing to earn \$169,354

¹ https://archive.thebluemountains.ca/document_viewer.cfm?event_doc=2627

² https://report.ipcc.ch/ar6wg2/pdf/IPCC_AR6_WGII_FinalDraft_FullReport.pdf

³ <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021001/98-200-x2021001-eng.cfm>

⁴ <https://www.thebluemountains.ca/sites/default/files/2021-10/Town%20of%20The%20Blue%20Mountains%202021-2025%20Economic%20Development%20Strategy.pdf>

annually based on standard mortgage calculations and rates.⁵ In 2020, the average rent for a 2-bedroom unit in The Blue Mountains was \$1,825, which would require \$73,000 annual household income to be defined as ‘affordable.’⁶ Only 20% of households in the community make more than \$150,000 annually, and 50% of households earn an annual income of less than \$70,000, leaving few households able to afford to own or rent in The Blue Mountains.⁷

With the current climate crisis, ongoing growth, and unattainable housing prices in The Blue Mountains, sustainability planning is necessary to ensure the Town is harnessing the community’s power to propel The Blue Mountains into a liveable future.

There are six primary systems to make systemic sustainable change in The Blue Mountains, including:

- 1) The natural environment (how we protect our natural resources and manage climate change)
- 2) The built environment (how our neighbourhoods can be built to improve all life)
- 3) The economy (how the community can remain vibrant and successful for decades to come)
- 4) Community & culture (how our human and natural heritage can be preserved and enhanced)
- 5) Social well-being (how we can all live our best lives)
- 6) Governance (how we can work together better)

These six interconnected systems represent how sustainability is understood in The Blue Mountains. Solutions for the community should be considered holistically, working to simultaneously enhance these systems. In this way, the community can move towards a more sustainable future.

How Will This Plan Be Used?

As a foundational plan for The Blue Mountains, TBM Future Story will serve a number of purposes in moving the community forward towards the Vision and Goals found in this plan. There are several ways that this sustainability plan will be used to create a sustainable community.

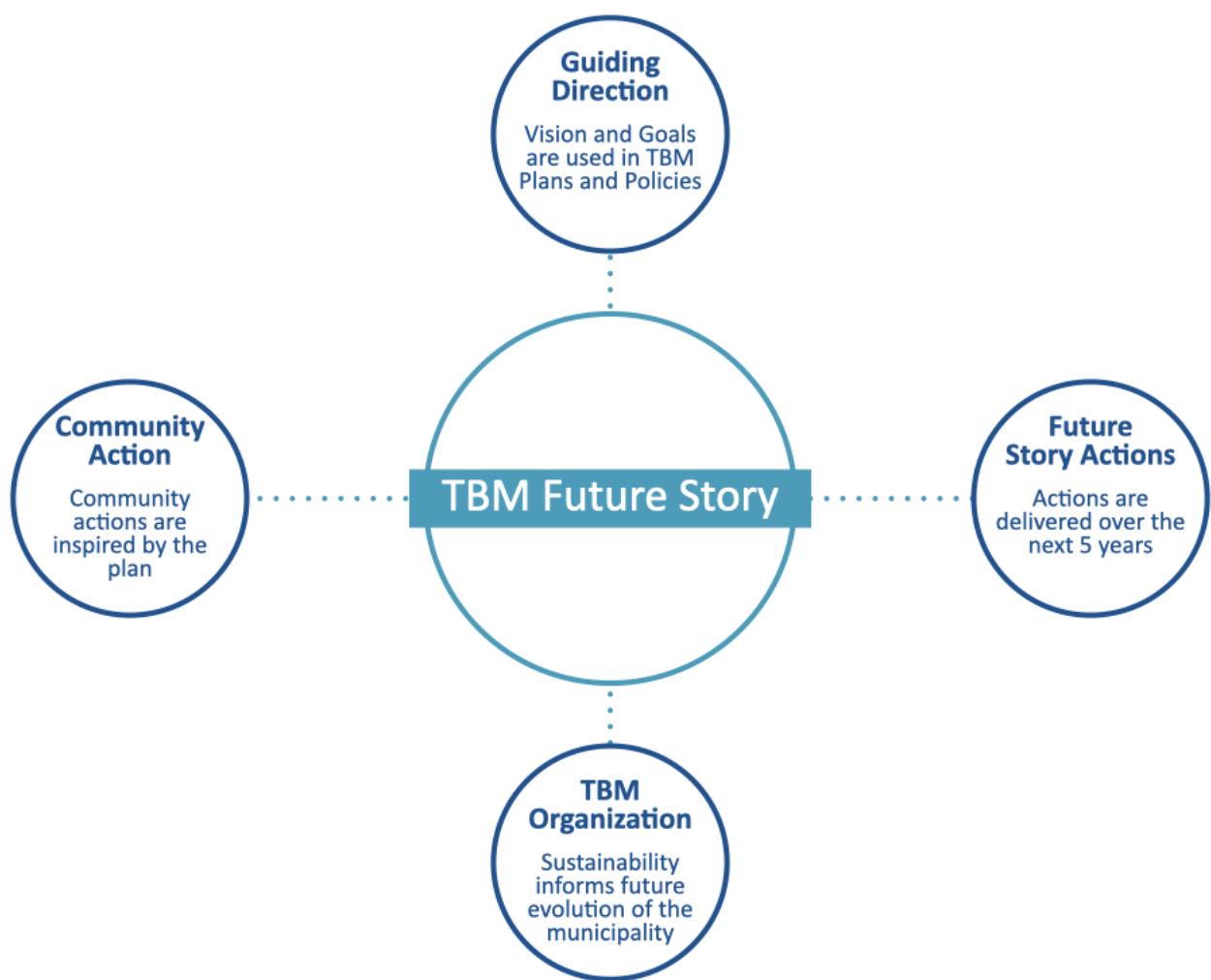
⁵ *ibid.*

⁶ *ibid.*

⁷ *ibid.*

Actions in this Plan: Section 3 outlines the 20 actions that have been prioritized for the first five years of implementation.

Guiding direction for other initiatives in the Town of The Blue Mountains: As a foundational plan, the Vision and Goals represent the shared direction for our community. Plans and policies that follow will use this desired future as the ‘north star’ for the respective focus of key documents. The Town’s Official Plan and Transportation Master Plan are two such examples with strong sustainability overlap. TBM Future Story will help to inform the development and implementation of these plans, alongside the community engagement and planning processes necessary for each of these vital initiatives.



Informing the organization of the Town of The Blue Mountains: As local government evolves its organizational structures to best serve citizens, sustainability represents an opportunity for departments to organize and collaborate in new ways. Using the Vision and Goals of this plan in

future corporate alignment exercises will ensure that The Blue Mountains accelerates its path to sustainability.

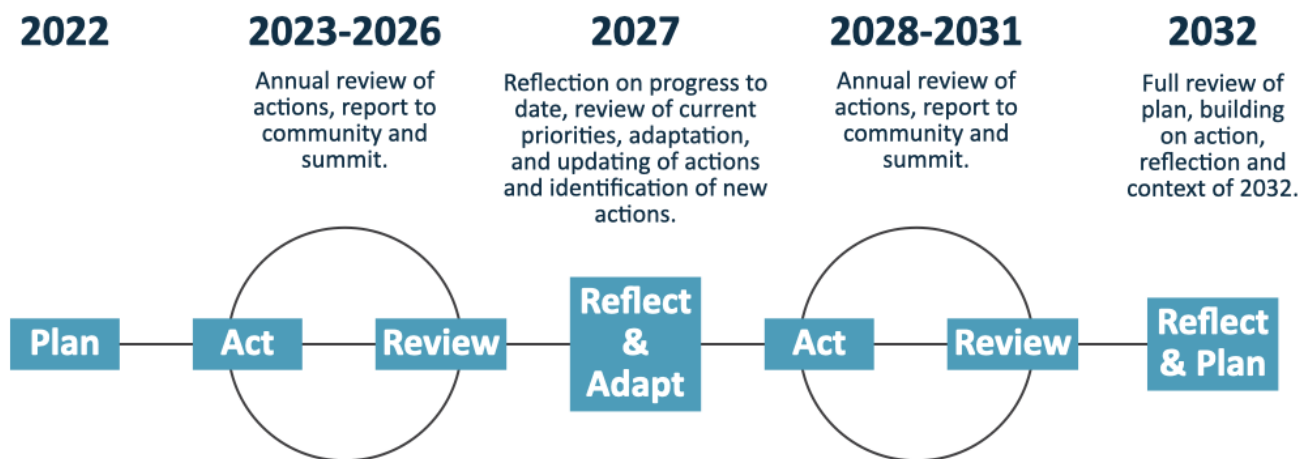
Inspiration and direction for community initiatives: As sustainability requires the efforts of everyone in the community, TBM Future Story can be used by individuals, households, organizations and businesses to contribute toward the Vision and Goals of the plan. In this way, efforts by local government and the community can complement one another to accelerate positive impact.

A Framework for Implementation

This plan is about action. In order to move forward toward the desired future that we want for The Blue Mountains, an implementation framework has been developed that is built upon the following three principles:

- **Collaboration:** No one person or organization is able to create the kind of future that this plan envisions. This framework builds collaboration within local government and with the community in order to achieve holistic change.
- **Progress:** Forward movement towards our desired future requires actions big and small. This framework builds monitoring of progress into the rhythm of implementation.
- **Reflection:** The world is a dynamic place and requires adaptability as new situations emerge. This framework builds points of reflection in order to ensure that the Town and the community are reflecting current needs while moving towards the desired future.

The image below outlines the implementation framework for TBM Future Story.



2022: With the approval of the plan by Town Council, it is time to get to work on the actions identified in Section 3.

2023-2026: As the implementation of the actions continues, a point of review will occur each year at a minimum:

- A review of the actions will occur, identifying the state of completion, accomplishments and challenges experienced.
- A report on the state of the actions will be shared with the community.
- A 'sustainability summit' will be held, bringing together TBM staff and community stakeholders to review the actions and discuss how to address challenges and accelerate progress in the coming year.

2027: With five years of implementation achieved, a review and adaptation of the plan will occur. As the Vision and Goals are a 50-year time horizon, the primary focus of the review will be on:

- Reflecting on progress between 2022 and 2027.
- Identifying current priorities for the community.
- Developing a new set of actions for the next five years. These actions can be the next steps of completed actions, a reiteration of actions not yet completed and the addition of new actions to reflect current priorities.

2028-2032: The annual review process continues.

2033: A full review and update of TBM Future Story is delivered, including:

- A review and update of the Vision and Goals as needed
- Reflecting on progress between 2022 and 2033.
- Identifying current priorities for the community.
- Developing a new set of actions for the next five years in alignment with the updated Vision and Goals.

A Story of the Future: Our Vision for The Blue Mountains

Our Vision for the Future

The Blue Mountains' communities are world-renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation, and regeneration to become the best place to live, work, and play for future generations.

Goal: The Natural Environment

The Blue Mountains...

- Is carbon neutral, and continuously reducing its carbon footprint
- Is adaptive and resilient to the impacts of climate change and extreme weather
- Has a strong and well-managed tree canopy
- Has a renowned network of parks and green spaces across settlement areas and within the Niagara Escarpment
- Is celebrated for the prevalence of regenerative land relationships in food production and other sectors
- Has pristine water in Georgian Bay and throughout the connected watersheds
- Is celebrated for its healthy biodiversity as a key feature of the community
- Is renowned for its pristine air
- Is accessible and respected by residents, businesses, and visitors alike
- Has healthy soils, wildlife, and vegetation within all of its watersheds

Goal: The Built Environment

The Blue Mountains...

- Ensures all development is built with the environment, social well-being and climate change as first priorities
- Prioritizes sustainable and renewable sources as the primary form of energy in the community, to reduce GHG emissions
- Features a mix of commercial, residential and recreational land uses that facilitate community connections and increase active mobility
- Ensures transit, cycling, walking and other options for low-carbon transportation are diverse, accessible and balanced, providing options to move throughout urban and rural communities

- Is resilient through investments in sustainable grey and green infrastructure for use in our buildings and throughout the community
- Prioritizes useful and well managed public spaces along the Bay and within each unique community
- Ensures buildings are accessible to all members of the Town's diverse community
- Collaboratively supports a circular economy that aims to eliminate waste, circulate resources and restore nature
- Prioritizes having a diverse mix and range of attainability of housing that is required to support workers and residents from all walks of life, as well as a diverse visitor base

Goal: Economy

The Blue Mountains...

- Is led by innovators committed to the natural, economic and social prosperity of future generations
- Has a diverse and stable workforce, with the community and corporation providing career opportunities from entry-level to leadership positions
- Builds on the historic strengths of agriculture and tourism, practicing regenerative and restorative methods, and supporting ventures into new and diverse sectors
- Encourages diverse opportunities for workers in the community to live, play and meet their needs locally
- Is attractive and competitive to new and existing investment opportunities, workers, and industries
- Is supported by community-based career training and educational opportunities across the region
- Is where local businesses thrive through the enthusiastic support of residents and visitors alike

Goal: Community and Culture

The Blue Mountains...

- Respects and welcomes diverse communities, old and new, as part of an inclusive and evolving community that respects its history and is excited about its future
- Has a vibrant, supportive and connected arts community that is integrated into the life of the broader community
- Brings people together through the celebration of our unique communities and by honouring our shared sense of place in the South Georgian Bay Region
- Is renowned as a home and outlet for all manner of creative expression such as public art, musical and dramatic performances, and visual design

Goal: Social Well-Being

The Blue Mountains...

- Supports the unique needs and dignity of all genders, races, sexual orientations, classes, abilities, and life stages
- Balances the needs of current and future residents, while being respectful of our history
- Includes diverse opportunities for youth to connect to the broader community and engage in civic life
- Provides the aging community with a variety of pathways to safely age in place
- Supports local partnerships to ensure all households are food secure
- Is supported by systems to reliably connect our communities
- Connects residents of all backgrounds through a sense of community support, where diverse values are welcomed, respected and celebrated
- Provides a range of supports for lifelong learning, health and well-being for the community

Goal: Governance

The Blue Mountains...

- Has strong and adaptive leadership that makes decisions based on the overall community needs, sustainability of resources and long-term prosperity
- Honours the knowledge, experiences and contributions of the Anishnaabek, Haudenosaunee and Wendat/Wyandot/Wyandotte peoples — the traditional stewards of the land — and creates a strong and mutually beneficial relationship with the Saugeen First Nation and Indigenous peoples who reside within the Town and in our region
- Promotes partnerships, shared responsibility, and action between the Town, businesses and community organizations
- Takes a regional approach to governance and service provision by collaborating with Grey and Simcoe Counties, neighbouring communities and the broader region
- Is informed by meaningful engagement and public involvement so all community members feel empowered to participate
- Supports a diversity of community volunteer and philanthropy opportunities
- Advocates for sustainable community outcomes by collaborating with the provincial and federal governments
- Is backed by a strong system of policies, programs and services that continually strive for sustainable community outcomes

A Story of Sustainability: Taking Action Towards Our Future

Big Moves Towards Sustainability

To make sustainable change requires bold action. Bold actions in The Blue Mountains Future Story are proposed in four Big Moves:

- Create climate solutions
- Build sustainable neighbourhoods
- Grow an innovative and thriving community
- Collaborate and take action.

Each of these Big Moves give directional guidance for how these actions can best affect change. Complete details on each action are found in The Action Plan that follows.

Big Move: Create Climate Solutions

According to feedback received during the development of the plan, the features that make the Town of The Blue Mountains the most unique are its natural features (Georgian Bay Shoreline, the Niagara Escarpment, Nipissing Ridge) and the active recreation and eco-tourism draws in the community.⁸ With the Town declaring a state of climate emergency in 2019,⁹ bold actions are required to retain these beloved and unique features of The Blue Mountains and ensure the health of all living systems. In order for our environment to be sustainable in the long term, bold actions are required to decrease greenhouse gas emissions, protect our town from increasing severe weather events, increase biodiversity and species habitat and increase our connections to local food.

By 2027, we will:

- Achieve Milestone 5 in the Federation of Canadian Municipalities Partners for Climate Protection program.
- Expand low-carbon transportation options to include regional electric vehicle infrastructure and greening the TBM municipal fleet.
- Develop a Climate Change Adaptation Plan with Grey County's Climate Change Action Plan.

⁸<https://www.thebluemountains.ca/planning-building-construction/current-projects/strategic-projects-initiatives/community-0>

⁹ https://archive.thebluemountains.ca/document_viewer.cfm?event_doc=2627

- Update engineering standards to incorporate resilience to climate change.
- Develop a natural asset inventory to include climate vulnerabilities and inform asset management planning.
- Develop a Biodiversity Strategy.
- Expand production of sustainable local food.

Big Move: Build Sustainable Neighbourhoods

During engagement, growth and development management was the most identified theme by respondents to make their community even better.¹⁰ With the Town being the second fastest growing municipality in the Country,¹¹ thoughtful planning and development interventions are needed to ensure that new growth is being planned responsibly to ensure the community can continue to maintain the natural and cultural elements that make it unique. To do this, the Town requires bold actions to build development standards that provide accountability to enhance natural and cultural amenities, provide residents with sustainable building opportunities, enhance active transportation options and responsibly address construction waste.

By 2027, we will:

- Develop a net zero carbon municipal building policy.
- Develop Green Development Standards.
- Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan.
- Establish a residential green retrofit program.
- Establish litter and construction waste management plans.

Big Move: Grow an Innovative and Thriving Community

The innovation needed to support a thriving and diverse community, particularly attainable housing, have been mentioned in every phase of public engagement as an important need of the community.¹² To ensure that people of all kinds are able to find a home in The Blue Mountains, the following bold actions were established to increase affordable housing, make

¹⁰<https://www.thebluemountains.ca/planning-building-construction/current-projects/strategic-projects-initiatives/community-0>

¹¹ <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/98-200-x/2021001/98-200-x2021001-eng.cfm>

¹²<https://www.thebluemountains.ca/planning-building-construction/current-projects/strategic-projects-initiatives/community-0>

The Blue Mountains a more inclusive environment and to provide innovative solutions to a changing economy and population.

By 2027, we will:

- Establish/support a green economy task force to identify economic opportunities in the community.
- Develop a Circular Economy Recommendations Report and expand circular economy programming.
- Develop a Diversity, Equity and Inclusion Strategy.
- Improve the conditions for attainable housing.

Big Move: Collaborate and Take Action

Successful large-scale action places people at the centre of the change process. The complex network of thousands of residents, visitors and workers in The Blue Mountains, along with the regional groups and populations that surround the Town, have the capability to achieve all of the sustainability goals outlined in this plan. To mobilize the potential of these community members, departments and systems, organization and reporting structures are needed. The following bold actions were created to ensure all departments in The Blue Mountains are accountable to sustainability goals, residents and stakeholder groups have meaningful opportunities to contribute and share sustainability ideas and sustainability communications are consistently shared to inspire further action and momentum.

By 2027, we will:

- Establish decision-making and reporting structures within Town of The Blue Mountains to ensure decisions contribute towards the Vision and Goals of this plan.
- Establish a community sustainability organization / network to champion sustainability efforts in the community.
- Host an annual Community Sustainability Summit.
- Release an annual report card on sustainability.

Five Years of Big Moves and Bold Actions

The following chart highlights the sequencing of the 4 Bold Moves and 20 bold actions outlined in this plan. As implementation occurs, the timelines will regularly be reviewed and modified to reflect the realities of capacity, resourcing and collaboration across the actions.

Bold Action	Implementation Timeline						Cost Range
	2022	2023	2024	2025	2026	2027	
1. Achieve Milestone 5 in FCM's Partners for Climate Protection program	●	●	●	●	●	●	No Cost
2. Expand low-carbon transportation options to include regional electric vehicle infrastructure and greening the TBM municipal fleet	●	●	●	●	●	●	> \$75,000
3. Develop a Climate Change Adaptation Plan with Grey County's Climate Change Action Plan		●	●				\$25,000 - \$75,000
4. Update engineering standards to incorporate resilience to climate change			●	●	●	●	> \$75,000
5. Develop an action plan to create a natural asset inventory to include climate vulnerabilities and inform asset management planning		●	●	●	●	●	\$500 - \$25,000
6. Develop a Biodiversity Strategy		●	●	●	●	●	\$25,000 - \$75,000
7. Expand production of sustainable local food	●	●	●				\$0 - \$25,000
8. Develop a net zero carbon municipal building policy	●	●	●	●	●	●	No range given (> \$75,000 - perhaps 8% premium on upfront cost)
9. Develop and implement Green Development Standards	●	●	●	●	●	●	> \$75,000
10. Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan		●	●	●	●	●	\$0 - \$25,000
11. Establish a residential green retrofit program	●	●	●	●	●	●	> \$75,000
12. Establish litter and construction waste management plans	●	●	●				\$0 - \$25,000 (\$20k specified estimate)

Bold Action	Implementation Timeline						Cost Range
	2022	2023	2024	2025	2026	2027	
13. Establish/support a green economy task force to identify economic opportunities in the community	●	●	●				> \$5000
14. Develop a Circular Economy Recommendations Report and expand circular economy programming		●	●	●	●	●	\$25,000 - \$75,000
15. Develop a Diversity, Equity and Inclusion Strategy	●	●	●	●	●	●	\$0 - \$25,000
16. Improve the conditions for attainable housing	●	●	●	●	●	●	> \$75,000
17. Establish decision-making and reporting structures within The Town of The Blue Mountains to ensure decisions contribute towards the Vision and Goals of this plan	●	●	●				No Cost
18. Establish a community sustainability organization / network to champion sustainability efforts in the community	●	●	●	●	●	●	\$0 - \$25,000
19. Host an annual Community Sustainability Summit		●	●	●	●	●	\$0 - \$25,000
20. Release an annual report card on sustainability	●	●	●	●	●	●	\$0 - \$25,000
Estimated Total Days (All Staff)	225	962	627	681	413	432	\$475,500 - \$875,000
Estimated Total Days (Sustainability Staff)	157	546	351	221	117	135	

Time to Get to Work

We have a vision for the future we want for our community. We have a set of actions to set us on a sustainable path. Now, it's time to get to work. Together.

TBM FUTURE STORY: ACTION PLAN

The following section describes the Big Moves and bold actions in detail. Each action is comprised of the following 10 components:

- **Description:** An overview of the action, written in a way that can be clearly understood for those both a part of and separate from the action drafting process.
- **Key steps:** Detailed implementation steps that are necessary to make progress on this action in the next 5 years, and beyond where appropriate.
- **Estimated Staff Time:** The staff time required to execute the action.
- **Estimated Capital Costs:** The budgetary requirements external to staffing required to implement an action.
- **Role of the Municipality:** There are a number of roles that TBM can play in these actions. TBM can act in one or more of these roles at a given time.
- **Role of the Community:** A description of how the community could contribute to this activity
- **Indicators:** Identification of metric(s) that express progress on the action.
- **Completion Requirements:** How do we know when this action is done?
- **Plans and policies:** Existing direction in TBM plans and policies or connections to emerging plans.
- **RACI Table:** A description of actors who are responsible, accountable, consulted, or informed throughout the implementation of an action.
 - **Responsible:** Departments, staff, or community roles that will support the Lead on carrying out this action.
 - **Accountable:** The department, role, or organization that delegates and is the last person to review this action to ensure it is complete.
 - **Consulted:** Those who provide direction and consideration to the action throughout execution.
 - **Informed:** Those who will be kept in the loop on project progress throughout the implementation of this action.

Big Move: Create Climate Solutions

Climate change is the most pressing challenge of our time. The Blue Mountains needs to respond to the challenge by reducing our own emissions, while preparing the community for the impacts of climate change now and in the future.

Bold Action 1: Achieve Milestone 5 in the Federation of Canadian Municipalities Partners for Climate Protection program.

Description:

In 2006 the Town of The Blue Mountains joined the Partners for Climate Protection (PCP), a joint program of The Federation of Canadian Municipalities and the International Council for Local Environmental Initiatives (ICLEI). The PCP program provides a five-milestone process for both corporate (municipal operations) GHG emissions and community-wide GHG emissions:

- Milestone 1: Greenhouse Gas (GHG) Inventory and Business as Usual (BAU) Forecast
- Milestone 2: Confirm GHG emission reduction targets and target year;
- Milestone 3: Local Action Plan (LAP) for emission reductions;
- Milestone 4: Implement LAP;
- Milestone 5: Monitor, Track and Report on results.

In 2006, the Town completed Corporate Milestone 1 and Community Milestone 1 of the PCP program. The Town committed to a long-term corporate target of net zero greenhouse gas emissions by 2050 in the Town's Municipal Response to the Climate Emergency Declaration, which has been submitted to the PCP Program to fulfil the requirements for Corporate Milestone 2. In 2021/2022, Grey County's Climate Change Action Plan established a long-term community-wide target of net zero emissions by 2050, with interim targets at 5-year intervals including a 30% reduction in greenhouse gas emissions by 2030 and 50% reduction by 2035, relative to 2018 levels. Grey County will also provide the Town with a snapshot of local community-scope GHG emissions reflecting a 2018 baseline. As part of The Blue Mountains Future Story, the Town will adopt the same community GHG reduction targets as Grey County.

TBM Future Story fulfils the community and corporate requirements of Milestone 3. Corporate Milestone 3 is also supported by the Town's Energy Conservation and Demand Management Plan. The completion of this action, therefore, requires the formal recording and application to Milestone 3, in addition to the implementation of the Local Action Plan (Milestone 4 execution), and execution of Milestone 5: Monitor, Track and Report on results at both corporate (Town operations) and community-wide scales.

Key steps:

2022, Q3:

- Apply for recognition of Corporate Milestone 3 and Community Milestones 2 and 3 with existing targets and action plans.
- Include near-term GHG reducing actions in the 2023 budget.

2023 - 2027:

- Begin implementing actions to reduce GHG emissions as proposed in the Town's Municipal Response to the Climate Emergency Declaration and in TBM Future Story
- Continue to introduce GHG-reducing projects/initiatives into successive annual budget processes as needed and appropriate, as recommended by TBM Future Story and/or the Town's Energy Conservation and Demand Management Plan.
- Annual corporate GHG inventories and periodic communications/reporting on results

2027:

- Apply for recognition of Corporate Milestone 4 (Implement a local climate action plan) and Corporate Milestone 5 (Monitor, Track and Report results). Milestone 5 may take additional time beyond 2027 to accomplish, depending on staff resourcing/time to estimate GHG impacts of specific projects.
- Work with Grey County to receive an updated community-scope GHG inventory for The Blue Mountains.
- Undertake reporting to achieve Community Milestones 4 and 5 in the 2027-2028 period – to align with a 5-year review period for Grey County's CCAP.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- No cost: \$0 to submit information to PCP program.
- Costs of specific initiatives are either estimated under other Future Story actions, and in most cases or will be brought forward through the annual budget cycle and/or directly to Council for consideration. The approved budget for implementation of TBM Future Story in 2022 is \$84,000.

Role of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Implementer: We take direct action on the issue.

Measures of Success:

- Reductions in corporate and community-scope greenhouse gas emissions
- Implementation status of greenhouse gas emission-reducing actions in TBM Future Story

Completion Requirements:

The Town of The Blue Mountains has progressed through all five milestones of the PCP program. Continued effort to reduce GHG emissions and achieve the Town's long-term target of net zero emission by 2050 will still be required.

Related Plans and Policies:

- Municipal Response to the Climate Emergency Declaration
- Energy Conservation and Demand Management Plan (2019) and future ECDM Plan updates
- Grey County Climate Change Action Plan

RACI Roles	Participating Actors
Responsible	Sustainability Coordinator
Accountable	Manager of Sustainability and Solid Waste
Consulted	Planning and Development Services Department Finance & IT Services Operations Community Services
Informed	All Municipal Departments General Public and Business Owners

Bold Action 2: Expand low-carbon transportation options to include regional electric vehicle infrastructure and greening the TBM municipal fleet.

Description:

To develop a long-term strategy to transition Town fleet and equipment to electric, and to expand community electric vehicle charging locations.

The Town's fleet vehicles were responsible for 55.9% of the Town's GHG emissions in 2018 and comprise the only category where emissions have increased since the 2005 baseline, making this the most significant opportunity to reduce corporate emissions. Town staff will consider a long-term plan to transition towards electric fleet vehicles while preparing to install the necessary electric vehicle charging infrastructure at Town facilities. The leasing agreement for Town fleet vehicles with Enterprise already includes a transition to more fuel-efficient vehicles including built-in anti-idling technology, and is expected to provide future flexibility to transition to electric vehicles. The Town's fleet of vehicles and equipment ranges from gas-powered outdoor maintenance equipment and light-duty vehicles for bylaw enforcement, to heavy duty snow ploughs and earth moving equipment. Differences in anticipated technological readiness, combined with staff and service needs will help determine timeframes to transition various vehicle types and service areas to electric alternatives. Potential future expansions to the Town's fleet and vehicle-based Town services, for example if public transit is recommended by the Transportation Master Plan, as well as contracted vehicle services (e.g. waste collection), should also be incorporated into long-term plans for an electrified vehicle fleet. Examples of transition plans or fleet review processes will be sought from other municipalities as part of this initiative.

Town staff will also seek opportunities to enable electric vehicle charging infrastructure in The Blue Mountains help support growing uptake of electric vehicles among residents and visitors. Electric charging conduit is already a consideration in new parking lots and the Town will continue to explore options to install conduit and/or electric (EV) chargers as part of facilities upgrades and relevant capital projects. Participating in a regional EV charging network initiative will also help the Town build regional connectivity across Grey-Bruce and with larger urban areas to the south.

Key steps:

2023, Q1-3:

- Develop a proposed map of suggested community EV charger locations with rationale-based support.

- Participate in regional collaboration meetings for charging corridors. (ongoing)
- Identify local opportunities for public EV chargers and seek funding to expand the local EV charging network.
- Explore opportunities to support electric bicycles.

2023, Q4:

- Business case to understand fleet savings from electrification.
 - Create transition plan 1) to identify short-, medium- and long-term opportunities to transition fleet vehicles and equipment to electric power; 2) to implement charging stations at key Town facilities; 3) to replace internal combustion engine vehicles with electric vehicles.

2024, Q1-Q2

- Consult with Town Manager and Director-level staff.
- Bring plan to Council for approval.

2024, Q3:

- Investigate and create a recommendation on whether or not to implement electric vehicle charging stations into the Community Improvement Plan (potential incentive 3.11 Property Enhancement and Improvement Program).
 - Consider local locations for chargers and opportunities to leverage corporate chargers.

2024 - 2027:

- Once the transition plan is completed, begin implementing plan, beginning with installation of EV charging stations for Town fleet vehicles that fall within the near-term opportunity category.
- Continue to seek funding opportunities and/or technology/charger location choices (e.g., allowing public to use Town EV chargers in off hours) to offset costs of Town EV charging infrastructure and build local EV charging capacity.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- A plan for the corporate fleet will be developed internally.
- Transition to electric is intended to approach cost neutral, any cost premium will have the opportunity to be considered during budget deliberations alongside cost recovery

options, fossil fuel cost savings, and other business case details, such as the social cost of carbon.

- \$75,000+

Role of the Municipality:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on this shared action.
- Funder: We provide funding to other organizations to do their work.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Implementer: We take direct action on the issue.

Measures of Success:

Corporate:

- Fuel savings further highlighted through GHG emissions
- Maintenance/operating cost savings
- Percent of fleet vehicles and Town equipment transitioned to electric

Community:

- Number of electric vehicle users
- Amount of local charging activity
- Number of stations installed
- Charger owner experiences/insights

Completion Requirements:

- 100% municipal electric vehicle fleet and charging stations implemented on appropriate municipal sites.

Related Plans and Policies:

- Council direction to develop a corporate fleet vehicle electric transition plan
- Asset Management Plan
- Municipal Response to the Climate Emergency Declaration
- Transportation Master Plan

RACI Roles	Participating Actors
Responsible	Manager of Facilities and Fleet Multiple staff in Operations Department
Accountable	Corporate transition plan: Manager of Facilities and Fleet Community EV chargers: Operations Department
Consulted	BIAs and Business Community Development Community
Informed	General Public

Bold Action 3: Develop a Climate Change Adaptation Plan with Grey County's Climate Change Action Plan.

Description:

Join with Grey County and member municipalities to develop a Climate Adaptation Plan for the County overall.

In the Grey County Climate Change Action Plan, Strategy #21 describes the creation of a climate adaptation plan as a measure to “increase our communities’ climate resilience, minimize the exposure of our community and assets (both physical and natural) to the impacts of climate change, and take advantage of new opportunities as they arise.”

This action consists of outreach to the County, and joining a milestone process to participate in plan development, to ensure that actions developed in this plan can be implemented in The Blue Mountains’ context.

Key steps:

2023, Q2:

- Operations to outreach to the County to join a milestone process, such as the ICLEI Building Adaptive and Resilient Communities (BARC) program to assist with funding and plan development.

2023, Q3/Q4 - 2024:

- Collaborate with the County, local industry, and community organizations throughout plan development. Expected start of this project is late 2023.
- Identify impacts to key economic sectors in the Town from climate change impacts.
- Identify potential opportunities that may arise from climate change in the Town.
- Identify areas of potential investment and development/building standards modification for the Town.
- Create and/or circulate group-created educational materials to spread awareness of climate change risks and adaptation measures.

2025:

- Modify Engineering Standards (See action 4) to address identified climate risks.

Estimated Staff Resourcing:

Multiple staff, part-time effort

Estimated Costs:

Range of cost \$25,000-\$75,000

Role of the Municipality:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on sharing this action.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Implementer: We take direct action on the issue.

Indicators:

- Number of climate adaptation initiatives implemented in The Blue Mountains
- Number of community members informed by climate change education materials

Completion Requirements:

- Plan complete
- Updated Engineering Standards initiated (see Action 4)

Related Plans and Policies:

RACI Roles	Participating Actors
Responsible	Manager of Sustainability and Solid Waste; Sustainability Coordinator, Emergency management staff, Fire Chief
Accountable	The County of Grey's Manager of Climate Change Initiatives
Consulted	Key Town staff including Emergency Management, Sustainability, Operations, Community Planning, Community Services, and more The public Community groups Development industry Local engineering firms Insurance industry
Informed	The public Schools and students All stakeholder groups in 'consulted'

Bold Action 4: Update engineering standards to incorporate resilience to climate change.

Description:

After the completion of the Climate Adaptation Plan, there will be a series of engineering standards that will need to be reviewed and potentially proposed to improve resilience to the local impacts and risks posed by climate change. After this initial update, review Town standards on biannual basis to incorporate best practices for sustainable infrastructure.

Key steps:

2024, Q2:

- Town staff to review the joint Climate Change Adaptation Plan [see Action 3] and consider implementation strategies.
- Research best practices for climate adaptation strategies in engineering standards, and staff training options such as the Public Infrastructure Engineering Vulnerability Committee (PIEVC) to build staff capacity.

2024, Q3

- Deliver workshops with industry groups to gather additional engineering standard implementation practices.

2025, Q1

- Revise and adopt new engineering standards.

Annually

- Review engineering standards.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- \$75,000+

Role of the Municipality:

- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Educator: We communicate, support and develop knowledge and understanding.

Measures of Success:

- Climate adaptation measures implemented
- Infrastructure available to service needs of approved zoned lands

Completion Requirements:

- The most up to date understanding of resilience engineering standards is in place or being updated at any one time.

RACI Roles	Participating Actors
Responsible	Operations Department Grey Sauble Conservation Authority Nottawasaga Conservation Authority
Accountable	Planning and Development Services Department
Consulted	Development Community Utility Providers WEF – Water Environment Federation AMO – Association of Municipalities of Ontario MEA – Municipal Engineers Association OWWA – Ontario Water Works Association WEAO – Water Environment Association of Ontario
Informed	Development Community

Bold Action 5: Develop a natural asset inventory to include climate vulnerabilities and inform asset management planning.

Description:

A natural asset inventory includes natural features that provide an ecological benefit to the Town, such as trees, soil and wetlands. These features provide a series of services that are vital to citizen health, including water and carbon storage, water quality improvement, microclimate regulation and urban heat island effect mitigation. The Town's Asset Management Plan (AMP) does not yet include natural infrastructure assets, and a natural assets inventory is first needed to identify natural infrastructure assets and assess them for climate vulnerabilities and quality as infrastructure assets. This action focuses on creating a business case and assessing the applicability of an action plan for a natural asset inventory that includes climate vulnerabilities and informs asset management planning.

Key steps:

2023, Q1:

- Apply to participate in Municipal Natural Assets Initiative (MNAI) training opportunity to build staff capacity and an understanding of the necessary steps to develop a natural assets inventory.

2023, Q2:

- Create a business case and/or roadmap to develop a natural assets inventory, and circulate with key community stakeholders (e.g. development sector, environmental not-for-profits).

2023, Q3/Q4:

- Present business case/roadmap and potential budget to Council, and receive a decision of how to proceed with a natural assets inventory.
- Consult with regional municipalities and Conservation Authorities, particularly those in Grey County's initiative to develop a climate change adaptation plan, to identify potential opportunities to receive necessary data and/or collaborate (see Action 3)

2024, Q1:

- Once approved, begin development of natural asset inventory.

2025:

- Natural asset inventory created and periodically updated.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.
- New staff member(s) may be required to update and maintain the inventory

Estimated Costs:

- Municipal Natural Assets Initiative (MNAI) training will cost \$500 to train three members of Town staff
- Approximately \$16,500 - \$25,000 for a completed natural assets inventory. Potential opportunities to receive free data and/or share costs with other municipalities, Grey County, and/or local Conservation Authorities may reduce costs of building the inventory.

Role of the Municipality:

- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Measures of Success:

- Number of trees measured
- Percent forest canopy coverage measured
- Amount of wetland area measured (Engineered Stormwater Ponds and Natural Areas)

Completion Requirements:

- A business case is created.
- Natural asset inventory is completed or the decision has been made by Council not to pursue.

Related Plans and Policies:

- Proposed Urban Natural Heritage Study
- Asset Management Plan
- Official Plan

RACI Roles	Participating Actors
Responsible	Inter-departmental responsibility (Operations, Planning Services, Finance)
Accountable	Finance Division (Asset Management)
Consulted	Nottawasaga Conservation Authority Grey Sauble Conservation Authority Development Community
Informed	General Public and Business Community

Bold Action 6: Develop a Biodiversity Strategy.

Description:

Create a strategy for how and where to retain, restore, and manage biodiversity and minimize negative impacts, and utilize the positive impact of community resources on the terrestrial, riparian, and aquatic features in The Blue Mountains. Throughout all three phases of TBM Future Story development, community members shared their support for reduced deforestation and enhancing tree cover. This strategy will set the direction for future Town naturalization and tree-planting efforts to support biodiversity and enhance access to nature.

This biodiversity strategy would address:

- Broad goals and rationale for biodiversity and replanting efforts.
- Tracking of the current forest canopy and state of biodiversity in The Blue Mountains.
- Community stewardship and citizen science opportunities to control invasive species, and increase biodiversity and tree planting on private property.
- Land-based learning and respectful Indigenous engagement with the land under investigation.
- Review internal Town strategies for biodiversity and open space acquisition and management practices.
- Review and co-develop research with the Grey Sauble and Nottawasaga Conservation Authorities, the County of Grey, regional not-for-profit organizations and/or academic researchers, where appropriate.

Key steps:

Q1, 2023:

- Complete a biodiversity policy for Town-owned lands.

Q4, 2023:

- Establish project terms of reference, goals and rationale for community-scope biodiversity strategy and determine if external support or partnerships are required for strategy development.

Q1, 2024:

- If external support or partnerships are required, establish a budget and obtain approval for strategy development.

Q2 - Q4 2024:

- Identify urban conservation, biodiversity and urban and agricultural tree canopy best practices.
- Begin annual biodiversity assessment studies on Town lands and facilities
- Track the urban canopy current state assessment for The Blue Mountains.
- Identify data needs that could be gathered by a citizen science effort, and how this data might be collected, and how it will be used to improve local conservation and biodiversity, for example: locations, types and removal of invasive species and/or shoreline plastics.

Q4, 2024:

- Facilitate a citizen science campaign and co-develop a detailed set of goals and rationale. Explore opportunities for community leadership, and connections between gathered data and local/regional action to mitigate environmental impacts.

Q1 - Q2 2025:

- Finalize and circulate the draft Community Biodiversity Strategy.

Q3, 2025:

- Propose biodiversity initiatives to amend 3.11 of the Community Improvement Plan "Property Enhancement and Improvement Program."
- Implement newly-identified biodiversity strategies into all subsequent plans, including Official Plan Updates, where applicable.
- Remove limitations on and add requirements for biodiversity in Town bylaws.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- \$25,000 - \$75,000 to hire a consultant for biodiversity assessments and strategy development

Role of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Funder: We provide funding to other organizations to do their work.

- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Implementer: We take direct action on the issue.

Measures of Success:

- Direction for additional tree planting established
- Improved riparian area health
- Expansion of naturalized areas
- Increased pollinator population

Completion Requirements:

- Biodiversity strategy is completed
- Biodiversity management practices implemented into Town and Conservation Authority management practices

Related Plans and Policies:

- Official Plan
- Community Improvement Plan
- County environmental plans
- Conservation Authority reports
- Land use bylaw and other bylaws impacting biodiversity
- Municipal Land Biodiversity Policy
- TBM Climate Emergency Declaration

RACI Roles	Participating Actors
Responsible	Operations Department
Accountable	Operations Department
Consulted	Grey Sauble Conservation Authority Nottawasaga Conservation Authority Community Services Department Planning Services Division General Public & Businesses Development Industry Citizen Science Volunteers
Informed	General Public

Bold Action 7: Expand production of sustainable local food.

Description:

This action aims to increase sustainable local food production and consumption within the town through various means, including the encouragement of community gardens in zoning by-laws, farmer's markets and food co-ops, private gardens and urban agriculture, micro-farming, augmentation of food banks with unused food and an overall increased connection between farmers and residents encouraging them to buy local.

Community gardening, urban agriculture, and support of local farmers and agricultural operations has been encouraged by community members throughout the plan's engagement phases. The development and allowance for community gardens and urban agriculture would be an opportunity to identify and resolve gaps and barriers in current policies, to connect residents and business owners with the agricultural community and foster community interest in different forms of urban-based agriculture. The existing agricultural base is also a cornerstone of the Town's economy and land base, bringing a wealth of experience and opportunities to enhance biodiversity, sequester carbon, and find other opportunities to thrive sustainably.

Some programs to investigate through this process include:

- Community and home-based garden promotion
- Urban farming & community gardens
- Public agriculture and edible landscaping
- Pollinator pathway development
- Connections between businesses and agricultural producers
- Support existing regional agricultural networks to explore regenerative agriculture practices and other capacity building in sustainable agriculture best practices, in collaboration with Grey County's Climate Change Action Plan – Actions 3 and 4. This may involve sharing information/coordinating interest in Federal carbon offset protocols, promoting information on new programs, case studies or incentives that may become available, and more.

Key steps:

2022, Q4

- Conduct research and create a rationale and list of amendments to update the zoning bylaw to remove barriers for community gardens and urban agriculture.
 - Identify urban agriculture and connect best practices.

- Identify opportunities for communication and collaboration for community development.

2023, Q2

- Perform key stakeholder engagement on amendments, and potential actions to enhance urban agriculture.
- Coordinate messaging with the 'Grown in Blue' marketing campaign to promote and support regenerative management and a sustainable agriculture sector.
- Collaborate with Grey County and partners on agriculture-related initiatives in Grey's Climate Change Action Plan, where appropriate.
- Assist in coordinating a network of regenerative land management practitioners, possibly via Grey Agricultural Services or other local agricultural networks such as Regenerate Grey Bruce.

2023, Q4

- Present findings and proposed implementation to Council.

2024, Q1

- Begin a public promotion campaign to encourage urban agriculture practices.

Estimated Staff Resourcing:

- 1 staff member, part-time effort

Estimated Costs:

- \$0 - \$25,000 cost range – for communication support for zoning amendments, to support regenerative agriculture network, Grey County collaboration, and possibly to support Grown in Blue marketing campaign.

Role of the Municipality:

- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Educator: We communicate, support and develop knowledge and understanding.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

- Implementer: We take direct action on the issue.

Measures of Success:

- Measure of community gardens/garden plots installed per year
- Increase of farmer markets and/or attendance (both vendors and visitors)

Completion Requirements:

- Progress is ongoing

Related Plans and Policies:

- Town Official Plan
- Zoning By-law updates

RACI Roles	Participating Actors
Responsible	Operations Department Community garden coordinators Farming advocacy groups
Accountable	Planning and Development Services Department
Consulted	Agriculture community Business Community Grey County Economic Development Department Grey Sauble Conservation Authority Nottawasaga Conservation Authority Related NGOs
Informed	General Public

Big Move: Build Sustainable Neighbourhoods

How we build our community influences how people make countless decisions in their everyday lives. The Blue Mountains will build our homes, businesses, institutions and infrastructure to respond to climate change, create new economic opportunities and create a healthy community for residents and visitors alike.

Bold Action 8: Develop a net zero carbon municipal building policy.

Description:

Municipal buildings and facilities constituted approximately 34% of the Town's GHG emissions in 2018, representing a key opportunity to move towards the Town's long-term net zero GHG emissions target. New buildings and significant renovation projects have the potential to be designed and built such that they use less energy than they produce (if renewable energy is included – if not, the building may become 'net zero ready') and are an opportunity to lead by example by implementing best practices in sustainable building design, delivery and operation.

By establishing a requirement for designing, constructing and operating net zero carbon emission municipal buildings, a net zero carbon municipal building policy will contribute to the transition to a low carbon community. Investment in Town buildings will support resiliency and mitigate the anticipated effects of climate change. Notable expected outcomes include:

- A reduction in annual Town facility emissions
- Avoidance in utility costs
- An improvement in local air quality
- Local job creation

Key steps:

2022, Q3

- Draft a Net Zero Municipal Building Policy for staff review and revisions.
- Consider possible linkages with other future municipal policies including a Municipal Building Deconstruction Policy, Biodiversity Strategy for Town lands (Bold Action 6), and a long-term plan to transition Town fleet vehicles to electric alternatives (Bold Action 2).

2023, Q1

- Draft policy/policies brought to Town Council for consideration and adoption.

2023 – 2027 (ongoing)

- Implement the adopted Net Zero Municipal Building Policy for any new buildings.

- Continue to work towards the Town's net zero emissions by 2050 target through implementation of the Town's Energy Conservation and Demand Management (ECDM) Plan (including consideration for the social cost of carbon) and in future ECDM Plan updates. This may include equipment upgrades, fuel switching/renewable energy, and/or other retrofits.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- According to a 2019 Canada Green Building Council report, the average Zero Carbon Building costs an additional 8% in upfront costs, and can be expected to achieve an overall positive financial return of 1% over a 25-year lifetime (assuming a continuance of carbon pricing). Zero carbon low- and mid-rise office buildings had the best payback potential with a 3% expected financial return. Many variables will influence the financial costs and realized benefits of Net Zero Carbon buildings, including (but not limited to): the variety of municipal building types, uses and sizes; future available technologies; increasing carbon and energy prices; and occupant behaviour. Net Zero Ready buildings may also help save on upfront costs by delaying investments in onsite renewable energy, focusing first on an airtight building envelope, lower carbon components and high efficiency systems to reduce energy demand as much as possible.

Role of the Municipality:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Measure of Success:

- New municipal buildings and retrofit projects follow net zero building policy

Completion Requirements:

- Net zero building policy is adopted

Related Plans and Policies:

- Energy Conservation and Demand Management Plan 2019
- Grey County Climate Change Action Plan (CCAP)
- Municipal Response to the Climate Emergency Declaration

RACI Roles	Participating Actors
Responsible	Finance and IT Services Department
Accountable	Manager of Solid Waste and Sustainability
Consulted	Community stakeholder groups Development groups Energy companies
Informed	General public

Bold Action 9: Develop and implement Green Development Standards.

Description:

Green Development Standards (GDS) are voluntary or mandatory measures created by municipalities to encourage development that is sustainable from environmental, social and economic perspectives. They promote the use of renewable or sustainable materials, resources and construction methods, while limiting the environmental impacts of development. These standards guide development through planning approvals, directing applicants to meet criteria established in the GDS. These standards were mentioned throughout the engagement process of the plan as key action to ensure future development includes the use of renewable or sustainable materials, energy efficiency, sustainable construction methods, amongst other benefits.

To assist municipalities in developing and implementing Green Development Standards, the Clean Air Partnership (CAP) developed a framework, following four milestones, called The Municipal Green Development Standards Toolkit. This structure provides an approach to developing Green Development Standards that reflect The Blue Mountains local context, laying the foundation for development that contributes to our vision for the future.

Grey County has included Green Development Standards in the County's Climate Change Action Plan (Action 11), envisioning a voluntary, tier-based standard, with a goal of all new buildings constructed to be net-zero ready by 2050, or at least 80% more efficient than buildings built in 2018. The County will engage with member municipalities to collaborate on the development and implementation process of this County-wide GDS.

Key steps:

2022, Q3 - 2023, Q1:

- Follow Milestone 1: Declaration Phase. This involves building a team and business case for the project, and identifying current practices and objectives of the GDS.
- Collaborate with Grey County and lower-tier municipalities to potentially share resourcing and a common development process for County-wide GDS. Timeline may be revised to align with the County's timeline if this becomes the preferred way forward.
- The Town's Official Plan update process will consider if/how a future County-wide GDS might be supported by local Official Plan policies.

2023, Q2-Q4:

- Follow Milestone 2: Metric Development and Consultation.

2024, Q1-Q3:

- Follow Milestone 3: Implementation.

2024, Q4 - onwards:

- Follow Milestone 4: Track, Monitor and Review.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- \$75,000+ if the Town develops a GDS independently with a consultant.
- Costs are likely to be much lower if GDS development can be pursued collaboratively with Grey County and member municipalities, as the County estimates the cost of a GDS at less than \$100,000.

Role of the Municipality:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Measure of Success:

- To be developed as part of the Green Development Standards process.

Completion Requirements:

- Green Development Standards are in place

Related Plans and Policies:

- The Town of The Blue Mountains Official Plan
- Grey County Climate Change Action Plan (CCAP)

RACI Roles	Participating Actors
Responsible	Operations Department, Community Services Department, Finance Division Grey County and member municipalities for a County-wide GDS
Accountable	Communications and Economic Development Division
Consulted	Community stakeholders Development groups The public Energy companies Conservation Authorities
Informed	Developers The public

Bold Action 10: Monitor and estimate increases in active transportation uptake as supported by the Transportation Master Plan.

Description:

As active transportation infrastructure continues to be developed throughout the municipality, it is crucial that the changes can be monitored and recorded on an ongoing basis. The need for an improved active transportation network was a recurring theme in the TBM Future Story engagement feedback, pointing to a desire for improved infrastructure throughout the Town.

Concurrent to developing TBM Future Story, the Town is preparing a Transportation Master Plan (TMP). The TMP is a long-range strategic plan that will identify transportation infrastructure requirements to address existing challenges and support growth, along with policies to guide transportation and land use decisions in The Blue Mountains. TMP's are integrated with environmental planning and sustainability principles and provide a framework for implementing coordinated improvements on a town-wide basis, including guidance on infrastructure to support the expansion of public transit and active transportation modes. The complementary action within this plan is to monitor increases in active transportation as actions from the TMP are implemented, in order to understand the impact of new infrastructure and identify new opportunities to serve residents.

Additional metrics from Statistics Canada, the Transportation Tomorrow Survey, or other data sources may help to provide a more comprehensive picture of the variety of transportation modes used by residents and visitors, and commute lengths and frequencies. Ultimately, active transportation is an important part of decarbonizing our transportation system, and good data on modal choices can also help to inform public transportation or other priorities of the Town's Transportation Master Plan and/or Official Plan. In addition to sharing metrics on active transportation, the Town will also incorporate educational messages to inform residents and visitors about existing and new opportunities to move around the community through active methods.

Key steps:

2023, Q2:

- Identify key metrics for active transportation in the community, focusing on measures that are realistic and meaningful.

2023, Q3-Q4:

- Establish processes and protocols for measuring identified metrics, including timing and regularity of measurement.

2024 - onward:

- Measure and report on changes to active transportation infrastructure and use.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- \$0-\$25,000

Role of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Measures of Success:

- Data collection for pedestrian and cyclist counts
- Increases to number and/or length of trails and improvements/extensions to existing infrastructure to support active transportation
- Additional metrics informed by Statistics Canada, Transportation Tomorrow Survey, and other sources of free and/or paid third-party data
- Promotional/educational messages about active transportation shared with the community

Completion Requirements:

A set of active transportation measures are established

Related Plans and Policies:

- The Town of The Blue Mountains Official Plan
- Leisure Activities Plan
- Transportation Master Plan
- Cycling and Trails Master Plan

- Grey County Climate Change Action Plan (CCAP)
- Subdivision/ Site Plan designs review

RACI Roles	Participating Actors
Responsible	Planning and Development Services Department Communications and Economic Development Division Community Services Department
Accountable	Operations Department
Consulted	Cycling groups Trail/ hiking communities Accessibility committees The development community Youth groups Seniors groups
Informed	General public

Bold Action 11: Establish a residential green retrofit program.

Description:

A residential green retrofit program encourages or incentivizes the renovation of an existing structure, with a goal to limit its carbon emissions and environmental impacts. In the Town of The Blue Mountains this program will assist in highlighting the fiscal and environmental benefits of energy efficient living, while encouraging residents to implement changes on their own properties using retrofit incentives and community education initiatives.

Promoting and supporting energy efficient residential upgrades will assist in reducing the community's carbon footprint as well as encourage the use of alternative energy options which have the potential to result in significant energy cost savings. This action will lead to the development of a residential green retrofit program in coordination with the County to promote energy efficient features in residential dwellings. Grey County's goals are for 17% homes by 2030, and for 84% of homes by 2050, to have been retrofitted with a target energy efficiency gain of 40% or more per project.

Some green retrofit implementations to investigate through this process include:

- Air sealing and moisture management
- Energy-efficient lighting, equipment and appliance upgrades
- Building envelope upgrades (insulation, windows and doors)
- Air and ground source heat pumps, solar panels, and other options to move away from fossil fuels and efficiently use electricity in residential HVAC systems

Key steps:

2023, Q2-2024, Q1:

- Explore financing and partnership options for a residential green retrofit program, including provincial and federal programs, collaborating with Grey County or a province-wide initiative, financial institution programs and utility bill programs.

2024, Q2:

- Develop recommendations on the initial steps towards a green retrofit program for Council to consider. Recommendations may include a feasibility study and/or seeking staff time/resources to collaborate with a larger initiative.

2024, Q3:

- Subject to approval of proceeding, develop budget recommendations for the next budget cycle.

2024, Q4-2025, Q1:

- Incorporate budget for green retrofit program and pursue next steps to develop and implement a green retrofit program or programs.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.
- A new staff resource may be needed to facilitate Local Improvement Charge financing or other financing programs that may enable residential energy retrofits, whether the Town participates in a regional/County-wide or provincial program.

Estimated Costs:

- \$75,000+ if the Town provides grant money or financing directly.
- Developing a home energy retrofit financing program in collaboration with other parties could provide substantial savings for greater impact.
- Financing models such as Local Improvement Charges will add staffing/administrative costs but would not involve the Town in granting money.

Role of the Municipality:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Implementer: We take direct action on the issue.

Measure of Success:

- A green retrofit program is adopted and implemented to address energy efficiency in aging buildings.

Completion Requirements:

- A program is in place to guide green retrofit initiatives. Information and support are available on an ongoing basis.

Related Plans and Policies:

- Town of The Blue Mountains Official Plan
- Green Municipal Fund Annual Report 2018-2019
- Energy Conservation and Demand Management Plan 2019
- Grey County Climate Change Action Plan (CCAP)

RACI Roles	Participating Actors
Responsible	Communications and Economic Development Division
Accountable	Finance Division, Operations Department
Consulted	Special interest groups (Blue Mountain Watershed Trust, Blue Mountain Ratepayers Association, etc.) Development community Surrounding municipalities Homeowners Business owners GMF Advisory Council
Informed	The public The Federation of Canadian Municipalities (FCM)

Bold Action 12: Establish litter and construction waste management plans.

Description:

Landfilled construction and demolition materials associated with building and development often could have been diverted to reduce the need for virgin materials and avoid some of the embodied carbon. Recent studies on the great lakes reveal another impact of construction waste. A high percentage of marine micro plastics are associated with foam, commonly used as a building materials.

Implementing litter control and construction waste diversion plans will help to develop better practices and diversion rates. Deconstruction, rather than demolition, will help build circular economic behaviour and new products from waste resources. This action will reduce GHG emissions, build on a local green economy, reduce waste and improve local water and air quality. These efforts will complement existing Town efforts to reduce litter and divert waste from the landfill.

Key steps:

Q3, 2022:

- Implement deconstruction policy for municipal buildings with minimum diversion targets.

Q2, 2023:

- Implement requirement for litter control and construction waste management plans for medium to large land development applications.

Q1, 2024:

- Work with and prepare waste industry and contractors to build capacity to include multi-sort options for construction site waste service.

Q2, 2024:

- Broaden policy to individual building applications, start with deconstruction permit to replace building demolition permit.
- Expand construction management plans to all building applications. Start with voluntary diversion plans providing a template form during permit process.
- Assist in building local industry around reuse of waste resources and valuable wood in vintage house structures.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- \$0-\$25,000
 - Step 1: None
 - Steps 2, 4 and 5: \$10,000 legal review
 - Step 3 and 6: \$10,000 Communications and working groups pilot incentives

Role of the Municipality:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on this shared action.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Funder: We provide funding to other organizations to do their work.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Implementer: We take direct action on the issue.
- Service Delivery: We provide services directly to our citizens or customers.

Measure of Success:

- Increase in diversion rate for municipal building deconstruction
- Reduction in litter and increase in construction site waste diversion rates

Completion Requirements:

- Municipal policy adopted
- Development policy implemented
- Private building deconstruction policy completed and implemented

Related Plans and Policies:

- Municipal Response to the Climate Emergency Declaration
- Climate Emergency Declaration

RACI Roles	Participating Actors
Responsible	Solid Waste Division, Building Division, Development Division
Accountable	Solid Waste Division
Consulted	Development Industry Waste Industry
Informed	Development Industry Waste Industry

Big Move: Grow an Innovative and Thriving Community

In order for a community to be truly sustainable, it has to provide a great quality of life and opportunities for residents of all kinds. The Blue Mountains will provide opportunities for residents to meet their needs and grow an economy that reflects innovation and a commitment to a bright future.

Bold Action 13: Establish/support a green economy task force to identify economic opportunities in the community.

Description:

The Town's Economic Development Strategy was approved in 2021, providing strategic direction on strengthening the local economy. This plan complements the direction of TBM Future Story and includes four strategic priorities:

- Supporting Business Growth and Facilitating Success
- Strengthening Infrastructure, Business and Development Readiness
- Developing an Innovative Workforce and Attracting Visitors
- Prioritizing the Community's Quality of Life

With the action items identified in this strategy, there is an opportunity to explore 'green economy' opportunities for the community. This action could see the establishment of a Green Economy Task Force to review programs and opportunities for environmental initiatives, green economic incentives and attraction of businesses and industries that seek to balance profit, people and the planet. The Task Force would provide recommendations to Council and the community regarding what actions could grow the green economy of The Blue Mountains.

The Town may also collaborate with a regional initiative gathering partners across the Southern Georgian Bay area to build a Green Economy Hub in The Blue Mountains. Local "green" economic development initiatives should be determined in collaboration with regional partners, but may include identifying supports to attract and retain social enterprises (businesses seeking to balance profit equally with social, cultural, community economic and/or environmental responsibility), building the capacity of local businesses to reduce environmental impacts such as GHG emissions, and/or other collaborative measures to leverage local and regional business relationships for broader progress on community-wide sustainability priorities. If Town Council prefers a regional initiative to a Town-led task force, this action will focus on supporting regional development of a Green Economy Hub.

Key steps:

2022, Q3-4:

- Engage with local/regional partners to understand how green economy priorities might be pursued collaboratively for greater potential impact.
- Confirm if The Blue Mountains will participate in an initiative to develop a Green Economy Hub for the Southern Georgian Bay region with the Institute of Southern Georgian Bay, which is initiating this work in 2022, and consider if the Town can provide funding and support to enable the Institute to facilitate this work. This work may include identifying social enterprises across the Southern Georgian Bay region.
- Town staff to assist, if possible, with an Institute of Southern Georgian Bay initiative to identify social enterprises across the region.

2023, Q1:

- Town staff to participate in conceptualizing and building a regional Green Economy Hub or similar organization with the Institute of Southern Georgian Bay and other local/regional partners and green economy stakeholders.

2023, Q2-3:

- Review of existing Town plans/documents to identify initiatives already in place and address gaps/opportunities.
- Engage the business community and green economy experts on opportunities for The Blue Mountains.

2023, Q3:

- Provide recommendation report to Council for 2024 budget consideration.

2024 – ongoing

- Town staff and engaged community partners to continue and build participation.
- Consider if/how engagement of the business community on other Future Story actions might be supported by the Green Economy Hub or Town-led task force.
- Upon launch of a Green Economy Hub, Town staff will write a report to Council recommending how the Town may continue its participation.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort
- New staff member(s) may be required – if a new Task Force is pursued alongside other public engagement actions in this plan.

Estimated Costs:

- The Institute of Southern Georgian Bay anticipates an initial request for approximately \$5,000 from each municipality in the Southern Georgian Bay region.
- Costs of a Town-led committee or task force, as an alternative, would be anticipated to cost more in staff time and possible expenses to convene people, conduct research into the Town's green economy, and other supporting work items as compared to a shared initiative.

Role of the Municipality:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on this action.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Funder: We provide funding to other organizations to do their work.
- Implementer: We take direct action on the issue.

Measure of Success:

- Number of businesses who participate in environmental initiatives
- Reduction in commercial waste

Completion Requirements:

- Task Force recommendations are provided to Council.

Related Plans and Policies:

- Corporate Strategic Plan
- Community Improvement Plan
- Economic Development Plan
- Leisure Activities Plan
- Official Plan
- Sustainability Plan

- Transportation Master Plan
- Asset Management Plan
- Natural Heritage Study
- Library Corporate Strategic Plan (Education/Awareness)

RACI Roles	Participating Actors
Responsible	Communications and Economic Development
Accountable	Communications and Economic Development (if Town-led) Institute of Southern Georgian Bay (possible regional approach)
Consulted	CAO Town Sustainability staff Business Community General Public
Informed	Business Community, General Public

Bold Action 14: Develop a Circular Economy Recommendations Report and expand circular economy programming.

Description:

According to the Ellen MacArthur Foundation, a circular economy is based on three principles:

- Eliminate waste and pollution
- Circulate products and materials (at their highest value)
- Regenerate nature

A circular economy incorporates transition to renewable energy and materials and seeks to separate economic activity from the consumption of non-renewable resources.¹³

There are some circular economy elements currently underway in the community, in particular the Library of Things offered through the Blue Mountains Public Library (BMPL). The Library of Things currently focuses on items that can be stored at the main branch. However, the community has requested many new items which have not yet been incorporated, including fishing rods, tackle, sewing machines, chaffing dishes, lawn equipment, gardening tools, outdoor sports equipment, games, children's toys, baking equipment, skates, 3D printers, musical instruments and more.

This action to develop a Circular Economy Recommendations Report will build on momentum from the Library of Things program expansion will and could investigate the following ideas:

- Repair cafes in the expanded Library of Things
- Collaborating with Grey County to support Re-Use/Re-Build It Centres and Programs
- Food rescue partnerships between agriculture and local businesses (see Action 7)
- Recycled material procurement
- Diversion and donation from landfill
- Contract renegotiation for lighting and interior design treatments in favour of microscale replaceable elements (e.g. carpet tiles rather than sheets) and/or rented, not owned products (circular economy light contracting)
- Promotion of repair-friendly and rental businesses
- Flexible packaging

In addition, the Federation of Canadian Municipalities (FCM) hosts a Circular Cities & Regions Initiative (CCRI) that includes a Peer-to-Peer Network that could provide additional resourcing to grow the community's circular economy.

¹³ <https://ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview>

Key steps:

2023, Q1:

- Apply to participate in the FCM CCRI Peer to Peer Network.

2023, Q2:

- Workshop with local businesses, library board, and other stakeholders to understand what is currently being done to support the circular economy and potential local opportunities.
- Coordinate with activities related to a Green Economy Task Force (see Action 13) to gather public participants and advocates.
- Conduct staff investigations to understand lifecycle considerations for procurement policies.
- Research and identify circular economy opportunities for the community.
- Create a report on potential circular economy implementation.

2023, Q4:

- Begin expanding the Library of Things program offered by the library.
 - Find additional storage spaces to expand library options.
 - Assist the library in recruiting donations.
 - Create a streamlined process to divert reusable products from the landfill to the library.
 - Investigate co-operative opportunities to expand the reach of the program.

2024, Q1:

- Propose new circular economy programs in a report to Council.

2024, Q2:

- Begin implementing identified program expansions with the community and business advocates.

Estimated Staff Resourcing:

- 1 staff member, part-time effort

Estimated Costs:

- \$25,001-\$75,000 cost range
 - Costs expected to be on the lower end for workshop/report coordination expenses and expansion of Library of Things program

Role of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Funder: We provide funding to other organizations to do their work.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Implementer: We take direct action on the issue.

Measures of Success:

- Number of items diverted to landfill
- Number of items available at the Library of Things and for rent across the community
- Library of Things survey feedback
- Number of circular economy connections between local organizations (e.g. agricultural producers, businesses)

Completion Requirements:

- A report developed for circular economy strategies
- Library of Things program expanded to include more borrowing options
- A clear process to retrieve reusable products brought to the landfill to the Library of Things

Related Plans:

- Waste management plans and policies

RACI Roles	Participating Actors
Responsible	The Blue Mountains Public Library Green Economy Task Force Local businesses Local agricultural producers Communications and Economic Development
Accountable	Operations Department
Consulted	Library General public
Informed	General public

Bold Action 15: Develop a Diversity, Equity and Inclusion Strategy.

Description:

An inclusive community is built upon acceptance and understanding, making it a more welcoming place for everyone. Ensuring that diversity is welcomed and respected allows all members of The Blue Mountains community to live with dignity, building a shared sense of community needed to live our best lives and solve our biggest challenges. The Truth and Reconciliation Commission of Canada identifies 94 Calls to Action to redress the legacy of residential schools and advance the process of Canadian reconciliation. All levels of government and the broader community have a role to play in contributing to reconciliation in our communities.

Diversity, equity and inclusion are also healthy for our economy. The Town's Economic Development Strategy includes an action to join the United Nations Educational, Scientific and Cultural Organization (UNESCO) Coalition of Inclusive Municipalities to improve practices and promote social inclusion within The Blue Mountains.

The development and implementation of a Diversity, Equity and Inclusion (DEI) Strategy that provides an inclusive lens that includes Truth and Reconciliation is essential to developing and applying policies, plans and services within The Town of The Blue Mountains. Embedding a DEI Strategy into current plans and policies will create an environment of acceptance and understanding within the TBM organization and throughout the community.

Key steps:

2022, Q3-4:

- Identify champions in the workplace who will move this forward.
- Strike a staff committee to begin research on who we are as a staff and community, understand the Truth and Reconciliation recommendations and understand what DEI concerns are present.

2023, Q1-2:

- Consult with the community and partners about how TBM can implement Truth and Reconciliation and awareness of diversity.
- Developing a strategy that will include corporate policy, statement of commitment, training, and ongoing dialogue.
- Use a DEI and Truth and Reconciliation lens to review current TBM policies and practices.

2023, Q3-4:

- Begin a cycle of implementation and review.
- Deliver ongoing DEI and Truth and Reconciliation training for staff and integrate into onboarding processes.
- DEI committee to review policies and provide feedback.

2024:

- Establish a community-based diversity, equity and inclusion Task Force to explore collaborative approaches between the Town and the community to make The Blue Mountains a more inclusive place.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- \$0-\$25,000

Role of the Municipality:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Funder: We provide funding to other organizations to do their work.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Implementer: We take direct action on the issue.

Measure of Success:

- All staff have completed DEI training

- Increased diversity in visitors, community members and participants in engagement processes

Completion Requirements:

- A DEI Strategy is embedded within current organizational policies, but this work will be ongoing
- A community-based DEI Task Force is operational

Related Plans and Policies:

This is foundational work and it will inform all other plans and policies. Current goals and plans should be reviewed to include a DEI lens.

RACI Roles	Participating Actors
Responsible	Human Resources Division Administration Department Community Services Department
Accountable	Senior Management Team
Consulted	Municipal staff Racialized groups Accessibility groups/ committees Seniors communities Youth groups Other historically marginalized groups not mentioned in this list DEI consultant groups
Informed	General public

Bold Action 16: Improve the conditions for attainable housing.

Description:

“Affordable” and “attainable” housing were referenced frequently in all three phases of engagement. While often used interchangeably by members of the public, this action focusses on improving the conditions for attainable housing in particular, as social housing development and rent-g geared-to-income housing is currently being led by the County of Grey. The ICSP aims to create more attainable housing that meets the following “Attainability Threshold” recommended by Council on February 28, 2022¹⁴:

- (a) In the case of ownership units, less than 80% of the averaged assessed value of a single family unit within the municipality, as determined by MPAC, and
- (b) In the case of a rental unit, less than 80% of the average rent reported by the CMHC in its Rental Market Survey for the municipality.

This threshold is 10% lower than the County’s definitions for Affordable Home Ownership and Affordable Rental Housings articulated in the 2018 Official Plan,¹⁵ reflective of the higher housing costs comparative to The Blue Mountains’ surrounding Municipalities.¹⁶

This action aims to improve the conditions for attainable housing meeting this threshold by reducing planning and development permit barriers to creating attainable units, researching and implementing relevant changes to the Official Plan to create more units, and to determine methods of funding the maintenance and operations of additional attainable units. Each of these elements is noted in the following key steps.

Key Steps:

2022, Q4

- Consider embedding the aforementioned attainability threshold into the Official Plan.

¹⁴ <https://pub-bluemountains.escribemeetings.com/Meeting.aspx?Id=29e36198-171f-4123-966e-40ff57e118f8&Agenda=Merged&lang=English>

¹⁵ The County of Grey Official Plan Definitions, 2018:

AFFORDABLE HOME OWNERSHIP means the least expensive of the following:

- a) Housing where the purchase price is at least 10 percent below the average purchase price of a resale unit in Grey County or,
- b) Annual housing expenses do not exceed 30% of gross household income (i.e. before tax household income).

AFFORDABLE RENTAL HOUSING means a unit where rent is the least expensive of the following:

- a) At or below the average market rent in Grey County or,
- b) Rent prices do not exceed 30% of gross household income.

¹⁶ <https://www.collingwood.ca/sites/default/files/docs/Economic-Development/final-bmva-tourism-workforce-attainable-housing-strategy-july-2018.pdf>

- Embed a research process into the creation of the Official Plan to consider further reduction of barriers to modify the existing building stock in The Blue Mountains to multi-units, such as secondary suites. Consider the following elements throughout this investigation: zoning certain areas to permit certain multi-units ‘as-of-right’ that are in line with the requirements of the Provincial Policy Statement (particularly in close proximity to cultural hubs and downtown centres), reducing minimum lot sizes, frontages, setbacks, increased lot coverage, allowance for multiple units or parking requirements on a case-by-case basis for proposed attainable housing inside the Primary Settlement Area.

2023, Q2

- Evaluate and create a fast-track process for development applications that fall within the “attainability threshold” or have a minimum percentage of 50% attainable housing in a mixed development.

2024, Q2

- Establish stable core funding to The Blue Mountains Attainable Housing Cooperation to develop a housing reserve fund for maintaining additional attainable housing units, including consideration of new revenue tools.
- Encourage The Blue Mountains Attainable Housing Cooperation to further their mandate to act as a land trust once community financing and not-for-profit housing developments are in search of operational support.

Estimated Staff Resourcing:

Multiple staff members, part-time effort.

Estimated Costs:

\$75,000+

Role of the Municipality:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Funder: We provide funding to other organizations to do their work.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.

Role of the Community:

- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Implementer: We take direct action on the issue.

Measures of Success:

- Number of new secondary suites and multi-unit dwellings
- Number of fast-tracked attainable housing development applications
- Amount of funding provided to the Attainable Housing Cooperation from the Town

Completion Requirements:

- The Official Plan process has researched and implemented ways to reduce barriers for multi-unit dwellings, such as secondary suites
- The planning application process is streamlined to reduce process timelines for attainable developments
- The Town has implemented a core funding mechanism for The Blue Mountains Attainable Housing Cooperation

Related Plans and Policies:

- The Blue Mountains Official Plan
- The County of Grey Official Plan
- The Provincial Policy Statement
- The Planning Act
- The Municipal Act

RACI Roles	Participating Actors
Responsible	The Blue Mountains Attainable Housing Cooperation Finance Division
Accountable	Planning and Development Services Department
Consulted	The Institute of the South Georgian Bay Grey County Utility Providers Development and Building Stakeholders The Niagara Escarpment Commission Grey Sauble and Nottawasaga Conservation Authorities The General Public and Business Community
Informed	All Parties

Big Move: Implement & Collaborate

In order to ensure this plan doesn't just sit on a shelf, there has to be a considered approach to action. The Blue Mountains will demonstrate the importance of TBM Future Story through the integration of sustainability into how the organization makes decisions, collaborates and reports on progress internally and externally.

Bold Action 17: Establish decision-making and reporting structures within The Town of The Blue Mountains to ensure decisions contribute towards the Vision and Goals of this plan.

Description:

The actions identified in this plan provide direction on the activities that are the priority for the first five years of implementing TBM Future Story. However, decisions that are made at the Town are an ongoing opportunity to accelerate action. In order to grow progress towards a more sustainable community, it is important for the Town to consistently reflect on how decisions are contributing towards the Vision and Goals of this plan. While there are an array of decisions that are made within the municipality, there are three key opportunities for formally incorporating the Vision, Goals and Actions of TBM Future Story into decisions in the Town:

- *Council reports:* Updating staff reports that are presented to Council to include a description of how the recommendation aligns with the Vision, Goal(s) and Actions of TBM Future Story is an opportunity to build a habit amongst staff to reflect on the Vision, Goals and Actions. Including this into Council reports will help identify highlights of alignment and decisions related to tradeoffs, which then provides Council the opportunity to consider how their present-day decisions have an impact on the desired future for the community.
- Regular reporting to Service Area Managers (SAM) and Senior Management Team (SMT) committees on the progress and challenges in implementing the Future Story actions.
- *Business plans:* Updating business planning documents to include references to the Vision and Goals can help highlight how departmental decisions are contributing towards the desired future. This allows both staff and Council to reflect on how resources are being used to build a more sustainable community.
- *Procurement processes:* Updating procurement documents, such as Requests for Proposals (RFP's) to ask contractors to identify how their corporate operations and services align with the Vision and Goals. Including this requirement into procurement processes highlights sustainability as a priority for The Blue Mountains and builds contributors to the Vision and Goals beyond staff.

Combined, these three approaches would help to incorporate sustainability into the regular rhythms of decision-making in the Town of The Blue Mountains.

Key steps:

2022, Q3

- Update Town business planning documents to incorporate the Vision and Goals of TBM Future Story into the 'Budget Commentary' for each Department, in preparation for the 2023 budget.
- Develop a draft 2023 budget, using the updated 'Budget Commentary' section.
- Begin updating procurement documents to incorporate elements that require contractors to indicate how their work on a given scope will respond to the Vision and Goals.

2023, Q1

- Commence regular reporting to SAM and SMT Committees on actions in TBM Future Story.
- Update Council report templates to incorporate a description of how recommendations align with the Vision and Goals.

2023, Q2

- Staff begin using revised Council report structure.

2023, Q3

- Team members who were involved with the three elements (Council reports, Business plans, Procurement processes) to gather and share lessons learned to date in implementing these decision-making supports. Key learnings will be shared with the Sustainability Manager as part of the annual review process.

2024, Q3

- The three decision-making supports will be reviewed by the accountable individuals in order to reflect on their effectiveness and to identify opportunities for improvement to grow the understanding and commitment towards the Vision and Goals of TBM Future Story.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort.

Estimated Costs:

- None

Role of the Municipality:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Planner/Regulator: We develop plans, policies and regulations that affect TBM actions and the actions of others.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.

Measure of Success:

- 100% of Council reports, business plans and procurement documents include required reflection on the Vision and Goals

Completion Requirements:

- The Vision and Goals are incorporated into Council report templates, business plan templates and procurement documents

Related Plans and Policies:

RACI Roles	Participating Actors
Responsible	Town Clerk; Financial Services
Accountable	Chief Administrative Officer
Consulted	Department Heads
Informed	Staff and the Public

Bold Action 18: Establish a community sustainability organization / network to champion sustainability efforts in the community.

Description:

In order to fully realize the potential of TBM Future Story, the municipality cannot be the only actor on sustainability. The community, made up of individuals, households, organizations and businesses all have a role to play in building a more sustainable Blue Mountains. As the implementation of the plan gets underway, The Town will facilitate the development of a new sustainability organization that will focus on community actions to move towards the Vision and Goals of TBM Future Story. Leveraging the ideas and passion of residents of The Blue Mountains, this group will become an organization that accelerates action to making the community more sustainable.

Tentatively called The Blue Mountains Sustainability Network (BMSN), this organization would collaborate with other organizations in the community and region, and would participate in actions identified in this plan, as appropriate. The Town will support the development of this group, with the intention of enabling the organization to act as an independent community group that is focused on the Vision and Goals of TBM Future Story.

Key steps:

2022, Q3-Q4

- Connect with community groups and businesses to explore ideas for this action. This would include climate action groups in TBM with Grey County's Climate Volunteer Program – this ICLEI funded initiative will have a climate action and Indigenous reconciliation focus.

2023, Q1

- Establish an initial terms of reference for the Blue Mountains Sustainability Network (BMSN).
- Develop a resourcing plan for the BMSN to provide clarity on level of support from the Town.

2023, Q2

- Advertise and recruit membership for BMSN.
- Provide orientation materials to members.

2023, Q3

- Initiate BMSN, with the Town playing a facilitator role. Development of group norms and ways of working.
- Begin idea generation for community actions that the Network can lead.

2023, Q4

- BMSN is operational, with the Town playing only a supporting role.

Estimated Staff Resourcing:

- 1 staff member, part-time effort

Estimated Costs:

- \$0-\$25,000

Roles of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Roles of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.
- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.
- Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc.
- Implementer: We take direct action on the issue.

Measure of Success:

- BMSN has a membership and is operational

Completion Requirements:

- BMSN is operating independently and is taking/facilitating new actions that complement the actions found in TBM Future Story.

Related Plans and Policies:

- Not applicable

RACI Roles	Participating Actors
Responsible	Sustainability Coordinator Communications and Economic Development Division
Accountable	Sustainability Coordinator
Consulted	Sustainability Manager
Informed	Senior Management Team

Bold Action 19: Host an annual Community Sustainability Summit.

Description:

Engagement and collaboration doesn't stop with the approval of a plan. In order to grow knowledge of and commitment to a more sustainable community, an annual Community Sustainability Summit will allow TBM staff, stakeholders and community members to gather and reflect on the year that was and plan action for the upcoming year. The Summit will be hosted by the Town, inviting a wide range of stakeholders to participate each year. Key elements of the Summit program can include:

- Presenting on progress: The Town shares Sustainability Report Card, illustrating the status of the actions identified in the plan, highlighting successes and challenges.
- Community highlights: Community stakeholders (including The Blue Mountains Sustainability Network) share highlights of community and business activities that have been contributing to the sustainability of the community.
- Dialogues on sustainability: A facilitated conversation that reflects on the presentations and discusses ideas to accelerate the actions in the plan, or for new opportunities for impact in moving the community towards its desired future.

Key steps:

2023, Q1

- Begin planning the inaugural Sustainability Summit.

2023, Q2

- Advertise and promote the Sustainability Summit.

2023, Q3

- Host the first annual Community Sustainability Summit.

This process would then be repeated each year. It is worth noting that organizing an event will put a significant burden on existing staff and may exceed available staff time. Timing of subsequent summits can be adjusted to improve community participation and/or staff coordination time. The Town may also seek opportunities to involve local organizations (including the Blue Mountains Sustainability Network) in the planning and/or leadership of the summit.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- \$0-\$25,000

Role of the Municipality:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Role of the Community:

- Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges.

Measure of Success:

- Attendees at the Summit.

Completion Requirements:

- The Summit is operational and being held annually.

Related Plans and Policies:

- Not applicable

RACI Roles	Participating Actors
Responsible	Sustainability Coordinator
Accountable	Sustainability Manager
Consulted	CAO Actors responsible for the actions of the plan The Blue Mountains Sustainability Network
Informed	Council Community

Bold Action 20: Release an annual report card on sustainability.

Description:

In order to understand the progress that is being made on the actions identified in this plan, an annual report card will be developed and distributed by the Town. This report card will highlight the status of the actions, highlighting the following status:

- Not started
- In progress
- Complete (and related next steps)

A brief description of the status of each action will be shared to give context to readers about what activities are occurring, how actions could be accelerated through collaboration, what challenges are being faced and what actions are coming next. This will build a sense of learning and accountability with each passing year.

Various format and design options for the report cards will need to be considered, but one promising direction would be to publish an online dashboard to allow for easy navigation of Future Story actions and progress by members of the public.

Key steps:

2022, Q4 – 2023, Q1

- Sustainability and Communications staff will explore options to design and publish The Blue Mountains Future Story including a possible online dashboard to track progress over time.

2023, Q2

- Notify respective action leads of deadlines for sharing the status of each action.
- Establish publication timelines and responsibilities within the Town.

2023, Q3

- Gather status responses for each action in the plan.
- Prepare the report card and/or online dashboard update.

2023, Q4

- Release report card, highlighting the status of each action.
- Planning for the Community Sustainability Summit can follow and be informed by annual progress reporting.

This process would then be repeated each year.

Estimated Staff Resourcing:

- Multiple staff members, part-time effort

Estimated Costs:

- \$0-\$25,000 cost range – for an online Future Story dashboard if additional web development is needed, or for report card design work.

Role of the Municipality:

- Educator: We communicate, support and develop knowledge and understanding.
- Capacity Builder: We improve the ability of other organizations to deliver and partner on shared this action.
- Service Delivery: We provide services directly to our citizens or customers.

Role of the Community:

- Advocate: We seek to influence decisions and policy through an organized effort.

Measure of Success:

- Number of views of the report card on the Town website

Completion Requirements:

- This is an annual release, so will continue for the foreseeable future

Related Plans and Policies:

- Not applicable

RACI Roles	Participating Actors
Responsible	Sustainability Coordinator Communications and Economic Development Division
Accountable	Sustainability Manager
Consulted	CAO Actors responsible for the actions of the plan
Informed	Council Community

APPENDIX A: TBM FUTURE STORY PROCESS

The Blue Mountains Future Story (TBM Future Story) was developed over three phases between September 2020 and June 2022. This Integrated Community Sustainability Plan (ICSP) is a foundational plan for the community, informing directional plans and resources developed by the Town of The Blue Mountains and the broader community, and encouraging leadership and participation of staff, community members and organizations to achieve community-wide sustainability goals. This appendix summarizes the process that was followed to create this plan.

Phase 1: Community Situational Assessment

This phase focused on surfacing the current realities of The Blue Mountains context to establish a foundation on which the eventual ICSP could build on. Key activities included:

- Review of the actions within the 2010 ICSP (The Sustainable Path), which identified that a significant amount of the 667 actions were not initiated or the status was unknown.
- Review of local and regional data and trends across a variety of sustainability systems.
- Review of current TBM and Grey County policies.
- Exploration of best practice in other municipal, national and international policy and practices.
- Engagement with TBM staff and community members through a variety of approaches, resulting in 310 community participants sharing their views on questions about the current state of the community.

The result of this initial phase was a Current State Report, which integrates the various sources of input into 14 sustainability ‘snapshots’ that cover the following areas:

- Watershed Health
- Greenhouse gas emissions and energy
- Consumption and Production
- Sustainable Towns and Communities
- Sense of Community
- Affordability
- Healthy Economy
- Agriculture
- Government and Partnerships
- Health and Safety
- Arts and Culture
- Local Business

- Education and Learning
- Infrastructure and Innovation

Phase 2: Visioning and Objectives

This phase built upon the foundation of Phase 1 and asked the community for their visions and hopes for the future. Through an engagement process that included a variety of approaches, 268 community members shared their thoughts on personal sustainability actions, visions for the future of The Blue Mountains and top priorities for action. The rich feedback received was then used to inform a ‘Committee Summit’ of all Town Committees to begin drafting a vision and goals for the future.

The result of this phase was a description of a desired future for the community, which included the following vision.

The Blue Mountains’ communities are world-renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation, and regeneration to become the best place to live, work, and play for future generations.

Supporting this vision is a set of six goal areas for the future of the following community systems:

- The natural environment
- The built environment
- The economy
- Community & culture
- Social well-being
- Governance

Council endorsed the vision and goals on November 30, 2021.

Phase 3: Develop Action Plan

This final phase of the process was designed to create an actionable plan that moves the community from the current state as understood in Phase 1 towards the desired future as developed in Phase 2. Ideas for actions were gathered from the community through engagement during Phases 1 and 2. Town staff helped process these ideas into areas of action, focusing on areas that fall within the Town’s influence. From this input, a set of 17 action

themes were shared with the public to obtain a sense of priority amongst these themes, with 290 participants sharing their thoughts.

Building on the feedback received from the public, a set of Big Moves and Bold Actions were developed collaboratively with Town staff. During with a two-day workshop, 22 senior-level staff engaged provided approximately 160 hours of time to build the foundations of detailed action plans that give a significant amount of clarity to each respective action. Each Bold Action received a review from staff to ensure accuracy of key steps, resourcing and timelines. As with each phase of the process, the Sustainability Advisory Committee provided feedback to improve the plan, with the Committee endorsing the draft TBM Future Story in principle at the May 26, 2022 meeting. Staff then worked to finalize the 20 Bold Actions for Council approval in June 2022.