



# Staff Report

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## Strategic Initiatives – Special Projects & Strategic Initiatives

**Report To:** COW- Admin, Corp and Finance, SI, Comm. Services  
**Meeting Date:** March 17, 2025  
**Report Number:** SI.25.005  
**Title:** Corporate Strategic Plan Q4 2024 Progress Report  
**Prepared by:** Tim Hendry, Director of Strategic Initiatives

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### A. Recommendations

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THAT Council receive Staff Report SI.25.005, entitled “Corporate Strategic Plan Q4 2024 Progress Report” for information;

### B. Overview

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This report provides Council with the Q4 2024 progress update regarding the implementation of the 2020 – 2024 Corporate Strategic Plan.

### C. Background

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At the June 24, 2024 meeting, Council passed the following direction regarding quarterly updates for the Corporate Strategic Plan:

*THAT Council direct staff to prepare quarterly reports on the updates of the Corporate Strategic Plan continuing in the third quarter of 2024.*

*Moved by: Councillor McKinlay, Seconded by: Councillor Ardiel, Motion Carried.*

Based on the direction of Council, the Q3 2024 report was presented to Council on October 28, 2024 through report [FAF.24.128](#).

Following the discussion with Council, staff reviewed the reporting template and considered opportunities to enhance the level of detail and information provided. In addition, a new reporting template was developed that aims to enhance the level of information provided for each action item of the Corporate Strategic Plan.

### D. Analysis

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The Q4 2024 Corporate Strategic Plan progress report is included as Attachment #1 to this report.

As identified, the implementation of the 2020 – 2024 Corporate Strategic Plan has faced many challenges, most notably navigating through the COVID-19 Pandemic and other factors such as competing priorities, community growth pressures, staff retention and external economic pressures.

Despite these challenges, significant positive efforts have been realized through actions including the completion of various strategic plans and studies, staff training and engagement, policy adjustments, internal process improvements and more. The plan provided very specific actions to be completed within each strategic priority area and although the specific actions may not have been followed or completed explicitly, in most cases, the general nature of the progress has been aligned with the intent of the plan.

Staff acknowledge that many lessons have been learned throughout the implementation of the Plan and that actions naturally shifted and evolved as required in response to changing internal and external priorities. These lessons have been discussed with the Corporate Strategic Plan Taskforce and embedded into the Town’s renewed approach to strategic planning, as noted within the current Corporate Strategic Plan update project.

## **E. Strategic Priorities**

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### **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**

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

## **G. Financial Impacts**

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No direct financial impacts are anticipated as a result of this information report.

## **H. In Consultation With**

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Senior Management Team

## **I. Public Engagement**

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The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Tim Hendry, Director of Strategic Initiatives [si@thebluemountains.ca](mailto:si@thebluemountains.ca).

## **J. Attached**

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1. 2020 – 2024 Corporate Strategic Plan Q4 2024 Update

Respectfully submitted,

Tim Hendry  
Director of Strategic Initiatives

For more information, please contact:  
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**Report Approval Details**

Document Title:	SI.25.005 Corporate Strategic Plan Q4 2024 Progress Report.docx
Attachments:	Attachment 1 - Corporate Strategic Plan Q4 2024 Progress Update.pdf
Final Approval Date:	Mar 7, 2025

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

**Tim Hendry - Mar 7, 2025 - 2:57 PM**

**Adam Smith - Mar 7, 2025 - 3:17 PM**

# Corporate Strategic Plan - Q4 2024 Progress Report

**Purpose:** This report provides Council and residents with a progress update in a new template format designed to enhanced accountability and transparency in decision-making on the implementation of 2020 – 2024 Corporate Strategic Plan.

**Strategic Plan Framework:** Action items within the Corporate Strategic Plan are organized within four strategic priority areas. An example of the plan’s framework is illustrated below:



## Reference Information:

The following reference information can be used when reviewing the progress charts.

- Level of Importance
  - o High: Actions should be implemented immediately, fully resourced and prioritized by staff
  - o Medium: Action should be implemented within the near term and resourced/prioritized sufficiently
  - o Low: Action should be implemented within the long term and resourced/prioritized sufficiently
  - o No further action: Action should no longer be pursued due to new information and/or changing priorities
  
- Responsible (R) and Accountable (A)
  - o Responsible (R): The person or role responsible for doing the work to complete the task.
  - o Accountable (A): The person or role who is ultimately answerable for the correct and thorough completion of the task.
  
- Status
  - o Green Circle: The action has been completed or is on track and is progressing well.
  - o Yellow Circle: The action is facing challenges, but there is a clear path forward to completion.
  - o Red Circle: The action is facing significant challenges and requires immediate review.

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# Strategic Priorities - Overview


Strategic Priority	Progress	Status of Actions	Due Date	Expected Outcomes	Related information
<b>Communication and Engagement</b>		3 Completed 8 In progress 1 Stalled	2024	By prioritizing quality and early communications, the Town aims to foster trust and mitigate concerns, enhancing engagement internally and externally.	The focus on improving communication involves embedding a "Plan to Execute" mindset and proactively engaging the community. Many efforts have been made to ensure transparency through dedicated project web pages and live-streamed meetings as examples, which have aimed to maintain trust and manage conflicts within the community. Despite some initiatives lagging, the comprehensive Communication Strategy has facilitated significant progress by emphasizing consistent and open communication practices.
<b>Organizational Excellence</b>		5 Completed 9 In progress 5 Stalled	2024	By prioritizing operational efficiency, establishing clear performance metrics, and prioritizing staff development, the Town aims to enhance internal alignment and effectiveness, fostering a culture of continuous improvement driven by measurable outcomes.	Enhancing the Town's operational efficiency is pivotal, with priorities set around performance metrics and staff development. Key initiatives include the completion of an organizational structure review, the introduction of a corporate Performance Management Program aligned with SMART goals and efforts to integrate sustainability into town planning. Challenges remain in fully embedding these changes, as some initiatives have stalled.
<b>Community</b>		8 Completed 3 In progress 0 Stalled	2024	By actively engaging with community stakeholders and integrating feedback into project and policy development, the Town aims to preserve its unique character while effectively addressing the diverse needs of residents and visitors.	Many initiatives have been implemented aimed at preserving the unique character of the community and are facilitated through important projects such as the Official Plan update and Natural Asset Study. While some policy changes have been completed, others are still in progress, and work remains in aligning new developments with community expectations. Staff understand the importance of balancing sustainable growth through environmental stewardship and economic prosperity, as emphasized in the completed Integrated Community Sustainability Plan
<b>Quality of Life</b>		5 Completed 1 In progress 2 Stalled	2024	By implementing initiatives that strengthen measurable quality-of-life factors, the Town aims to create a complete community that respects and integrates diverse perspectives from both residents and visitors.	Quality of life initiatives have been prioritized by staff through the completion of many initiatives such as the development of the Leisure Activities Plan, Fire Master Plan and Community Safety and Wellbeing Plan. However, balancing the needs of all ages/stages of life and attracting healthcare professionals remains a significant challenge.




# Strategic Priority #1: Communications and Engagement



No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
1.1	<p>Adopt a “Plan to Execute” Mindset</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on the “Plan to Execute” mindset.</li> <li>- Modify the staff report template to include a reference to related projects and potential impacts, clear timelines and expected deliverables.</li> </ul>	High	 60%	2021 & Ongoing	A: CAO R: SMT/HR	<p>The specific actions related to staff training and modifying the staff report template have not been completed.</p> <p>Through the focus of a “Plan to Execute” mindset, staff are implementing changes to support consistency in project management, which will ensure that projects are delivered and completed effectively and efficiently. By reviewing and enhancing these processes, project implementation can be strengthened and better supported through clear communication and community engagement.</p> <p>Key actions in progress include:</p> <ul style="list-style-type: none"> <li>• Development of an integrated capital plan to ensure alignment between projects and departments</li> <li>• Creation of a capital project management procedure to ensure consistency</li> <li>• Creation of a corporate policy related to Town surveys to safeguard consistency</li> <li>• New corporate reporting template that will be used for all strategy progress reports</li> <li>• Prioritization of department work plans through the Corporate Strategic Plan update project</li> </ul>
1.2	<p>Communicate early and often</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on how to improve communication with the community and stakeholders</li> <li>- Modify the staff report template to include a section on communications including intended actions and timing.</li> </ul>	High	 80%	2021	A: CAO R: SI/HR	<p>The specific actions related to staff training and modifying the staff report template have not been completed.</p> <p>Staff are committed to upholding a high standard of open and transparent communication by continually exploring best practices. The focus is to ensure that communication is being delivered consistently across projects and initiatives. Specific</p>






No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						<p>initiatives that have been implemented and that remain in progress include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Dedicated project webpages on the Town website for every major capital project, planning and development project and strategic project</li> <li>• Active list of email subscribers (4,400+) with multiple distribution lists based on areas of interest</li> <li>• Updates to the Town Notice Policy to ensure that the policy remains relevant based on changing media landscapes</li> <li>• All Council and Committee of the Whole meetings are live-streamed and archived on the Town website</li> <li>• Public Information Centers are hosted virtually and recorded, and archived on the project webpage</li> <li>• Inclusion of the Communications Division as an active participant on the Senior Management Team and Service Area Managers to ensure the importance of communication and resident engagement is flagged at the beginning of projects and considered throughout</li> <li>• Hosted pre-project open houses and community meetings to introduce projects before work begins</li> </ul>
1.3	<p>Ask our community to expect us to gather information</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices for gathering information from the community and stakeholders.</li> <li>- Implementation of a communications campaign to improve public understanding of Town information-gathering and decision-making processes.</li> </ul>	High	 30%	2022	A: CAO R: SI/HR	<p>The Resident Satisfaction Survey was completed in 2022 and again in 2024. The results were presented to Council to help inform the respective annual budgets. A follow-up staff report in response to the 2024 Resident Satisfaction Survey will be presented to Council in Q2 2025. The report will focus on actionable solutions to address the most pressing feedback shared through the survey.</p> <p>The specific actions related to staff training and the implementation of a communications campaign have not been completed.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
	<ul style="list-style-type: none"> <li>- Completion of a Resident Satisfaction Survey.</li> </ul>					<p>As part of enhancing communication, Town staff are committed to gathering insights based on established standards, policies, and relevant legislation. This ensures that community feedback is well-informed and aligns with the Town’s strategic goals and legal requirements, helping to make recommendations that reflect both community needs and regulatory frameworks.</p>
1.4	<p>Ask our community to acknowledge that there will be times of tension</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices to acknowledge tensions with community and stakeholders.</li> <li>- Implementation of a communications campaign to improve the community’s understanding that tension is natural while outlining ways to reduce conflict and increase collaboration.</li> </ul>	High	 80%	2021 & Ongoing	A: CAO R: SI/HR	<p>The specific action related to the implementation of a communications campaign has not been completed.</p> <p>Many important initiatives have been prioritized, as detailed below, and staff remain committed to fostering a strong, respectful dialogue with residents and stakeholders regarding important community projects and initiatives.</p> <p>Staff customer service training was conducted in Q4 2024. The training program emphasized a "customer service mindset" and focused on delivering customer service to both internal and external customers, including managing difficult customers, challenging conversations, and empathy training.</p> <p>Additionally, in 2022 Council approved two new Corporate Policies - “Respectful Public Interactions” and “Frivolous, Vexatious or Unreasonable Complaints” each dealing with respectful interactions with and between the public. The intent of these policies is to ensure that all interactions with the public are dealt with consistently, fairly, and reasonably and that staff are protected from inappropriate behaviour.</p> <p>Resident satisfaction with customer service will be tracked through benchmarking results of the bi-annual Resident Satisfaction survey. Additional customer service</p>



No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						measurement metrics will be developed through the Customer Service Action Plan scheduled to be developed in 2025.
1.5	<p>Communicate how we arrive at recommendations or decisions</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on how to communicate recommendations and decisions to the community and stakeholders.</li> <li>- Modify the staff report template to include a section related to timing and strategies to communicate decisions.</li> </ul>	High	 30%	2021	A: CAO R: SI/HR	<p>The specific actions related to staff training and modifying the staff report template have not been completed.</p> <p>However, staff have invested significant time enhancing and maintaining project pages on the website to improve transparency in how recommendations and decisions are made. The project pages include detailed information, links to staff reports, confirmation of the decisions made by Council and relevant supporting materials.</p> <p>In addition, staff are exploring the feasibility of implementing a corporate performance dashboard as part of the Corporate Strategic Plan project.</p>
1.6	<p>Build trust with consistency</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Implementation of the Communications Strategy</li> </ul>	High	 90%	2022 & 2024	A: CAO R: SI	<p>The implementation of the Communications Strategy is progressing very well with 17/21 action items either completed or ongoing for continued implementation. Of the four that haven't been completed, two were investigated and shown not to be worth the investment based on best practices from other municipalities. The remaining two are scheduled for implementation in 2025. A detailed progress report on the implementation is scheduled to be presented to Council in mid-2025.</p>
1.7	<p>Ask our community to be willing to listen</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices to encourage listening and acceptance within the community.</li> </ul>	High	 0%	2020 & Ongoing	A: CAO R: SI/HR	<p>The specific actions related to staff training and the implementation of a communications campaign have not been completed.</p> <p>Staff are committed to engaging residents and stakeholders throughout projects and initiatives. More time needs to be invested before projects begin to share the full story/need/intent and to help highlight the pressures,</p>


No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
	<ul style="list-style-type: none"> <li>Implementation of a communications campaign to increase the community's willingness to listen.</li> </ul>					<p>opportunities, challenges and key considerations that will influence the project/initiative. With this information, Council, staff and the public can work collaboratively to assess the options and alternatives to help inform the decision-making process.</p> <p>Although improvement in this area is difficult to track due to varying inputs, improvement may be measured through the completion of projects and general resident sentiment captured through the Resident Satisfaction Survey.</p>
1.8	<p>Strengthen relationships within the community</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>Staff to receive training on best practices to strengthen relationships within the community and share lessons learned.</li> </ul>	High	 30%	2020 & Ongoing	A: CAO R: SMT/HR	<p>The specific action related to staff training has not been completed.</p> <p>Staff acknowledge that the local community is keen to be informed and engaged in Town operations, projects and initiatives. There has also been a strong interest in the Town being engaged in related projects happening in neighbouring municipalities and at the Grey County and Provincial levels of government.</p> <p>Staff will continue to work with Committees of Council and Working Groups, such as the Craigeith Community Working Group, to build and strengthen relationships through clear communication and by addressing priority issues.</p>
1.9	<p>Strengthen the Town's relationship with Grey County</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>Staff to collaboratively establish best practices to strengthen relationships with Grey County.</li> </ul>	High	 50%	2020	A: CAO R: SMT/HR	<p>The action related to the staff report within this action step has not been completed.</p> <p>Beginning in 2025, Town staff initiated quarterly meetings with Grey County to discuss the status of ongoing projects and related operations. These discussions were happening informally on a project-by-project basis, but this effort has established a clear standard and schedule for the Town's leadership team to meet with County leadership and staff.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
	<ul style="list-style-type: none"> <li>Staff report presented to Council identifying joint and collaborative projects.</li> </ul>					As the joint leadership meetings progress, staff will share relevant updates with Council on a individual project basis, and staff will plan to present a report to Council in late 2025 outlining efforts to partner and collaborate with Grey County.
1.10	<p>Strengthen relationships with upper-tier government, public agencies and ministries</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>Staff to receive training on best practices to strengthen relationships with upper tier government, public agencies and ministries.</li> </ul>	High	 0%	Ongoing	A: CAO R: SMT/HR	<p>The specific action related to staff training has not been completed.</p> <p>Staff are actively engaged and monitor policy, and legislation changes at upper-tier government levels and with public agencies and ministries. In addition, staff are actively engaged with their respective professional associations and regularly participate in conferences and seminars to remain current and knowledgeable with changes and trends relevant to the Town.</p>
1.11	<p>Deliver a community improvement plan for attainable housing</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>Approval and implementation of the Community Improvement Plan.</li> </ul>	High	 100%	2020	A: CAO R: PDS/SI	<p>The Housing Within Reach Community Improvement Plan (CIP) was approved by Council in 2021 and is designed to facilitate and encourage the development of attainable housing. The plan includes a toolbox of incentive programs to directly stimulate private and non-profit sector investment in attainable housing to meet the needs of the community. Unfortunately, due to a variety of factors, only one application to the Housing Within Reach CIP has been received with limited progress made.</p> <p>Staff acknowledge that the Housing Within Reach CIP needs to be updated to match the current economic landscape to make a meaningful difference in attainable housing. To support this, \$100,000 is included in the 2025 Draft Town Budget to complete a detailed CIP update by the end of 2025.</p>



No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
1.12	Deliver a communications strategy  Specific Actions: - Approval and implementation of a Communications Strategy.	High	 90%	2021 & Ongoing	A: CAO R: SI	The Town's first Communications Strategy was approved by Council in 2021. Implementation of the Communications Strategy is progressing very well with 17/21 action items either completed or ongoing for continued implementation. Of the four that haven't been completed, two were investigated and shown not to be worth the investment based on best practices from other municipalities. The remaining two are scheduled for implementation in 2025. A detailed progress report on the implementation is scheduled to be presented to Council in mid-2025.



## Strategic Priority #2: Organizational Excellence is in Our Nature





No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
2.1	<p>Commit to the Corporate Strategic Plan</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Integration of the Corporate Strategic Plan into the Town's orientation and training materials for staff</li> <li>- Provide staff with regular updates on the Corporate Strategic Plan at All Town Staff Meetings</li> </ul>	High	 70%	2020	A: CAO R: SMT/HR	<p>Various actions have been completed related to this action step. Efforts have included creating a custom training video and message from the CAO that was shared with all staff in support of the rollout and implementation of the Corporate Strategic Plan. The video is also shared with new employees as part of their onboarding.</p> <p>In addition, new employee orientation covers the strategic plan's mission, vision, values, pillars of sustainability and strategic priorities. The town's intranet has a section on the Corporate Strategic Plan for staff, which is also highlighted for new employees in orientation.</p> <p>Staff acknowledge the challenges associated with implementing the 2020 – 2024 Corporate Strategic Plan and have incorporated the lessons learned into the new progress reporting template and scope of work for this and future Corporate Strategic Plan update project.</p>
2.2	<p>Integrate the three pillars of sustainability</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices for integrating the three pillars of sustainability into everyday tasks</li> <li>- Modify the Staff Report template to include a section outlining impacts of recommendations on the three pillars of sustainability</li> <li>- Ensure all Town plans and strategies include a section outlining how</li> </ul>	High	 50%	2022	A: CAO R: SMT/OPS	<p>The specific actions related to staff training, modifying the staff report template and ensuring that all Town plans and strategies include a section outlining how recommendations impact the three pillars of sustainability have not been implemented.</p> <p>The implementation of the Sustainability Plan is ongoing, and the "Future Story" annual Report Card outlines progress to date.</p> <p>High-level sustainability questions were incorporated into the Resident Satisfaction Survey. The results of the survey are available on the Resident Satisfaction Survey webpage on the Town website – <a href="http://www.thebluemountains.ca/residentsurvey">www.thebluemountains.ca/residentsurvey</a></p>



No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
	<p>recommendations impact the three pillars of sustainability</p> <ul style="list-style-type: none"> <li>- Implementation of the Integrated Community Sustainability Plan</li> <li>- Incorporate sustainability questions into the Resident Satisfaction Survey</li> </ul>					Additional actions are underway to integrate sustainability practices into Town operations. For example, in 2025, Sustainability staff will coordinate with the Finance Department to add sustainable procurement elements to the updated Purchasing Policy.
2.3	<p>Increase staff and Council understanding of relation to Town's Vision</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Establish a staff task force to correlate operational duties to the Town's vision and Corporate Strategic Plan</li> </ul>	High	 0%	2022	A: CMT R: CAO	The staff task force was not established due to completing priorities amongst staff and based on workload priorities.
2.4	<p>Report progress of actions within the Corporate Strategic Plan</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Provide progress reports to Council three times annually</li> </ul>	High	 0%	2024	A: CAO R: SMT	<p>The first progress report on the implementation of the Corporate Strategic Plan was provided to Council in October 2024. Progress updates throughout the implementation of the plan were not provided to Council.</p> <p>This progress report has a new format and aims to set the tone for how progress reports will be undertaken in the future. The new Strategic Plan progress reports are planned to give Council and the community an inside look at the Town's performance against key metrics.</p>








No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
2.5	<p>Improve coordination of project, tasks and initiatives between staff divisions</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to review best practices to manage projects and tasks</li> <li>- Coordinate the timing of major projects through a centralized calendar</li> </ul>	High	 <p>70%</p>	2020	A: CAO R: SMT	<p>Various efforts are underway or have been implemented to improve coordination between departments. Initiatives include:</p> <ul style="list-style-type: none"> <li>• Establishment of an Internal Review Committee responsible for reviewing development and capital-related projects to discuss work plans and resource coordination and considerations</li> <li>• Coordinated work planning through SMT Priority Action Tracking and internal budget planning meetings</li> <li>• Utilization of project management software to streamline tasks and actions</li> <li>• Development of standard operating procedures to streamline the delivery of internal processes</li> <li>• Review of the Senior Management Team and Service Area Manager's reporting structure and relationship</li> <li>• Regular leadership meetings are held between the Town and the Blue Mountains Public Library</li> <li>• The development of an integrated capital project plan to align projects and identify areas of efficiency</li> <li>• Reinforcement of the Plan to Execute mindset through staff training, recruitment and interviews</li> </ul>
2.6	<p>Appreciate the short-term and long-term impacts of recommendations and decisions</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training for assessing the short-term and long-term impacts of recommendations and decisions</li> <li>- Modify the staff report template to include a section outlining a summary of</li> </ul>	High	 <p>0%</p>	2020	A: CAO R: SMT/HR	<p>The specific actions related to staff training and modifying the staff report template have not been completed.</p> <p>Staff understand the need for coordination across projects, initiatives and strategies. This remains a key focus of the senior management team to ensure that projects and initiatives are planned and implemented strategically and through the consideration of short and long-term impacts.</p> <p>Staff actively apply lessons learned from current and past projects to future planning and projects. Examples include</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
	short-term and long-term impacts of recommendations					efforts to clearly report on strategy progress, the development of an integrated capital plan and stronger utilization of the internal review process, including the Internal Review Committee, Senior Management Team and Service Area Managers. In addition, this area will be prioritized within the Corporate Strategic Plan update project.
2.7	<p>Strengthen the relationship between staff and Council</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Establish a staff task force to engage Council and continue to build a respectful relationship</li> </ul>	High	 0%	Ongoing	A: CAO/Mayor R: SMT/Council	<p>The staff task force associated with this action step was not established. However, the senior management team has prioritized building strong relationships with Council through various means such as:</p> <ul style="list-style-type: none"> <li>• Staff/Council bus tours to review key projects</li> <li>• Regular meetings between SMT members and Committee Chairs</li> <li>• Council involvement and participation in staff lunches, Spring All Town Staff meetings and at the annual holiday party</li> <li>• Staff Code of Conduct, Council Code of Conduct and the Staff/Council Relationship protocol policy</li> </ul>
2.8	<p>Clarify roles and mandates of staff and Council</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Council and staff will develop best practices to clarify the roles and mandates of Council and staff</li> <li>- Undertake a community education campaign to improve the community's understanding of Council and staff roles and mandates</li> </ul>	High	 70%	Ongoing	A: CAO/Mayor R: SMT/Council	<p>The Town's Integrity Commissioner has conducted various training sessions to clarify the role of Council and staff in municipal governance and decision-making.</p> <p>The Senior Management Team acknowledges the importance of clear and well-defined roles/mandates but also values the collaboration and partnership with Council to achieve key priorities.</p> <p>The community education campaign associated with this action step was not completed.</p>




No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
2.9	<p>Revisit roles and mandates of Committees to ensure mandates are supported</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Council will review the mandates of Committees of Council</li> </ul>	High	 100%	2021	A: CAO R: Council	<p>In 2023, Council reviewed the mandates and reduced the number of Committees. Within the current term of Council, various new committees and working groups have been established to address specific mandates/issues.</p> <p>Council and staff have maintained efforts to ensure that the Committees and Working Groups have clear mandates and terms.</p>
2.10	<p>Use SMART goals</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices for using SMART goals</li> <li>- Ensure that actions and projects follow SMART goal best practices</li> </ul>	High	 70%	2020 & Ongoing	A: CAO R: SMT/SAM	<p>Staff received training on SMART goals when the performance management program was implemented in 2020/2021. Since then, staff have continued to uphold the principles of SMART goals in all recommendations and decision-making.</p>
2.11	<p>Use RASCI Matrices</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to receive training on best practices for RASCI matrices</li> <li>- Ensure reports, plans and strategies developed by the Town will use a RASCI matrix</li> </ul>	High	 50%	2020 & Ongoing	A: CAO R: SMT/HR/SAM	<p>The staff training associated with this action step was not completed. Although the RASCI matrix model is generally used by all departments as a best practice, it has not been formalized into a standard practice.</p> <p>A more comprehensive review of project management best practices should be prioritized to ensure the effective use and management of Town resources.</p>
2.12	<p>Develop a corporate-wide pay-for-performance model</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Develop and roll out a Corporate-wide pay-for-performance compensation strategy/program</li> </ul>	High	 100%	2021 & Ongoing	A: CAO R: HR	<p>In July 2020, Council directed staff to develop a new Performance Management Program that measures SMART goals and competencies while aligning pay and performance. The Performance Management Program is in place and integrates SMART goals, competencies, career planning and learning and development with pay and performance alignment. The program addresses salary increases tied to performance outcomes and includes an</p>




No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						optional Goals and Objectives performance bonus for full-time employees. The performance bonus component tied to SMART Goals and Objectives was paused in 2023 (and the associated \$150,000 was removed from the 2023 budget). The \$150,000 performance bonus budget was also excluded from the 2024 and 2025 budgets.
2.13	Deliver a Human Resources Master Plan	High	 100%	2022	A: CAO R: HR	<p>In the 2022 approved budget, staff identified the Human Resources Master Plan as a project to be completed in 2023.</p> <p>Understanding that the focus shifted to completing a larger corporate wide Service Delivery and Corporate Structure Review, the Human Resources Master Plan project was not initiated.</p> <p>In 2022, Council approved the CAO's report (FAF.22.162) and approved \$300,000 to complete a Service Delivery and Corporate Structure Review.</p> <p>Staff recommend that a full Human Resources Master Plan be completed in the near term (1 – 2 years).</p>
2.14	Deliver an Asset Management Plan	High	 100%	2024	A: FIT R: FIT/OPS	<p>The first phase of the Asset Management Plan was delivered in July 2024. The Plan identifies the current level of service related to hard and soft assets and the cost to maintain that level of service.</p> <p>The second phase of the Asset Management Plan is scheduled to be delivered by July 2025 in accordance with the requirements outlined in O. Reg. 588/17. The update will build upon the Plan approved in 2024 and include additional information regarding the proposed level of service, what activities will be required to meet the proposed level of service and a strategy to fund these activities.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						For background, hard assets include buildings, equipment, roads, vehicles, water, wastewater and stormwater networks, machinery, etc., and soft assets include software, furniture, and planning studies.
2.15	Review Procedural By-law	High	 100%	2023 & Every three years	A: CAO R: CLK	The Procedural Bylaw was reviewed in 2023, and a new Procedural Bylaw was enacted on September 18, 2023.
2.16	Deliver an Organizational Excellence Strategy  Specific Actions: - Establish a staff task force to deliver an Organizational Excellence Strategy	High	 0%	2021	A: CAO R: SMT	The specific action related to an organizational excellence strategy has not been completed.
2.17	Deliver a Business Continuity Plan	High	 50%	2021	A: CAO R: SMT	<p>The business continuity plan was not completed. However, it's important to highlight that business continuity and redundancy in service delivery were key areas of focus for the Corporate Structure Review that was completed in 2023.</p> <p>Through the process of completing the Corporate Structure Review, a service review was completed for each department and division related to the services and functions provided. Among the principles applied to the review was ensuring no process has a 'single point of failure' or bottleneck. The recommended department structure was developed and is actively being implemented based on this principle amongst others.</p>




No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
2.18	Deliver a Long-Term Financial Plan	High	 0%	2021	A: CAO R: SMT	<p>As part of the 2025 Draft Budget - \$50,000 has been included to begin the preliminary work for the Long-Term Financial Plan. It is noted that staff expect to have the process and steps outlined in 2025 to move forward with this full review. In 2025 it is expected that the first steps will include the following:</p> <ol style="list-style-type: none"> <li>1) Identify Policies that need to be reviewed/created</li> <li>2) Review Reserves &amp; Reserve Funds</li> <li>3) Review Debt Management</li> <li>4) Update the AMP in line with OReg 588/17 and to incorporate current infrastructure costs.</li> <li>5) Review the current Purchasing policy.</li> </ol> <p>The thought would be to move forward with an RFP sometime in the 4<sup>th</sup> Quarter.</p>
2.19	Deliver a Review of Development Charges	High	 80%	2021	A: CAO R: FIT	<p>The Development Charges Background Study and the Development Charges By-law were approved by Council in 2024.</p> <p>The approved Development Charges Background Study is currently under appeal with the hope that it will be resolved before the end of 2025.</p>



## Strategic Priority #3: Community is in Our Nature

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
3.1	<p>Define our Character</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Council and Staff will consult the community to establish a vision for the Town to help inform the Official Plan update scheduled for 2025</li> </ul>	High	 <p>80%</p>	2022	A: Council R: SMT	Through the Official Plan Update an extensive review of policy provisions related to community character has occurred. The draft Official Plan is currently awaiting a Council decision. Following the Council decision, Community Design Guidelines will be prepared to further define community character and future expectations on new development construction.
3.2	<p>Be consistent in policy</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Complete the Official Plan Update</li> </ul>	High	 <p>80%</p>	2025	A: CAO/Council R: SMT	The draft Official Plan is now before Council awaiting a decision. Upon approval, it will proceed to the County of Grey for final approval before coming into effect.
3.3	<p>Balance the needs of the many communities within the Town</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Staff to establish best practices for consulting with residents of all Town communities</li> <li>- Modify the Staff Report template to include a section outlining which region/neighbourhood within the Town will be impacted by recommendations</li> <li>- Ensure all Town plans and strategies include a section outlining which region/neighbourhood within the Town will be impacted by recommendations or actions</li> </ul>	High	 <p>60%</p>	2022	A: Task Force R: Council/CAO	<p>The Communication Division utilizes a wide variety of tactics and tools to inform and engage residents throughout the community. This includes using both traditional (print, signs, radio, etc.) and digital (social media, online advertising, podcast advertising, etc.) means to engage residents in the most appropriate way. The division's work is underpinned by the principles outlined in the Town's Communications Strategy.</p> <p>The Communications Division actively tracks and monitors website and email analytics to ensure that the website is properly maintained optimized for the end user experience. This careful and diligent approach has resulted in strong annual website traffic, and an email open rate which far exceeds industry averages.</p> <p>The specific actions related to modifying the staff report template and adding a section to all Town plans and strategies have not been completed.</p>


No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
3.4	<p>Review Town By-Laws</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Ensure existing Town By-laws and policies can be enforced by reviewing and reporting on the funding and staffing needs of By-law Services</li> </ul>	High	 <p>30%</p>	2021	A: CAO/SMT R: CS	<p>By-law staff actively prioritizes the review of By-laws to ensure they remain relevant and enforceable. All updates include legal and subject matter expert reviews. The By-Law Enforcement Division is currently in the process of reviewing/updating the Short Term Accommodation By-law, Parking By-law, Property Standards By-law, Animal Control By-law and Noise By-law. By-laws scheduled for review in 2026 include the Fire Route By-law, Sign By-law and the Weed Control By-law.</p> <p>By-laws are selected for review based on various factors, including the transfer from the Provincial Offences Act to the Administrative Monetary Penalties enforcement systems.</p> <p>In addition, By-law Enforcement Officer staffing needs are assessed based on call volume data, case management review, and the team's operational needs to ensure coverage during service hours.</p>
3.5	<p>Define the Town's Climate Emergency Declaration</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Establish a staff task force to conduct an exercise to interpret the Town's Climate Emergency Declaration</li> <li>- Report on the Town's initiatives that support the commitment to the Town's Declaration of a Climate Emergency</li> </ul>	High	 <p>100%</p>	2022	A: CAO/SMT R: OPS	<p>A Staff Report delivered to Council in 2022 outlined a renewed commitment to Partners for Climate Protect and carbon reduction goals. The report also outlined specific near- and long-term actions to be taken to help form a response to the climate emergency. A net zero building energy policy and building deconstruction policy have since been adopted by Council.</p> <p>In addition, a biodiversity and fleet electrification plan are in the Sustainability and Fleet Managers work plans for 2025 and 2026.</p>
3.6	<p>Deliver a Transportation Master Plan</p>	High	 <p>100%</p>	2022	A: CAO R: OPS	<p>The Transportation Master Plan was approved by Council in November 2022. The Plan provides recommendations and direction to guide the Town's future transportation investments. Implementation of the Plan is underway, with some initiatives already in progress. However, it is important</p>








No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						to acknowledge that the pace of advancing certain action items has been slower than anticipated, primarily due to resourcing constraints.
3.7	Deliver a Town-Wide Drainage Plan	High	 90%	2022	A: CAO R: OPS	<p>The Town is undertaking a comprehensive Town-wide Drainage Master Plan following the Municipal Class Environmental Assessment Planning Process. When complete, the Plan will serve as a long-term strategy for the Town to manage stormwater in existing and new growth areas.</p> <p>The third Public Information Centre was held in October 2024, and the 90% design report is available on the project webpage.</p> <p>Further project updates will be posted to the project web page.</p>
3.8	Deliver a Growth Management Strategy	High	 80%	2024	A: CAO R: PDS	<p>As part of the Official Plan Update, a Growth Allocations and Fiscal Impact Report was completed. This background paper serves to understand projected growth in the community and provide direction for land-use changes to accommodate growth. The determination through this paper was that growth can be accommodated within existing lands designated for development.</p>
3.9	Deliver an Attainable Housing Strategy	High	 50%	2022	A: BMAHC R: BMAHC	<p>The Town completed a Housing Needs Assessment in 2023 which has served as the platform for the Town to take strategic action on affordable and attainable housing gaps. This includes building capacity in-house as recommended in the Corporate Structure Review through the recommendation to hire a Growth Management Specialist. Staff have also brought forward a 2025/26 Housing Action Plan to support the initiative.</p>


No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
3.10	Deliver an Economic Development Strategy	High	 100%	2020	A: CAO R: SI	<p>The Economic Development Strategy was approved by Council in 2021. The Strategy was developed through direct consultation and collaboration with the Economic Development Advisory Committee, of which the members represent four key local business associations.</p> <p>The Strategy recommends implementing 24 tactics. To date, 17 of 24 action items have been either completed or are completed/ongoing due to the commitment to annual implementation. Of the outstanding action items, two are scheduled for implementation in 2025, and five were removed from the Strategy due to a change in strategic priorities.</p>
3.11	Deliver an Integrated Community Sustainability Plan	High	 100%	2022	A: CAO R: OPS	<p>The Integrated Community Sustainability Plan was approved by Council in 2022 – The Blue Mountains “Future Story”.</p> <p>Implementation continues, monitoring and progress on the 20 related actions is supported by an annual Future Story Report Card. Work continues on the 137 key steps with collaboration and action to create climate solutions, build sustainable neighbourhoods, and grow an innovative and thriving community.</p>

# Strategic Priority #4: Quality of Life is in Our Nature

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
4.1	<p>Balance the needs of full-time residents, part-time residents and visitors</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Modify the staff report template to include a section outlining impacts of recommendations on full-time residents, part-time residents and visitors.</li> <li>- Ensure all Town plans and strategies include a section outlining how recommendations impact the needs of full-time residents, part-time residents and visitors.</li> </ul>	High	 <p>0%</p>	2020	A: CAO R: SMT	<p>The actions detailed within this action step have not been completed.</p> <p>However, additional measures have been implemented to ensure that the perspective of all residents is meaningfully considered and that there is an opportunity for everyone to be aware of and engaged in Town business. Initiatives include:</p> <ul style="list-style-type: none"> <li>- Town surveys have been amended to include a standardized demographic question set to assess the respondent's status and geographic location</li> <li>- Signs promoting Town business and important projects have been utilized throughout the community in both urban and rural areas</li> <li>- Public Information Centres are often hosted virtually, recorded and posted to the project webpage, and meetings are typically held after hours or on weekends to increase resident participation</li> <li>- Town newsletters are included with tax bills and mailed directly to all ratepayers. The newsletters feature important Town projects and highlight public engagement opportunities</li> </ul>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
4.2	<p>Balance the needs of residents and visitors of diverse economic circumstances</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Modify the staff report template to include a section outlining impacts of recommendations on residents and visitors of diverse economic circumstances.</li> <li>- Ensure all Town plans and strategies include a section outlining how recommendations impact the needs of residents and visitors of different economic circumstances</li> </ul>	High	 0%	2020	A: CAO R: SMT	<p>The specific actions related to modifying the staff report template and outlining impacts in Town plans and strategies have not been completed.</p> <p>Staff acknowledge that there is often overlap and intersection between the delivery of infrastructure and services and the management of assets for both residents and visitors. At the same time, staff acknowledge that there are also circumstances and situations where the needs of residents and visitors will be different.</p> <p>Town communication and public engagement are typically designed and intended for residents. Through the work of the Tourism Strategy, greater emphasis on engaging the perspective and feedback from visitors is being recommended. This is important to ensure that the Town remains competitive as a leading tourism destination in Ontario/Canada. It's also important as often the investments into tourism/visitor-related infrastructure provide a broad benefit that also enhances the quality of life for local residents.</p>
4.3	<p>Balance the needs of residents and visitors of all ages and stages</p> <p>Specific Actions:</p> <ul style="list-style-type: none"> <li>- Modify the Staff Report template to include a section outlining impacts of recommendations on residents and visitors of all ages and stages.</li> <li>- Ensure all Town plans and strategies include a section outlining how recommendations impact the needs of residents and visitors of all ages and stages.</li> </ul>	High	 0%	2020	A: CAO R: SMT	<p>The actions detailed within this action step have not been completed.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
4.4	Deliver a Town Tree Canopy and Natural Heritage Features Study	High	 100%	2022	A: CAO R: PDS	<p>In September 2024 Council received the completed Natural Heritage Study and Natural Heritage Asset Inventory Report. Council adopted the report and recommendations.</p> <p>Updates to the Town's Official Plan and directions to the County of Grey on Tree Canopy have been shared.</p>
4.5	Deliver a Fire Master Plan	High	 100%	2022	A: CAO R: FIRE	<p>The Fire Master Plan was endorsed by Council in 2022. The plan assessed the operations and services of the Fire Department to ensure that The Blue Mountains Fire Department continues to meet the needs of the community. The 38 recommendations included within the plan have benchmarks of immediate, 3-5 year and 6–10-year considerations for implementation</p> <p>The Fire Master Plan also incorporated the findings of the Town-wide Community Risk Assessment, which identified and evaluated all risks to public safety, helping to inform decisions of the Town's fire services. The Community Risk Assessment is a living document that is reviewed annually by staff to make sound decisions on the level of fire protection it will provide to the residents.</p>
4.6	Deliver a Physician Recruitment and Retention Strategy	High	 80%	2022	A: Council R: CAO	<p>The Town has been active in its efforts to attract new family physicians to the local community. Physician recruitment was identified as a top community priority in both the 2022 and 2024 Resident Satisfaction Surveys.</p> <p>Initiatives to date have included a variety of actions including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Delegations to the Ministry of Health at the annual Association of Municipalities of Ontario (AMO) and Rural Ontario Municipal Association (ROMA)</li> </ul>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						<ul style="list-style-type: none"> <li>● The creation and active participation on the Joint Municipal Physician Recruitment and Retention Committee (JMPRRC)</li> <li>● Participation in the Rural Ontario Medical Program (ROMP) Rural Resident Retreat and Discovery Week</li> <li>● Promotion of the Town in the ROMP Community Rotation Guidebook</li> <li>● Conducted a joint-municipal survey to assess regional access to health care services and family physicians</li> <li>● Hosted an appreciation dinner at Town Hall in 2023 for Doctor Appreciation Day</li> </ul> <p>Despite best efforts, the lack of a Family Health Team has made attracting new doctors to the community very difficult. To this end, the Town has continued to pursue active advocacy efforts with the Ministry of Health, most recently through a delegation at the ROMA Conference held in mid-January 2025.</p> <p>In addition, in February 2025, Council approved the creation of a Family Physician Recruitment Working Group with the mandate to facilitate the recruitment of new physicians to support the local community by leveraging municipal authority to address this critical need.</p>
4.7	Deliver a Leisure Activities Plan	High	 100%	2022	A: CAO R: CS	<p>The Leisure Activities Plan was approved by Council in 2021. The Plan provides a roadmap to prioritize the Town’s focus and investment into recreation and leisure-based investment.</p> <p>High-level priority items are underway and progressing well. Many of the action items identified within the plan are ongoing and relationship-based and proceeding as expected.</p>

No.	Action Steps	Level of Importance	Status & Percentage Completed	Due Date	Responsible & Accountable	Related information
						A detailed Leisure Activities Plan progress report will be presented to Council in Q2 2025.
4.8	Deliver a Community Safety and Wellbeing Plan	High	 100%	2022	A: CAO R: Council /CAO	The Bruce Grey Community Safety and Well Plan was approved by Council in 2021. The plan was developed by the Bruce Grey Community Safety and Well-Being Advisory Committee in accordance with the Police Services Act. The plan was also approved by the respective Bruce County and Grey County Councils.