

2022 Resident Satisfaction Survey – Action Items

The survey results have provided valuable information to help the Town better understand resident needs and expectations related to service delivery. The Town's management teams have reviewed the results in detail, and subsequent discussions have been held at the division and team levels.

It is important to highlight that staff have discussed and considered thoroughly efforts to address feedback and comments received from the 2022 Resident Satisfaction Survey. Several actions and initiatives have either been completed, are currently underway or are planned for future execution. The following series of charts provide an overview of each department's actions related to the feedback and survey results.

Administration

Summarized Feedback	Actions Taken/Planned Actions
<p>Customer Service</p> <ul style="list-style-type: none"> • Email, phone and the Town website were the primary methods that residents use to contact the Town • Only 4% of respondents indicated that they had used the Online Service Portal • 75% of respondents indicated that they received a response to their inquiry within two business days • Of those dissatisfied with customer service, the top issues were attributed to response time issues (24%), inadequate solution provided (17%), poor service (17%) and lack of information (17%) 	<ul style="list-style-type: none"> • As part of the Corporate Structure Review, Council approved the creation of a new Strategic Initiatives department that will be responsible for customer service. Recommendations regarding customer service improvements will come forward as a key priority of the new department. • The Town will continue to train staff and monitor the approved 2+4 response time standard. • There is an opportunity to increase awareness of the Online Service Request System through marketing and promotional efforts. • The Communications Department plays an active role in developing briefing notes and FAQ material that is provided to customer service staff to help answer common questions. • The Town continues to invest in the continual improvement of the Town website to ensure that the platform provides an exceptional user experience.
<p>Communication & Engagement</p> <ul style="list-style-type: none"> • 68% of respondents indicated that the Town website was their primary method of obtaining Town news and information, followed by the monthly e-newsletter, 	<ul style="list-style-type: none"> • The Communications Division supports the activities of all departments, divisions and projects by using a variety of communication tools and best practices. Efforts are ongoing to further

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<p>newspaper articles and the printed Town newsletter</p> <ul style="list-style-type: none"> The three least used methods of receiving Town news and information included Town newspaper ads (20%), meeting live stream/archived video recordings (12%) and the Town’s Twitter account (3%) 	<p>strengthen and enhance the quality of the Town’s communication activities through the implementation of the 2021 – 2025 Communications Strategy.</p> <ul style="list-style-type: none"> The Town website continues to serve as the primary communications tool for the Town. The Communications Division maintains and monitors the website daily and continually explores opportunities to enhance the user experience. Funds approved annually through the Town budget are used to update/upgrade the website to ensure that it performs to the best possible standard. The Town maintains a robust email subscription list of over 4,000 subscribers who receive regular email updates with important news, project updates and more. The Town also maintains an active presence on both Facebook and Twitter, with 800+ and 3,600+ followers, respectively. Staff are currently undertaking a process to review and update the Notice Policy to reflect and match the goals and objectives of the Communications Strategy.

Finance and IT

Summarized Feedback	Actions Taken / Planned Actions
<p>Financial Management</p> <ul style="list-style-type: none"> 62% of respondents indicated they receive good value for their tax dollars and have a sense of general satisfaction, while 33% indicated they receive poor to very poor value <p>Specific responses provided included:</p> <ul style="list-style-type: none"> Taxes and charges are too high Limited of poor services delivered Taxes are higher than other communities Overdevelopment without focusing on infrastructure Need for improved service delivery 	<ul style="list-style-type: none"> The Town is currently completing a detailed service delivery review and will be completing a Resident Satisfaction Survey in Q3/Q4 2024. The results of these activities will help identify opportunities for efficiency and service delivery improvements. The results will be presented to Council and will help guide future decision-making.

Community Services

Summarized Feedback	Actions Taken / Planned Actions
<p>General Satisfaction Overall satisfaction with the maintenance of town-owned trails, parks, beaches, greenspaces and recreation facilities was high.</p>	<ul style="list-style-type: none"> Continue with the current level of service. No major actions are required.
<p>Rural Parking 53% of respondents feel there is not adequate parking in rural areas for trail access.</p>	<ul style="list-style-type: none"> The Town is working with Grey County to develop a rural trail parking strategy. The Town is also working with the Bruce Trail Conservancy and Ontario Parks to create additional rural parking options.
<p>Trail Connectivity 21% of respondents were unsatisfied with the connectivity of the Town’s trail network. Specific mentions:</p> <ul style="list-style-type: none"> No connection between Thornbury and Clarksburg on Beaver River Trail Sunset Boulevard in Lora Bay 	<ul style="list-style-type: none"> The Beaver River Trail connects to Thornbury through Arthur Taylor Lane. Part of the route is via the road due to an inability to access or acquire property. The Parks and Trails division will address Sunset Boulevard in 2024/25, including hard surfacing a section that crosses over laneways.
<p>Public Washroom Access 43% of respondents feel there is not adequate access to public washrooms in park areas throughout the Town.</p> <ul style="list-style-type: none"> Downtown Thornbury Moreau Park 10th line Recreation Complex Lions Park 	<ul style="list-style-type: none"> Downtown Thornbury, Lions Park and the 10th line recreation area have portable washrooms that are available seasonally. The Moreau Park revitalization project is in the early stages of planning and the need for public washrooms was identified within the public survey that was conducted. Additional review will be required if Council wishes to increase access to public washrooms.
<p>Soft Amenities 35% of respondents feel there are not adequate soft amenities (benches, tables, bike racks) in park areas throughout the Town.</p> <ul style="list-style-type: none"> More garbage and recycling bins requested Improved parking signage More development of undeveloped Craigleith parks 	<ul style="list-style-type: none"> Staff regularly review opportunities to enhance soft amenities throughout the community. The Craigleith Community Working Group provided feedback to help prioritize amenities in the Craigleith area that will be scheduled for inclusion in the 2025 Parks, Trails and Open Space Master Planning Process. The Town empties waste containers during regular operations. If waste containers are regularly overfilled or

Summarized Feedback	Actions Taken / Planned Actions
	<p>underutilized, staff will add or subtract containers based on need.</p> <ul style="list-style-type: none"> In May 2024, the Town started a gateway and wayfinding signage project that will focus on the design and installation of new signage throughout the community. Further details will be presented to Council when available.
<p>Playground Equipment 27% of respondents feel there is not adequate playground equipment throughout the Town.</p> <ul style="list-style-type: none"> Windfall lacking developed parks Play equipment for Lions Park Play equipment for Lora Bay Park Modernize equipment at Bayview Park Play equipment for Heathcote Park Fireman’s Park needs attention 	<ul style="list-style-type: none"> The Town is planning to replace playground equipment by utilizing the asset management program. All playground equipment (new or replacement) will focus on accessibility. A project is underway to formalize and develop a new community park in Craigleith adjacent to the Windfall, Second Nature, and Blue Vista development sites. This land was gained through the parkland dedication included in each development agreement. The intent is to transform the land into a regional community park for all to enjoy. The project was launched with a public survey, and a public meeting has been scheduled for September 2024. Playground equipment at Bayview Park is scheduled for replacement in 2024. The Craigleith Community Working Group provided feedback to help prioritize amenities in the Craigleith area that will be scheduled for inclusion in the 2025 Parks, Trails and Open Space Master Planning Process. Fireman’s Park is owned by the Grey Sauble Conservation Authority and is scheduled to be reviewed through the 2025 Parks, Trails and Open Space Master planning process.
<p>Hard Recreational Amenities 32% of respondents feel there is not an adequate supply of hard recreational amenities throughout the Town.</p> <ul style="list-style-type: none"> Requests for swimming pools Requests for more tennis courts Requests for more pickleball courts 	<ul style="list-style-type: none"> The Town has initiated a Multi-Use Recreation Feasibility Assessment in partnership with the Town of Collingwood. The Joint Assessment will assess the current and future recreational facility needs of residents from both communities and will also explore integrating library services into a

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<ul style="list-style-type: none"> • Requests for indoor rec complex • Requests for skateboard park update • Requests for a bicycle pump track • Requests for a sledding hill 	<p>multi-use model, as has proven effective in several municipalities across the province. Recommendations for indoor recreational amenities are expected to be presented in late 2024.</p>

Planning and Development Services

Summarized Feedback	Actions Taken / Planned Actions
<p>Process & Transparency</p> <ul style="list-style-type: none"> • Residents are seeking increased transparency throughout the development process • Some residents express concern over the thoroughness of PDS review and approval processes 	<p>Interdepartmental Review Committee (IRC)</p> <ul style="list-style-type: none"> • The IRC is an internal working group comprising staff from across the organization involved in the review of development applications, established to complement the Development Review Committee (DRC). • The mandate of the IRC includes: <ul style="list-style-type: none"> - Supporting the understanding of PDS processes and the interconnection between all Town departments. - Identifying opportunities to make requests or establish requirements that may assist in achieving strategic priorities of the municipality. - Collaborating to ensure consistency in communications with development proponents. <p>Adapting to New Legislation</p> <ul style="list-style-type: none"> • Bill 23 and Bill 109 have dramatically altered the planning review landscape across Ontario. Staff have been seeking opportunities to ensure that despite tightening timelines for application review and narrowing discretion to regulate new developments, the process remains accessible to the public. This includes encouraging potential applicants to bring their concept to Council prior to filing a submission and consistently including public comments on a planning file in a recommendation report with an associated response from staff and/or the applicant. <p>Website Upgrades</p> <ul style="list-style-type: none"> • The Communications division, with the support of the Planning Department manages 70+ dedicated planning and development project webpage. Efforts are being actively made to increase the transparency of the development process by posting a greater number of documents to planning project webpages, including Approved for Construction (AFC) Drawings and Pre-Servicing/Development Agreements.

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	<p>Public Notice Template</p> <ul style="list-style-type: none"> A new corporate branded template for Public Notices was developed to ensure consistency and plain language.
<p>Communication & Website Upgrades</p> <ul style="list-style-type: none"> There is a desire for comprehensive project pages that communicate information and progress to the public throughout a development’s lifespan Residents are seeking communication about PDS projects through a variety of methods, with the Town website being the primary method (most used by 68% of survey respondents), followed by the monthly e-newsletter (40%) and quarterly print newsletter (33%) 	<p>Website & Project Page Updates</p> <ul style="list-style-type: none"> In 2023, the Planning and Development Project webpages were redesigned to improve the user experience and make documents easier to find. The redesign was based on website analytics data and website user experience best practices. As part of the redesign, a new “Development Timeline” feature was added to all project webpages. This feature visually tracks each project’s status throughout the development process. An interactive and searchable map of all current development projects was added to the Town website in mid-2023. FAQs have been developed to provide specific information for projects on an as-needed basis. <p>Educational & Explainer Content</p> <ul style="list-style-type: none"> A new “Explore the Development Process” webpage and video series has been launched to provide a high-level 101 on each stage of the planning process. The video series was created to focus on the Pre-Consultation and Planning Process, the Development Engineering Process and the Building Process. <p>General Communications</p> <ul style="list-style-type: none"> PDS has a monthly update in the Town e-newsletter and a quarterly educational article in the Town print newsletter. Residents can subscribe to an email list on project pages to receive a notification each time an update is made.
<p>Long-Term Planning & The Official Plan</p> <ul style="list-style-type: none"> The Official Plan Review is considered High-Medium Priority by 89% of residents Comments from residents indicate concern around: <ul style="list-style-type: none"> Density and building height Preservation of green and park space Loss of character/small-town feel 	<p>Official Plan Review</p> <ul style="list-style-type: none"> The OP will guide all future land-use decisions in the Town, including residential, commercial, and other forms of development. Policies are being developed to consider how to manage growth, housing, density and intensification standards, protection of the environment, how agricultural and natural features will be protected, etc. <p>Research & Background Papers</p> <ul style="list-style-type: none"> 11 Official Plan Background Papers were posted to the Town website to address the areas of concern to

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<ul style="list-style-type: none"> 20% of responses to an open-ended question about what priorities Council should consider indicated a need to “plan and manage growth and development of the Town more effectively” and noted a desire for a long-term strategy 	<p>residents (i.e. Environment & Climate Change, Parks and Open Space, Building Heights Study, Infrastructure & Servicing, etc.).</p> <ul style="list-style-type: none"> PDS will also be completing an update to the Community Design Guidelines with a focus on community design best practices and community character analysis. <p>Public Engagement</p> <ul style="list-style-type: none"> Residents will be able to weigh in directly throughout the Official Plan Review process. In addition to the Statutory Public Open House and Statutory Public Meeting, the Town has conducted an Official Plan and Community Design Survey, four Official Plan Public Sessions and a Community Design Workshop. Additional opportunities for public engagement will include a public open house and a formal public meeting related to the recommended policy changes.
<p>Sustainable Growth & Infrastructure</p> <ul style="list-style-type: none"> Some residents lack trust in PDS due to general dissatisfaction with the amount of development in the Town When asked what the most important issue facing the Town today is: <ul style="list-style-type: none"> 18% said overdevelopment 16% said sustainable growth 16% said a need for infrastructure/municipal support for the growing population Many residents expressed concern that the Town does not have the infrastructure needed to support the current level of development (i.e. roads, water, garbage, schools) 	<ul style="list-style-type: none"> Planning and Development Services has a legislated obligation to review development submissions received and, if in accordance with provincial and local policies, recommend these projects for approval by Council. Many of these policies directly relate to confirming the appropriate capacity of municipal services and infrastructure. This includes planning for both short and long-term impacts. The primary means to ensure growth remains sustainable is in the collection of Development Charges through the review process. The Town adheres to the principle that ‘growth pays for growth’. Through the Development Charges By-law and Background Study the Town ensures that prudent planning goes into ensuring there is appropriate funding for growth-related infrastructure. The town is participating with Grey County on a project with a tri-county approach to create “Green Development Standards”. The town is completing a Natural Heritage Study and Natural Asset Inventory in an effort to explore greater protection of natural assets and features in the Town. Council adopted a Net Zero Energy Municipal Building Policy in 2023.

Operations

Summarized Feedback	Actions Taken / Planned Actions
<p>General Satisfaction Overall satisfaction with garbage and recycling collection, winter snow plowing, downtown snow removal and water and wastewater services was high.</p>	<ul style="list-style-type: none"> Continue with the current level of service. No major actions are required.
<p>Road Maintenance and Winter Sidewalk Maintenance General road maintenance and winter sidewalk maintenance received the lowest satisfaction scores.</p>	<ul style="list-style-type: none"> Many major reconstruction projects are planned or underway to repair road surfaces. There is a plan to bring winter sidewalk maintenance internal to provide a consistent level of service.
<p>Infrastructure & Growth Respondents voiced concerns about infrastructure keeping up with growth.</p>	<ul style="list-style-type: none"> Thornbury Wastewater Treatment Plant Expansion Phase 1A to be completed by 2025. This project is on track and well underway. The East Side Water Storage EA is in progress. As part of Phase 3 of the EA, the Town’s Consultant, JLR, is performing various studies and investigations, including Water Quality Sampling, Archaeological Assessments, and Ecological Field Studies. The West Side Water Storage EA was completed in 2021. The resulting infrastructure upgrade recommendations are underway. Town-wide Wastewater Master Plan EA is currently in progress. The Town held the first public information center on May 23, 2024. The wastewater model has been calibrated and used to evaluate restrictions or limited capacity within the system. The engineering for the capacity increase at the Mill Street Sewage Pumping Station and the Craigleith Main Lift Station is underway. The Long Point Road Environmental Assessment has been completed.
<p>Seasonal Road Maintenance 39% of respondents were unsatisfied with seasonal road maintenance programs including pothole repair, gravel road grading, dust control, street sweeping, etc. Specific roads mentioned:</p> <ul style="list-style-type: none"> Peel Street North 	<ul style="list-style-type: none"> The website now has a timeline showing the yearly schedule of activities within the Town’s road maintenance program, which provides more clarity on when maintenance happens. Peel Street North will be addressed through the Peel Street North and South Reconstruction Projects.

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<ul style="list-style-type: none"> • 10th Line North • 7th Line North 	
<p>Asphalt Road Maintenance 36% of respondents were unsatisfied with the maintenance of asphalt roads.</p> <p>Specific roads mentioned:</p> <ul style="list-style-type: none"> • Elma Street • Arthur Street / King Street • Victoria Street • 10th Line South • Sideroad 33 	<ul style="list-style-type: none"> • Elma Street and Victoria Street will be fully reconstructed through the Thornbury West Phase 1A Reconstruction Project. • Arthur Street and King Street are slated to be reconstructed through the Thornbury West Phase 2 Reconstruction, the timeline is currently undetermined. • The Town will be adding surface treatment to 28 km of rural roads in 2024.
<p>Sidewalk Connectivity 33% of respondents were unsatisfied with sidewalk connectivity.</p> <p>Specific roads mentioned:</p> <ul style="list-style-type: none"> • Victoria Street, south of Alfred • Alfred Street, west of Victoria • Victoria Street • Beaver Street • Elgin Street South 	<ul style="list-style-type: none"> • Sidewalks on Beaver Street and on Victoria Street between Arthur Street and Alfred Street have been replaced through the Thornbury West Phase 1A Reconstruction Project. • The recently completed Transportation Master Plan includes a plan to prioritize and implement connectivity for active transportation.

Legal Services

Summarized Feedback	Actions Taken / Planned Actions
<p>By-Law Enforcement 22% of respondents indicated that they were either dissatisfied or very dissatisfied with by-law enforcement, which includes animal control and parking enforcement services.</p> <p>Comments were provided regarding the desire for resident-only parking spaces and for the need to improve parking signage to make the payment process clear and easily understood.</p>	<ul style="list-style-type: none"> • The Town has been actively prosecuting dog off-leash charges on the trails, beaches, parks and other Town properties. In 2024, there were six dog off-leash tickets issued. In addition, the Town has proactively provided communication through the website, newsletters, and social media on at least three occasions from January 2024 to July 2024 in relation to dogs off-leash and to provide awareness. • The Town has implemented a digital license plate registration for residents, which aligns with the new plate recognition software for parking enforcement. The paid parking program has a 4-hour maximum for waterfront properties. This is to encourage visitors to

Summarized Feedback	Actions Taken / Planned Actions
	enjoy the area for a limited time and allow opportunities for others to use these properties. Residents do not have this limitation.

Prioritizing Initiatives

In addition to the department-specific feedback provided through the survey, respondents were also asked to prioritize a variety of ongoing Council initiatives and new initiatives. To help focus this report, the following chart outlines the combined top ten items that were ranked as high priority and includes an overview of the associated actions.

Priorities	Actions Taken / Planned Actions
Attracting and retaining family doctors and increased access to healthcare	<ul style="list-style-type: none"> • A delegation was presented to the Ministry of Health at the 2023 ROMA Conference to highlight the need for family physicians in The Blue Mountains. • Staff have worked with Councillor Porter to engage local physicians and the North East Grey Health Clinics to understand concerns and opportunities. • Staff have actively participated in physician recruitment efforts, including attending a rural family medicine recruitment event hosted by the Rural Ontario Medical Program. • In early 2022, a doctor's appreciation event was held at Town Hall to show appreciation to local physicians.
Preservation and retention of mature trees on public land	<ul style="list-style-type: none"> • The Town is conducting a Natural Asset Inventory and is currently initiating a street tree inventory project. Both these initiatives will be a first step in green infrastructure management.
Working with the Ministry of Transportation to address regional transportation issues on Hwy 26	<ul style="list-style-type: none"> • A delegation was presented to the Ministry of Transportation at the 2023 ROMA Conference to highlight the importance of developing a comprehensive regional transportation plan. • A delegation request has been submitted for the 2024 AMO Conference to meet with the Ministry of Transportation. • In July 2023, the Ontario Ministry of Transportation announced a new

Priorities	Actions Taken / Planned Actions
	<p>Environmental Assessment Regarding Highway 26 Intersection Improvements. The focus of the work includes intersection improvements at Highway 26 and Grey Road 2, and at Highway 26 and Grey Road 21. The study also includes rehabilitation of Culvert 473 on Highway 26 between Hoover Lane and Camperdown Road, and illumination of the intersection at Highway 26 and Grey Road 113/10th Line.</p>
<p>Completing the Master Drainage Plan</p>	<ul style="list-style-type: none"> • The Town of The Blue Mountains is undertaking a comprehensive Town-wide Drainage Master Plan following the Municipal Class Environmental Assessment Planning Process to serve as a long-term strategy for the Town to manage stormwater in existing and new growth areas. • Draft Report will be presented to Council in October, and a Public Information Centre will be held to receive feedback from residents. The final report will be posted for the 30-day period.
<p>Completing the Transportation Master Plan</p>	<ul style="list-style-type: none"> • The Transportation Master Plan was completed and approved by Council in late 2022. The completed Master Plan will be used as a reference and a guiding document for developing strategies and policies and making infrastructure investment decisions.
<p>Completing the Official Plan Review</p>	<ul style="list-style-type: none"> • Phase 2 of the Official Plan Review project is underway, with various public engagement opportunities scheduled throughout the coming months, including a public open house and a formal public meeting related to the recommended policy changes.
<p>Improving access to long-term care beds and increasing access to long-term care</p>	<ul style="list-style-type: none"> • The Town continues to work with the Ministry of Long Term Care on the Campus of Care project that includes a new 160 bed long-term care facility located at 125 Peel Street in Thornbury. • At the May 17, 2023 Council meeting, Skydev and peopleCare communities provided Council with a presentation outlining the Campus of Care Conceptual Proposal. The presentation provided an overview of the proposed site layout, which included the

Priorities	Actions Taken / Planned Actions
	<p>north portion of the property being retained by the Town for future use.</p> <ul style="list-style-type: none"> At the June 26, 2023 meeting, Council approved the sale of 18.7 acres of 125 Peel Street to Skydev as outlined in the Campus of Care Concept.
Investing in infrastructure replacement	<ul style="list-style-type: none"> The Operations Department has over 50 infrastructure renewal projects in the design or construction stage.
Increased supply of attainable housing units	<ul style="list-style-type: none"> Significant effort has been made by a variety of stakeholders to determine how best to increase the stock of attainable housing options as well as how to increase the range of housing stock to provide options that include both long-term rental and ownership models. This work has included the Tourism Labour Force Housing Needs completed by the Blue Mountain Village Association (BMVA) and led by Mark Conway, the June 2019 Blue Mountains Attainable Housing Corporation (BMAHC) Concept Business Model that was led by Strategycorp, and the 171 King Street Gateway Project Design Task Force that was led by the BMAHC. It is also important to note that the South Georgian Bay Institute is actively engaging key partners and is seen as a leader in the work being completed for Attainable Housing. In late 2023, the BMAHC's governance structure was changed to a fully Town-supported structure. The new structure included revised Articles of Incorporation and Governance By-laws, which changed the composition of the Board of Directors to five (5) members of the Town of The Blue Mountains staff. In June 2024, Council directed staff to initiate the formal process of dissolving the BMAHC and requested that members of the BMAHC bring forward a draft Terms of Reference that would provide the basis for the scope and mandate for the potential establishment of a formal Attainable Housing Committee of Council. In addition, Council directed staff to engage with the TBM Housing Strategy Working Group to consider how best to

Priorities	Actions Taken / Planned Actions
	<p>collaborate on the Attainable Housing Portfolio.</p> <ul style="list-style-type: none">• The Town has also expanded the scope of the Official Plan Review to include a Housing Needs Assessment. The study is now completed and has been used to evaluate planning applications.