



# Corporate Strategic Plan Communications Plan

## Summary

The Town has partnered with StrategyCorp to develop a new Corporate Strategic Plan that will identify the long-term vision and guide future decision-making for the Town. Branded as "*Our Path Forward: The Blue Mountains Corporate Strategic Plan*", the project will define key priorities and ensure strategic resource allocation to guide the Town's future development. Staff have prepared a comprehensive communications plan to support community and stakeholder engagement throughout the Corporate Strategic Plan Project.

## Project Goal

To cultivate meaningful interactions with stakeholders, ensuring that the resulting strategic direction resonates broadly and authentically with the needs and values of the community.

## Communications Objectives

- To build awareness of the purpose, impact, and importance of the Corporate Strategic Plan within the community and the collaborative role that residents play.
- To build and maintain trust by sharing transparent and timely updates throughout the Corporate Strategic Plan process, including challenges, and how community input is shaping the plan.
- To raise awareness of a wide array of public engagement opportunities and encourage participation.
- To reach and engage underrepresented and harder-to-reach groups through tailored outreach approaches that consider diverse communication preferences and accessibility needs.
- To celebrate community participation and contributions, reinforcing a sense of ownership and shared responsibility for the Town's future.

## Key Messages

- The Town of The Blue Mountains is charting a path for the future, and we want YOU to be a part of it.
- A strategic plan sets out the Town's top priorities and shared vision for the future of the community. It provides a roadmap for Council, staff and the community as to what The Blue Mountains wants to be and how it will get there.
- There is much for The Blue Mountains to be proud of, and we want to build on our assets and successes as a community while preparing for the future.
- Over the coming months, we will be engaging residents, community groups, businesses and other local stakeholders through both online and in-person engagement opportunities. This is your

chance to have your voice heard, share what matters to you and help shape a path forward for The Blue Mountains.

- For more information on this project and to subscribe for updates, visit [www.thebluemountains.ca/Our-Path-Forward](http://www.thebluemountains.ca/Our-Path-Forward).

### Target audiences

This Communications Plan is intended to reach a broad and diverse group of local stakeholders, with an emphasis on encouraging meaningful participation from all parts of the community, particularly those traditionally underrepresented in municipal planning.

Key audiences include:

- Residents of all ages and backgrounds, with targeted efforts to engage youth, young families, part-time residents and rural residents with limited digital access
- Local businesses
- Community groups and organizations
- Indigenous community members and organizations
- Internal stakeholders (Council and Town Staff)

### Timeline

To align with the key deliverables and timelines associated with this project, the Communications Plan is structured into four distinct phases:

- Phase 1: Project Initiation
- Phase 2: Current State Assessment
- Phase 3: Strategy Development
- Phase 4: Finalization

## Phase 1: Project Initiation

**Goal:** To formally introduce the Corporate Strategic Plan Project to the community and build awareness by launching a centralized information hub, promoting subscription and highlighting upcoming opportunities for engagement.

Action	Details	Lead/Status
<b>Key Activity: Project Launch</b>		
<b>Dedicated Project Webpage</b>	A dedicated project webpage will be established to serve as the central hub for project information, resources and updates. The page will feature a subscription option, allowing interested stakeholders to sign up for email notifications and stay informed throughout the project.	TBM Communications  Complete
<b>Notice of Project Launch</b>	A media release announcing the project's launch will be published on the Town's website. It will include details about the project consultant, the upcoming open house, and will direct the public to the dedicated project webpage for further information and updates.	TBM Communications  Complete
<b>Social Media</b>	A dedicated social media post regarding the project launch and open house will be shared on the Town's social media channels.	TBM Communications  Complete
<b>Spotify Ad</b>	A targeted Spotify ad campaign will be launched to raise awareness about the project among listeners in the Town and surrounding areas. The ad will direct audiences to the project webpage for information and updates. Spotify advertisements are designed to target users of all ages, including youth.	TBM Communications  In progress

## Phase 2: Current State Assessment

**Goal:** To engage and encourage diverse community members and key stakeholders to provide input on the plan's development through multiple methods, including surveys, events and focus groups.

Action	Details	Lead
<b>Key Activity: Community Survey (June 16, 2025 – July 7, 2025)</b>		
<b>Launch Digital Community Survey</b>	A community survey will be launched to anonymously gather input from a broad range of community members. The survey will be open for three weeks from June 16 to July 7, with physical copies made available at Town facilities, including the Library, Museum, Beaver Valley Community Center and Tomahawk Recreation Complex. The survey will supplement other engagement opportunities throughout this phase, such as the Open House, in-person pop-up events and community focus groups to ensure a well-rounded understanding of community priorities.	StrategyCorp
<b>Project Webpage Update</b>	A link to the digital community survey will be highlighted on the project webpage.	TBM Communications
<b>Notice of Survey</b>	A media release announcing the launch of the digital community survey and encouraging residents to participate will be published on the Town's website and sent to email subscribers.	TBM Communications
<b>Social Media Promotion</b>	Dedicated social media graphics will be created to promote the survey and encourage participation. Messaging will emphasize the importance of community voices and interests in shaping the Strategic Plan. Weekly posts will be shared on the Town's social media channels throughout the survey period to maximize engagement.	TBM Communications
<b>Spotify Ad</b>	A targeted Spotify ad campaign will be launched to raise awareness about the Community Survey among listeners in the Town and surrounding areas. The ad will direct audiences to the project webpage to complete the survey and have their say on the Corporate Strategic Plan. Spotify advertisements are designed to target users of all ages, including youth.	TBM Communications
<b>Mailed Postcards</b>	Printed postcards promoting the digital community survey will be mailed to all property owners within the	TBM

	<p>Town. Each postcard will include a QR code and URL for easy online access to the survey, as well as information on where physical copies can be accessed.</p> <p>Alternative Postcard idea (to tie in with Town Hall Information Hub) – Include letters from youth on one side of postcard with project information on the reverse side.</p>	Communications
Curbex Signs	Curbex signs will be designed to promote the digital community survey and established in key areas throughout the Town. Recognizing differences in digital access, separate signs will be tailored for urban and rural locations: urban signs will direct residents to the online survey, while rural signs will provide information on where physical copies of the survey can be completed.	TBM Communications
Town Hall Information Hub	<p>A table in the atrium of Town Hall will be set up to showcase project information and resources, including physical copies of the survey.</p> <p>Promotional materials could include a sub-campaign featuring letters from youth; highlighting that this process is charting a path for the future generations of TBM.</p>	TBM Communications
Optional: Business Reply Mail Campaign to Rural Residents	To support participation from rural or elderly residents with limited access to in-person or digital platforms, physical copies of the community survey will be mailed to rural addresses. Each mail-out will include pre-paid return postage, making it easy for residents to submit their responses. As part of a Business Reply Mail campaign, the Town will only incur costs for responses that are returned.	TBM Communications
FAQ Document	A frequently asked questions document will be created and posted on the project webpage. The document will be updated based on the questions received.	StrategyCorp / TBM Communications
<b>Key Activity: In-Person Open House</b>		
Social Media	Dedicated social media graphics promoting the Open	StrategyCorp/TBM

Promotion	House event will be shared on the Town's channels in the days leading up to the event. Messaging will highlight that no registration is required and emphasize the opportunity for residents to ask questions, learn more about the project, and share their feedback.	Communications
In-Person Open House Event	An in-person Open House will be held at Town Hall on Tuesday, June 17, 2025, from 5:00 p.m. to 7:00 p.m. This event will offer community members an opportunity to meet the project team, learn more about the Corporate Strategic Plan, ask questions and provide feedback. Physical copies of the community survey will also be available for attendees to complete on site or take home.	StrategyCorp/TBM Communications
Printed Open House Signage and Materials	Branded banner signs and informational display boards will be created for use at engagement events to visually support key messages and provide an overview of the strategic planning process.	StrategyCorp/TBM Communications
<b>Key Activity: In-Person Community Pop-ups</b>		
In-Person Community Pop-Ups	The consultant or the Town will host pop-up booths at existing community events such as Kid's Fest and the Farmer's Market, as well as at local community hubs including the Library, Arena and Foodland. These pop-ups will provide organic, face-to-face engagement opportunities and reflect a boots-on-the-ground approach to connecting with residents in familiar, high-traffic locations. Each pop-up will include branded signage, tablets for completing the digital community survey and physical copies for those who prefer a paper format.	StrategyCorp/TBM Communications
Social Media Promotion	Where appropriate, content will be captured and shared on social media during pop-up events to showcase active community engagement and inspire others to take part in the Strategic Plan process.	TBM Communications
<b>Key Activity: Community Focus Groups</b>		
Community Focus Groups	The consultant and Town staff will host virtual Community Focus Group Sessions with key stakeholder groups such as the Blue Mountains Ratepayers Association (BMRA), Climate Action Now Network (CANN), Council Established Committees and Working Groups, Local Business Associations, Indigenous communities and local community groups.	StrategyCorp

	<p>These sessions will gather targeted feedback on each group's specific needs, priorities, and interests. Beyond informing the Strategic Plan, the sessions will support building ongoing relationships between the project team and stakeholders to strengthen community buy-in and collaboration.</p>	
<b>Key Activity: Informal Stakeholder Outreach</b>		
<b>Informal stakeholder outreach</b>	<p>Town staff will communicate with key stakeholder groups using various methods, such as attending meetings or sending letters. This approach allows the project team to connect with stakeholders in their own environments while sharing project information and opportunities for feedback.</p>	<b>TBM Strategic Initiatives</b>

## Phase 3: Strategy Development

**Goal:** To finalize and validate the Draft Corporate Strategic Plan through a combination of public engagement, stakeholder consultation and targeted communications. This phase will focus on sharing the draft with the community, gathering meaningful feedback and validating that the plan reflects a broad range of perspectives.

Action	Details	Lead
<b>Key Activity: Draft Plan Completed</b>		
<b>Project Webpage Updates</b>	The Draft Corporate Strategic Plan will be added to the project webpage, which will also be updated with details about the Public Information Centre (PIC) and a dedicated email address for submitting feedback on the draft plan.	<b>TBM Communications</b>
<b>Notice of Draft Plan</b>	A media release announcing the Draft Corporate Strategic Plan will be published on the Town's website and shared with email subscribers. It will include details about the two upcoming Public Information Centres and instructions for submitting comments via a dedicated email address.	<b>TBM Communications</b>
<b>Summary and Social Media Promotion</b>	To support external validation of the Draft Plan, a one-page summary and accompanying social media graphics highlighting the core planning elements (e.g., vision, mission, values, pillars, and goals) will be shared on the Town's social media channels and other appropriate platforms, such as the e-newsletter.	<b>StrategyCorp / TBM Communications</b>
<b>Feedback Email</b>	A dedicated email address will be established to allow members of the public and interested stakeholders to submit written feedback on the Draft Plan. This digital engagement option offers an alternative way to share your voice for those unable to attend the two Public Information Centres.	<b>TBM IT / TBM Communications</b>
<b>FAQ Document</b>	A frequently asked questions document will be created and posted on the project webpage. The document will be updated based on the questions received.	<b>StrategyCorp / TBM Communications</b>
<b>Key Activity: In-Person Public Information Centres</b>		
<b>In-Person Public Information</b>	Two in-person Public Information Centres (PIC) will be held at Town Hall, facilitated by StrategyCorp. Each	<b>StrategyCorp / TBM Communications</b>



<b>Centres</b>	<b>PIC will include a presentation and a formal opportunity for public input. To maximize participation, one PIC will take place on a weekday evening and the other on a weekend.</b>	
<b>Blue Mountains Review – Notice of Public Information Centre</b>	<b>A dedicated advertisement promoting the Public Information Centres will be created and submitted to the Blue Mountains Review for inclusion in their print edition.</b>	<b>TBM Communications</b>
<b>Social Media Promotion</b>	<b>Dedicated social media graphics promoting the Public Information Centre events will be shared on the Town’s channels in the days leading up to the event. Messaging will emphasize the opportunity for residents to share their feedback on the Draft Plan.</b>	<b>TBM Communications</b>
<b>Key Activity: Community Focus Groups</b>		
<b>Community Focus Groups</b>	<b>Town staff and/or the consultant will host virtual Community Focus Group Sessions with key stakeholder groups. These sessions will gather targeted feedback and external validation of the Draft Plan. Beyond validating the Strategic Plan direction, the sessions will support continued relationships between the project team and stakeholders, strengthening community buy-in, collaboration and closing the loop on previous engagement efforts.</b>	<b>StrategyCorp</b>

## Phase 4: Finalization

**Goal:** To clearly communicate the final approval and completion of the Corporate Strategic Plan, celebrate community engagement, and provide updates on implementation and next steps.

Action	Details	Lead
<b>Key Action: Final Corporate Strategic Plan Document and Approval</b>		
<b>Notice of Staff Report</b>	A notice will be issued after the agenda is posted, advising residents that a staff report regarding the final draft of the Corporate Strategic Plan will be presented at the Committee of the Whole meeting.	<b>TBM Communications</b>
<b>Project Webpage Updates</b>	The Notice will be posted to the project webpage with a copy of the staff report and final version of the Corporate Strategic Plan.	<b>TBM Communications</b>
<b>Key Activity: Implementation and Celebration</b>		
<b>Notice of Approval</b>	Following Council approval, a media release will be published on the Town's website and shared with email subscribers. The announcement will highlight the approval and upcoming implementation of the new Corporate Strategic Plan, celebrating the successful completion of the project and emphasizing the strong community engagement that guided its development.	<b>TBM Communications</b>
<b>Project Webpage Updates</b>	The project webpage will be updated to indicate that the Corporate Strategic Plan has been completed and to reflect next steps or key metrics/tracking for implementation.	<b>TBM Communications</b>

## Internal Engagement and Communication

Communication efforts with internal audiences, including Council and Town Staff, will focus on fostering strong engagement throughout the Corporate Strategic Plan Project. General awareness of the project and strategic planning process is already high within the organization, with the Senior Management Team playing a vital role in keeping their staff informed and involved through proactive messaging. Early in the process, one-on-one interviews will be conducted with the Mayor and Councillors to establish a baseline understanding of the Town's current state from elected officials' perspectives, identify key issues and gather early guidance on core plan elements. Senior staff will also participate in interviews to share leadership insights and highlight themes for further review and validation. A digital staff survey will be launched to collect feedback from all employees, helping them see how their roles contribute to the Town's vision and ongoing transformation. Throughout the project, council and staff workshops will be held to review findings, track progress and gather ongoing feedback. Maintaining strong engagement with staff and council will support the smooth development and successful implementation of the plan.

## Measurement and Response

The Communications Team will track and measure the effectiveness of the communications plan using analytics from the Town website and social media accounts. Additionally, sentiment related to the Corporate Strategic Plan Project will be monitored across social media, media coverage and online conversations to understand public perception and engagement. This monitoring will help identify emerging concerns, questions or misinformation. Real-time insights will enable the team to adapt and adjust the communications plan and messaging to ensure communications remain responsive, relevant and effective throughout the project.