



**Agenda**  
**Strategic Planning Ad Hoc Committee**

**September 24, 2025, 9:00 a.m.**  
**City Hall - 808 2nd Avenue East - Council Chambers**

The public can attend meetings in person. Meetings will also be livestreamed on the City's Council and Committee webpage. If there are technical issues with the livestream that can't be fixed within 15 minutes, the meeting will continue, and a recording will be available later, on the webpage or by contacting the City Clerk. People who can't attend the meeting in person for Public Forum, should send their comments to the Recording Secretary one business day before the meeting. These comments will be shared with members and included in the updated agenda.

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>1. CALL TO ORDER</b>                                                                                                                                                                  |              |
| <b>2. CALL FOR ADDITIONAL BUSINESS</b>                                                                                                                                                   |              |
| <b>3. DECLARATIONS OF INTEREST</b>                                                                                                                                                       |              |
| <b>4. CONFIRMATION OF MINUTES</b>                                                                                                                                                        |              |
| 4.a Minutes of the Strategic Planning Ad Hoc Committee meeting held on June 18, 2025                                                                                                     | 3            |
| <b>5. DEPUTATIONS AND PRESENTATIONS</b>                                                                                                                                                  |              |
| There are no deputations or presentations.                                                                                                                                               |              |
| <b>6. PUBLIC FORUM</b>                                                                                                                                                                   |              |
| <b>7. CORRESPONDENCE RECEIVED FOR WHICH DIRECTION IS REQUIRED</b>                                                                                                                        |              |
| There are no correspondence items being presented for consideration.                                                                                                                     |              |
| <b>8. REPORTS OF CITY STAFF</b>                                                                                                                                                          |              |
| 8.a Report CM-25-029 from the Senior Manager of Strategic Initiatives and Operational Effectiveness Re: Review of Final Draft - Future Owen Sound - Vision 2050 Long-Term Strategic Plan | 7            |
| <b>9. MATTERS POSTPONED</b>                                                                                                                                                              |              |
| There are no matters postponed.                                                                                                                                                          |              |
| <b>10. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN</b>                                                                                                                                 |              |
| There are no motions for which notice was previously given.                                                                                                                              |              |
| <b>11. CORRESPONDENCE PROVIDED FOR INFORMATION</b>                                                                                                                                       |              |
| There are no correspondence items being presented for information.                                                                                                                       |              |
| <b>12. DISCUSSION OF ADDITIONAL BUSINESS</b>                                                                                                                                             |              |

13. NOTICES OF MOTION
14. ADJOURNMENT



## Minutes

### Strategic Planning Ad Hoc Committee

June 18, 2025, 9:00 a.m.

City Hall - 808 2nd Avenue East - Council Chambers

**MEMBERS PRESENT:** Chair Ian Boddy  
Vice Chair Marion Koepke  
Deputy Mayor Scott Greig  
Councillor Suneet Kukreja  
Member Steve Lowe  
Member Clark MacFarlane  
Member Trish Meekins  
Member Jen Smith

**STAFF PRESENT:** Tim Simmonds, City Manager  
Michelle Palmer, Senior Manager of Strategic Initiatives and Operational Effectiveness  
Rebecca Ellerdiem, Community and Business Development Advisor  
Christina McLean, Committee and Executive Support Coordinator

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#### 1. CALL TO ORDER

Chair Boddy called the meeting to order at 9:00 a.m.

#### 2. CALL FOR ADDITIONAL BUSINESS

There was no additional business.

#### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 4. CONFIRMATION OF MINUTES

4.a Minutes of the Strategic Planning Ad Hoc Committee meeting held on April 30, 2025

**"THAT the Strategic Planning Ad Hoc Committee approves the minutes of the meeting held on April 30, 2025."**

Carried.

**5. DEPUTATIONS AND PRESENTATIONS**

There were no depositions or presentations.

**6. PUBLIC FORUM**

There were no questions or comments from the public.

**7. CORRESPONDENCE RECEIVED FOR WHICH DIRECTION IS REQUIRED**

There were no correspondence items presented for consideration.

**8. REPORTS OF CITY STAFF**

- 8.a Report CM-25-020 from the Senior Manager of Strategic Initiatives and Operational Effectiveness Re: Vision 2050 - Implementation Plan

The Senior Manager of Strategic Initiatives and Operational Effectiveness provided a presentation on Vision 2050 and the Initial Implementation Plan.

In response to a question from Committee, Ms. Palmer noted that the citizen satisfaction survey completed every few years could be used to gather input on progress being made on the plan priorities. The City Manager added that a specific example of a measurable that could be used for a Vision 2050 action would be monitoring future age demographics in relation to the theme of prosperous city and the goal of attracting an intergenerational workforce, and that these types of metrics could be developed in the future.

In response to a question from Committee, Ms. Palmer noted that the terms of reference for this Committee is until the 2050 Vision Strategic Plan is approved, and high-level actions will then go to the applicable standing committees when implementation is underway, and that the engagement plan and collaboration to further refine the actions would be outlined at that time.

In response to a question from Committee, Mr. Simmonds noted that the City has been planning for an existing staff position to focus on business attraction, economic development and external partnerships. Additionally, he noted that a report regarding potential committee structure options will be brought to Council to investigate before the next term of Council.

In response to a question from Committee, Ms. Palmer clarified that the City is planning to collaborate with businesses and external partnerships to draw industry and an engaged workforce to the area. She added that the actions

would remain flexible and thus allow for further engagement with the community and stakeholders as actions are developed in the future.

In response to a question from Committee, Chair Boddy noted that, respecting the specific action relating to hiring a climate change coordinator, Grey County has hired staff to focus on climate action initiatives and collaborate with its participating lower-tier municipalities, including the City. Ms. Palmer added that actions from the Climate Action Strategy are led by various staff throughout the City.

In response to a question from Committee, Ms. Palmer clarified that a strategic plan is the highest level of plan and is intended to identify the vision or future state of the City. It informs the official plan, master plans and asset management plans. The specific actions would be included in annual work plans.

Pat Kelly, Owen Sound resident, provided comments regarding the public's enthusiasm for the plan and that a strategic plan should inspire the community as a whole rather than focus on businesses and staff, and that this plan encompasses that view.

SP-250618-002

Moved by Deputy Mayor Greig

**"THAT in consideration of Staff Report CM-25-020 respecting Vision 2050 and the Initial Implementation Plan, the Strategic Planning Ad Hoc Committee recommends that City Council:**

- 1. Receive the report for information purposes; and**
- 2. Direct staff to bring forward an additional report respecting Vision 2050 and the Initial Implementation Plan, including Committee feedback from the June 18, 2025 meeting, to a future meeting of the Strategic Planning Ad-hoc Committee."**

Carried.

**9. MATTERS POSTPONED**

There were no matters postponed.

**10. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN**

There were no motions for which notice was previously given.

**11. CORRESPONDENCE PROVIDED FOR INFORMATION**

There were no correspondence items presented for information.

**12. DISCUSSION OF ADDITIONAL BUSINESS**

There was no additional business.

**13. NOTICES OF MOTION**

There were no notices of motion.

**14. ADJOURNMENT**

The business contained on the agenda having been completed, Chair Boddy adjourned the meeting at 10:14 a.m.

## Staff Report

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**Report To:** Strategic Planning Ad Hoc Committee

**Report From:** Michelle Palmer, Senior Manager, Strategic Initiatives and Operational Effectiveness

**Meeting Date:** September 24, 2025

**Report Code:** CM-25-029

**Subject:** Review of Final Draft – Future Owen Sound: Vision 2050 Long-Term Strategic Plan

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### Recommendations:

THAT in consideration of Staff Report CM-25-029 respecting the Review of Final Draft - Future Owen Sound: Vision 2050 Long-Term Strategic Plan, the Strategic Planning Ad Hoc Committee recommends that City Council approve the final draft Future Owen Sound: 2050 Vision Long-Term Strategic Plan, including comments received at the September 24 Strategic Planning Ad Hoc Committee meeting.

### Highlights:

- The Future Owen Sound: 2050 Vision was developed with significant community input, ensuring that this long-term plan reflects the priorities of the community.
- The seven strategic priorities are: Fostering Mutually Beneficial and Respectful Relationships, Celebrating and Embracing Culture, Safe City, Prosperous City, Green and Resilient City, A City That Moves and City Building.
- A long-term Strategic Plan aligns the City's entire workforce to the identified priorities.

## **Strategic Plan Alignment:**

[Strategic Plan](#) Priority: Clear Direction.

## **Climate and Environmental Implications:**

This supports the City's Climate Mitigation Plan objective to promote a culture of awareness and action through education and continuous improvement.

## **Previous Report/Authority:**

[CM-23-020 Long-Term Strategic Plan Introduction](#)

[CM-24-004 Proposed Community Engagement Plan for the Development of the Strategic Plan](#)

[CM-24-006 Vision 2050 – Lessons Learned to Date March 2024](#)

[CM-24-017 Vision 2050 – Work Plan and May 2024 Update](#)

[CM-24-033 Vision 2050 – Phase 1 Update](#)

[CM-24-040 Vision 2050 – November 2024 Update](#)

[CM-25-008 Vision 2050 – February 2025 Update](#)

[CM-25-010 Vision 2050 – Community Engagement Report](#)

[CM-25-020 Vision 2050 – Implementation Plan](#)

## **Background:**

The Strategic Planning Ad Hoc Committee was formed in November 2023, with the following mandate.

- help advise and steer the strategic planning process and plan;
- participate in and, at times, facilitate public consultations;
- participate in and, at times, structure theme-based sub-group consultations (e.g. sector-specific);
- participate in regular meetings of the Committee;
- serve as an ambassador throughout the strategic planning process, ensuring two-way communication with the community; and
- provide comments on the final draft 2050 Vision Long-term Strategic Plan for presentation and consideration by Council.

Over the past 22 months, this committee has provided valuable support to this initiative by providing feedback on the engagement plan, facilitating community conversations, encouraging participation in the community survey, meetings with various stakeholder audiences and the seven visioning sessions. This support of the extensive community engagement helped ensure that the draft Future Owen Sound: 2050 Vision Long-Term Strategic Plan reflects the community's priorities.

At the June 2025 committee meeting, the Strategic Plan Ad hoc Committee provided feedback on the consultant's 2050 Vision long-term report and identified the following opportunities:

- inclusion of metrics into the document would ensure that the City is measuring progress;
- metrics need to be outcome-based (versus activity-based); and
- inclusion of actions in an aspirational document caused confusion, as the long-term strategic plan is intended to serve as a guiding compass rather than a detailed roadmap.

## **Analysis:**

Based on the feedback received at the June Committee meeting, staff have made the following two changes to the document:

- removal of the detailed actions
- inclusion of metrics.

Over the past three months, staff researched potential quantitative metrics with a focus on identifying metrics that are statistically significant, have readily accessible data specifically for the Owen Sound community, and can effectively assess the outcomes of each priority. The research led to the selection of metrics derived mainly from the Census survey by Statistics Canada and the Citizen Satisfaction Survey (telephone results) facilitated by the City and conducted by an accredited research service provider. Additional data sources include Walk Score, building permits, the Municipal Property Assessment Corporation (MPAC), and climate strategy data collection.

Attachment 2 offers a summary of the metrics for each priority as well as the data sources, historical trends, and rationale for each metric. These metrics establish clear targets, enabling regular assessments and accountability in the progress made as we move towards the "will be" statements for each of the priorities.

## **Next Steps:**

The Future Owen Sound: 2050 Vision Long-Term Strategic Plan will be refined using the feedback gathered during this committee meeting, allowing for its presentation to the Council for consideration on October 6, 2025.

Once the long-term strategic plan is approved, staff will:

- identify initial actions, led by the City, in the 2026 organizational work plan; and
- will recommend to Council a governance structure to guide the actions going forward.

Every year, an annual organizational work plan will encompass specific projects and new initiatives alongside ongoing core services, ensuring the city's strategic priorities are effectively pursued.

To embed the Future Owen Sound: 2050 Vision into the City's decision-making processes, future annual organizational work plans, along with budgeting, will be structured around the strategic priorities. By doing so, both Council members and the public will be able to observe tangible progress toward the Vision's "to be" statements, underlining its central role in guiding municipal decisions.

Following the municipal election in October 2026, a session with the new Council focusing on Future Owen Sound: 2050 Vision Long-term Strategic Plan will take place in 2027. This session will serve as an opportunity to review the lessons learned from initial implementations and to establish Term of Council Action Plans for each strategic priority. This will ensure the continuation of an iterative process of planning, implementing, and evaluating the long-term strategic plan, promoting a consistent culture of learning and improvement within the municipal governance framework.

## **Reporting**

An annual comprehensive report on actions implemented in alignment with Future Owen Sound: 2050 Vision will be presented to the Council. This report will detail progress across all strategic priorities, highlighting significant achievements and areas requiring attention. Furthermore, after each Census survey and Citizen Satisfaction survey, an update on the metrics will be provided to Council and the community. By maintaining consistent metrics, these updates will ensure continuity in tracking progress while providing a basis for comparison over time.

The work plan and the subsequent Term of Council Action Plan will be designed with inherent flexibility. This will allow for the incorporation of new initiatives and the ability to reassess and, if needed, discontinue existing actions based on their effectiveness and alignment with strategic goals. This adaptability ensures the city can respond proactively to evolving needs and challenges.

Furthermore, staff will present detailed reports to the relevant committee as new actions are initiated. These reports will outline the specific timelines and tasks associated with each project. They will also offer transparency regarding financial planning by identifying how resources from the strategic plan reserve fund will be allocated and utilized, where applicable. This detailed reporting framework aims to provide both the Council and the community with comprehensive insights into the efficient and strategic use of funds, accountability, and ongoing efforts to achieve the 2050 Vision.

By implementing these enhancements to the reporting structure, the City will demonstrate its commitment to transparency and accountability, while ensuring informed decision-making and timely updates to both elected officials and the community.

### **Financial Implications:**

The approved capital budget for developing the Vision 2050 strategic plan was \$100,000, and the vision was developed within budget. As part of the 2025 budget process, Council approved the allocation of \$100,000 to be placed in a Strategic Plan Implementation reserve fund for the initial implementation of actions. As actions are identified, reports to the relevant committee will outline how resources from the strategic plan reserve fund will be utilized.

### **Communication Strategy:**

Following Council's approval of the Future Owen Sound: 2050 Vision Long-Term Strategic Plan, a media and social media campaign will be utilized to share the priorities, metrics and next steps with the community.

### **Consultation:**

The 2050 Vision report was developed by Jay Pitter Placemaking after extensive community engagement. The attached draft Vision 2050 Long-

Term Strategic Plan was grounded in that report and refined by the City's Strategic Leadership Team.

**Attachments:**

Attachment 1 - Future Owen Sound: Vision 2050 Long-Term Strategic Plan

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

**Recommended by:**

Michelle Palmer, Senior Manager, Strategic Initiatives and Operational Effectiveness

**Submission approved by:**

Tim Simmonds, City Manager

For more information on this report, please contact Michelle Palmer, Senior Manager, Strategic Initiatives and Operational Effectiveness, at [mpalmer@owensound.ca](mailto:mpalmer@owensound.ca) or 519-376-4440 ext. 1246.

# Future Owen Sound Vision 2050



A LONG-TERM STRATEGIC PLAN  
FOR THE CITY OF OWEN SOUND

# Message from Mayor Boddy

It is my pleasure to introduce *Future Owen Sound: Vision 2050*, our community's long-term strategic plan. This is more than a document; it's a shared vision of what Owen Sound can become over the next quarter-century.

A long-term vision is not a rigid blueprint. Instead, it is a pathway—a guide to help us navigate the years ahead, adapt to change, and seize new opportunities as they arise. *Vision 2050* is designed to be both inspirational and practical. It outlines where we want to go as a city and sets the foundation for future Councils to make thoughtful, strategic choices. Like any journey, the road will have its curves, but our destination is clear: a vibrant, welcoming, and connected Owen Sound

The strength of this plan comes from the people who shaped it. Residents, community groups, businesses, and partners all shared their perspectives and aspirations. This engagement wasn't about listening once—it was about building together. The community is woven into this plan as a collaborator, with opportunities for everyone to continue contributing in the years ahead.

*Vision 2050* will serve as a crucial tool for the City. It will guide budgets, decisions, and daily work, while ensuring departments, Council, and partners are working in alignment. Above all, it provides a framework for continued collaboration between the City and the people we serve.

On behalf of City Council, I extend my sincere thanks to everyone who contributed to this plan—our residents and community participants, the Strategic Plan Ad Hoc Committee, City staff, and our consultant, Jay Pitter, whose insight and expertise helped guide us through this process with care and creativity.

The work ahead will take dedication, collaboration, and patience, but if we continue to move forward together, listening and learning as we go, the Owen Sound we envision for 2050 is one we can build, step by step, starting today.



Ian Boddy, Mayor, City of Owen Sound



# Moving Forward Together

Located in the eastern region of Saugeen Ojibway Nation Territory (Saukiing Anishnaabekiing), Owen Sound is a lower-tier municipality within Grey County. This is the ancestral and treaty lands and territories of the Chippewas of Nawash Unceded First Nation and the Saugeen First Nation, together known as the Saugeen Ojibway Nation (SON). The City of Owen Sound acknowledges that it lies within this Territory and commits to early engagement and coordination with SON in order to facilitate knowledge-sharing, support consideration of SON interests in land use decision-making and support the identification of potential impacts of decisions on the exercise of Aboriginal or treaty rights. Vision 2050 recognizes SON as rights-holders of Saukiing Anishnaabekiing.

## Principles

The principles guiding the Strategic Plan are as follows:

### **ACCESSIBILITY**

Owen Sound is a city that strives to be physically, socially and financially accessible so that everyone has opportunities to connect, contribute and thrive.

### **COMMUNITY CARE & COMPASSION**

Owen Sound is a city that strives to address challenges, differences and individuals experiencing difficulties with compassionate community care.

### **ACCOUNTABILITY & TRANSPARENCY**

Owen Sound is a city that strives to be transparent and accountable in a manner that creates space for grace, learning and collective problem-solving.

### **RESILIENCE**

Owen Sound is a city that strives to be resilient in the face of environmental, economic and social change while celebrating its multiple strengths and attributes.

### **TRUST BUILDING & COLLABORATION**

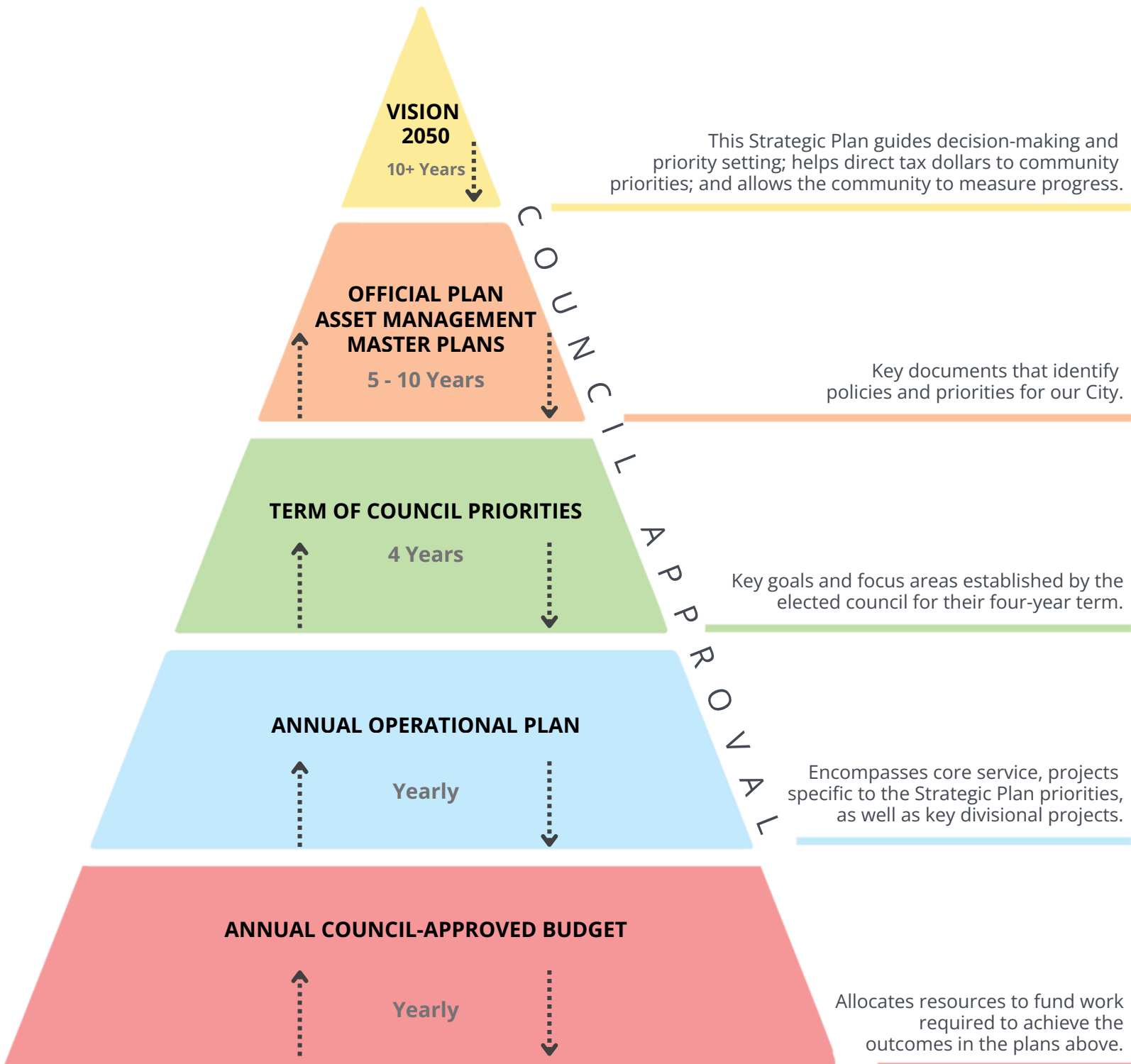
Owen Sound is a city that strives to build a culture of trust and collaboration between City staff, elected officials and community stakeholder groups—extending beyond familiar social networks and echo chambers.

### **COURAGE**

Owen Sound is a city that strives to courageously try new approaches, acknowledge when there is room for improvement and embrace big opportunities.

# Why A Strategic Plan?

The Future Owen Sound: Vision 2050 Strategic Plan helps guide as follows:



# Themes

The themes guiding the Strategic Plan actions are as follows:



# Prosperous City

*"In my dream version of Owen Sound, I don't have to worry if my paycheque will pay the bills, and I can eventually afford to retire. I can take a bus to work and back, or just to a show. My kids have career opportunities that pay more than minimum wage and live nearby, so they can help me out in my decline."*  
– Survey Respondent

**Definition:** Supporting initiatives that increase competitive economic advantages for current and new businesses and their employees. Also, addressing other aspects of prosperity, such as contributing to a good quality of life for all and recognizing the experience of elders, the potential of youth and collective community knowledge and precious local resources.

**By 2050, Owen Sound will** attract a highly skilled, inter-generational workforce and work in close partnership with existing sectors such as agriculture, healthcare, and tourism and culture—as well as newer industries, particularly in future-focused sectors such as technology and sustainability.

## METRICS:



Net increase in the number of businesses by 50 with every Census cycle



Increase square footage of ICI (Industrial, Commercial, Institutional) by 25,000 square feet every year



Decrease the square footage vacancy rate of commercial/retail in the River District by 5% every year

# Prosperous City

### Existing Plans and/or Potential Collaborators

- Georgian College Strategic Plan 2025–2030
- Georgian College Student Housing Strategy
- Owen Sound's Official Plan
- Owen Sound Community Improvement Plan
- Grey County Economic Development, Tourism and Culture Master Plan (2023)
- Owen Sound and Area District Chamber of Commerce (*collaborator*)

### Community Engagement Summary

Community members highlighted the importance of retaining existing employment opportunities as well as attracting new employers through diversifying the local economy, specifically within the tourism, healthcare, technology, advanced manufacturing and sustainability sectors. People also wanted to see the City better leverage current cultural and natural assets, such as the waterfront area, for both the enjoyment of existing residents and tourism potential. Additionally, to support the local economy, there was a desire to provide more support to small businesses and entrepreneurs, particularly downtown. Finally, people wanted to see specific actions for youth, seniors, Indigenous Peoples and newcomers that help foster a more inclusive and supported community.



# Green & Resilient City

*"I see a city that is built around and encourages outdoor and open-air living with more visible green spaces that encourage family gatherings and safe walking trails/bike lanes in the city centre to enhance physical (and mental) well-being."*  
– Survey Respondent

**Definition:** Strengthening the city's environmental, social and economic ability to mitigate and adapt to the climate crisis. Also, leveraging the city's natural resources and infrastructure to support healthy lifestyles.

**By 2050, Owen Sound will** be a city with a wide range of resilient and sustainable practices that protect the planet, people and economy.

## METRICS:



Reduce corporate (Co.) and community (Cm.) emissions as follows:

2026: 15% Cm. 20% Co. | 2030: 30% Cm. 35% Co. | 2035: 50% both  
2040: 60% Cm. 65% Co. | 2045: 75% Cm. 80% Co. | 2050: Net zero (Cm. & Co.)



Increase satisfaction with Green City Services (parks and trails, drinking water, garbage and recycling collection ) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater

# Green & Resilient City

## Existing Plans and/or Potential Collaborators

All plans below are City of Owen Sound plans.

- Climate Action Strategy (2023)
- Climate Mitigation Plan (2023)
- Climate Change Adaptation Plan (2021) (including Climate Change Risk Analysis, completed in 2019)
- Tree inventory project
- Boulevard planting programs
- Emerald Ash Borer Management Plan (2014)
- Recreation, Parks and Facilities Master Plan (2018–2028)
- Official Plan
- Climate Action Owen Sound and The Sustainability Project (*collaborators*)

## Community Engagement Summary

Community members highlighted the importance of implementing the City's current Climate Action Strategy. They also wanted more opportunities for community engagement and stewardship opportunities. Specifically, people wanted to see: more attention paid to tree planting; naturalization with native/resilient species; green infrastructure development; energy efficiency and the switch to renewable energy; and transportation-related elements like expanding transit service and promoting walking and cycling.



# Celebrating & Embracing Culture

*"Owen Sound is a vibrant community that emphasizes its connection to the water by creating safe, comfortable parks, streets and public spaces that are easily walkable; where a strong history of arts & culture is celebrated, our agricultural roots are valued, new residents are welcomed; diverse business owners are embraced, and development is harnessed for the betterment of the future."*  
- Survey Respondent

**Definition:** Uplifting all aspects of the city's local culture, including Indigenous Peoples' cultural histories and practices, the cultural histories and practices of all residents, and formal institutional arts and culture expressions. Also, contributing to creating an inclusive, welcoming and prosperous culture that creates the conditions for harmonious demographic and economic growth.

**By 2050, Owen Sound will** be a city that supports and celebrates the long-standing cultural knowledge and expressions of Indigenous Peoples, its rich local cultural resources – from artists to growers to storied sites – while also embracing contributions from new populations.

## METRICS:



Increase in economic impact by increasing the employment number in the arts, heritage, and cultural sectors by 20% every Census cycle and then maintain at 3% or greater



Increase in those that agree and strongly agree that the City is a welcoming and inclusive community by 2% each survey cycle until the percentage that agree or strongly agree is 80% and then maintain at 80 or greater

# Celebrating & Embracing Culture

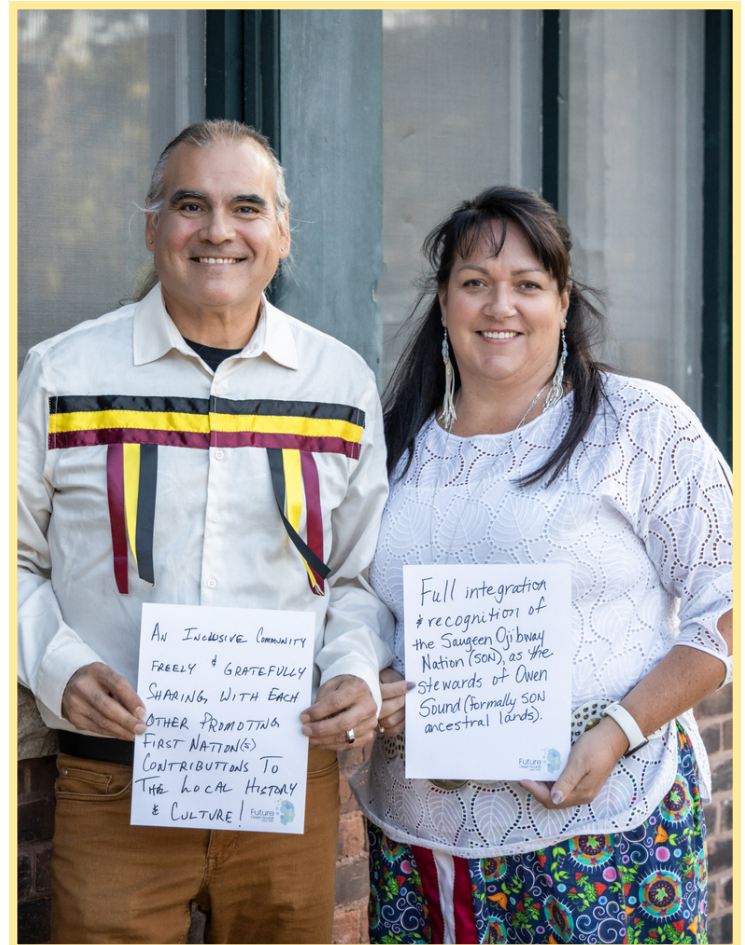
## Existing Plans and/or Potential Collaborators

*All plans below are City of Owen Sound plans.*

- Cultural Master Plan (2012)
- Tourism Action Plan (2025)
- River District Action Plan (2025)
- Inclusion Strategy 2023–2028
- YMCA Settlement and Language Services and Welcoming Communities Grey Bruce (*collaborators*)

## Community Engagement Summary

Community members highlighted the need to better support existing arts and culture within the city by providing more funding for arts-related activities, spaces for arts activities and amplification of their practices. Specifically, community stakeholders wanted to see the establishment of an advisory committee or arts council to help resource their work and they wanted to be better integrated into larger cultural plans.



# City Building

*"My ideal Owen Sound provides an opportunity to rent a two- or three-bedroom place for me and my two kids that won't cost me twice as much as I make in a month, a city that has a modern and robust urban transit system with inter-township/ interprovince bus service, a place where my kids can grow up and want to put down roots."*  
– Survey Respondent

**Definition:** Enhancing urban development, planning and place-making processes to create places and spaces that contribute to complete communities for existing residents, future residents and tourists.

**By 2050, Owen Sound will** be a city whose infrastructure, community amenities and housing stock are well maintained, accessible and responsive to the evolving requirements of community stakeholders and visitors.

## METRICS:



Increase satisfaction with City Building Services (library, TTAG, recreation facilities, recreation programming) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater



Increase satisfaction with Revitalization of the Downtown Area by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater.

# City Building

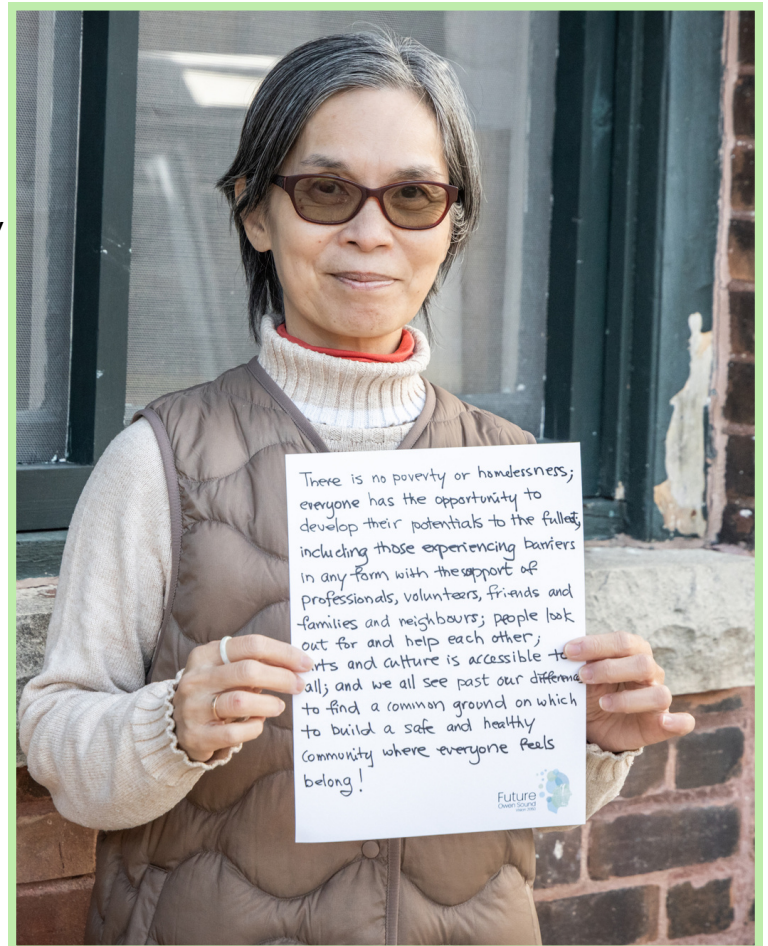
## Existing Plans and/or Potential Collaborators

*All plans below are City of Owen Sound plans.*

- Building Condition Assessment (2024–2025)
- Parks Asset Assessment (2025)
- Asset Management Levels of Service (2025)
- Asset Management Lifecycle Management Profiles (2025)
- Asset Management Policy Update (2025)
- Community Improvement Plan
- Official Plan

## Community Engagement Summary

Community members highlighted the importance of ensuring city infrastructure (transportation, public space, water and waste) is well-maintained, sustainable and contributes to a more connected city, and that new developments are planned with increased community participation. Specifically, people wanted to see more public space projects, revitalization of the waterfront and downtown, more public washroom access, better heritage retention and reuse, and incentives for affordable housing development.



# A City That Moves

*"One of the ways this goal can be achieved is by focusing on creating an accessible pedestrian environment. By focusing on pedestrian users, the City will become accessible to users of all ages and abilities, which is key for our aging community. An objective for the City should be to ensure that residents can access all parts of the City by transit, active trails, and sidewalks. The lack of a personal vehicle should not be a barrier to accessing parts of the City."*  
- Survey Respondent

**Definition:** Facilitating sustainable transportation options and creating community connectivity. Also, this entails ensuring that everyone experiences dignity and accessibility while travelling and recognizing that movement throughout a city is not simply about moving people from point A to point B. It is also about ensuring that everyone is able to access things they need, community connection and opportunities.

**By 2050, Owen Sound will** be connected by a comprehensive transportation network, accommodating multiple types of sustainable and accessible ways of travelling through the city.

## METRICS:



Improve walk score by 10 points every 5 years



Increase satisfaction with City That Moves Services (parking, roads and sidewalks, transit, winter maintenance-roads, winter maintenance- sidewalks) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater

# A City That Moves

## Existing Plans and/or Potential Collaborators

*All plans below are City of Owen Sound plans.*

- Transportation Master Plan (2010)
- Route Optimization Study (2021)
- Recreation Trails Master Plan (2012)
- Multi-Year Accessibility Plan 2024–2028
- Transit Accessibility Plan (2014)

## Community Engagement Summary

Community members highlighted the importance of ensuring roads, trails/pathways, sidewalks, bike lanes and other transportation infrastructure are accessible, well-maintained, well-lit and connected. Specifically, people wanted to see a transportation plan that addresses network and service gaps, expansion of bike lanes and sidewalks, promotion of sustainable transit (e.g., electric buses, cycling) and exploration of alternative transit models (e.g., bus dispatching service), and a plan that ensures public transit, which is a significant pain point, is accessible and equitable.



# Safe City

*"A safe community where people have places to go and connect, and homelessness is decreased."*  
– Survey Respondent

**Definition:** Contributing to inclusivity, diversity and accessibility in our community and participating in initiatives focused on a range of long-term, systemic safety solutions that respond to current and future residents.

**By 2050, Owen Sound will** be regarded as a city that acknowledges multiple factors—physical, psychological, historical, etc.—that impact a sense of security, and where institutions and community members are committed to protecting each other's safety.

## METRICS:



Increase satisfaction with Safe City Services (police, fire, by-law) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater



Increase in those that agree and strongly agree that the City is an accessible city by 2% each survey cycle until the percentage that agree or strongly agree is 80% and then maintain at 80 or greater



Increase percentage of residents that have not encountered a barrier to access a city owned facility, program or activity by 2% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater

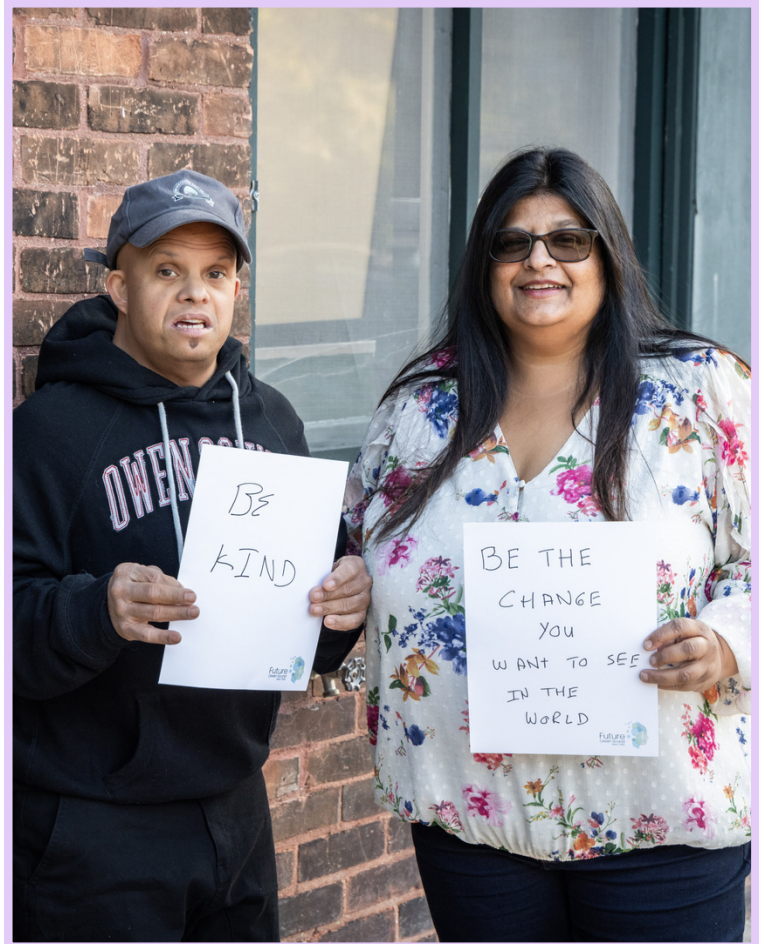
# Safe City

## Existing Plans and/or Potential Collaborators

- Owen Sound's River District Action Plan (2020)
- Bruce Grey's Community Safety and Well-Being Planning
- Owen Sound Police Service Operations Plan 2023–2026
- Mobile Mental Health and Addiction Response Team (MMHART), Brightshores Wellness and Recovery Centre and Supportive Outreach Services (S.O.S.) (*collaborators*)

## Community Engagement Summary

Community members highlighted the importance of addressing homelessness, drug addiction and mental health through increased social support and better coordination with existing non-profit organizations and social service providers. They also highlighted the need for strategies for youth, Indigenous and 2SLGBTQ+ individuals. Many community stakeholders wanted to see the implementation of more safe consumption sites to encourage a harm reduction approach. Broad public education campaigns and better relationship-building with Indigenous communities were also suggested to reduce the stigmatization of individuals experiencing challenges and/or engaging in risky or unsafe behaviours in public spaces. Organizations addressing issues such as homelessness and harm reduction requested greater support from the City in terms of extending beyond their stated scope of responsibility to collaborate on fundraising and advocacy initiatives, and by extending municipal spaces to support their work.



# Fostering Mutually Beneficial & Respectful Relationships

*"Embrace diversity, learn from those who are different and go with the flow. Change is always positive."*  
– Survey Respondent

**Definition:** Establishing, reconciling and continually nurturing relationships that result in mutual benefit, trust and shared understanding.

**By 2050, Owen Sound will** build bridges of mutual respect and trust across multiple stakeholder groups to collaboratively advance productive democratic processes and to develop a more relational, front-line presence.

## METRICS:



Increase the percentage of residents who indicate satisfaction with the quality of their most recent interaction with a City staff by 2% each survey cycle until a satisfaction score of 80 is reached, and then maintain at 80 or greater



Increase Net Promoter Score by two points each survey cycle until a score is at or above the average for Canadian municipalities with a population less than 250,000

# Fostering Mutually Beneficial & Respectful Relationships

## Existing Plans and/or Potential Collaborators

- Owen Sound's Agreement Development Policy (2024)
- Community Engagement Policy and Community Engagement Toolkit (set for review in 2028).

## Community Engagement Summary

Community members highlighted the importance of increased transparency and accountability at city hall as well as more opportunities for community involvement, especially creative engagement opportunities. Specifically, people wanted to see more educational resources/guides on how the city works, better coordination of individuals and groups who could work together with the city towards locally made solutions, and partnerships with other municipalities to address complex issues, such as mental health, addiction and homelessness. Additionally, it was noted that community members could also amend their approach to voicing concerns and ideas in a more solutions-oriented, collaborative manner to assist in building better relationships with City staff and elected officials.



# CONCLUSION

*Future Owen Sound: Vision 2050* is a pathway, not a fixed blueprint. It is designed to guide our community forward, adapt to change, and set the stage for planning and priority setting by future City Councils.

Implementation will be monitored and reported regularly. As specific actions move forward, individual reports will go to the appropriate standing committee outlining timelines, tasks, and how funding will be used, where applicable. Additionally, overall progress updates on actions will be presented to City Council each year.

The success of *Vision 2050* depends on collaboration. The community is a key partner, with opportunities for residents, businesses, non-profits, institutions, and other levels of government to work alongside the City in achieving shared goals.

This is the start of a long journey, one that will have twists and turns, but also moments of progress worth celebrating. By staying engaged, working together, and keeping our shared vision in focus, we can build the vibrant, connected Owen Sound we all imagine for 2050.



# Future Owen Sound Vision 2050



A LONG-TERM STRATEGIC PLAN  
FOR THE CITY OF OWEN SOUND

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| Strategic Priority | Metric                                                                                                   | Location of data                                                                                                                                                                             | Historical trend for this Metric          | Rationale:                                                                                                                                                                                                                                                  |
|--------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prosperous City    | Net increase number of businesses by 50 with every Census cycle                                          | Census (every 5 years) using Lightcast                                                                                                                                                       | 2021 Census - 2104                        | Encourages entrepreneurship and innovation, consistent with provincial economic development goals.                                                                                                                                                          |
|                    | Increase square footage of ICI (Industrial, Commercial , Institutional) by 25,000 square feet every year | Will be gathered from building permits issued by the City (annual)                                                                                                                           | Baseline would need to be created in 2025 | Expanding ICI spaces provides opportunities for current sectors to upgrade facilities and sustain their growth trajectories, while opening avenues for synergies with new sectors; growing ICI space is crucial for economic diversification and resilience |
|                    | Decrease square footage vacancy rate of commercial/retail in River District by 5% every year             | Manual data collection by River District Coordinator/ Tax Collector/MPAC (Identify vacant location by address, cross-reference to commercial/retail square footage for each address (annual) | Baseline would need to be created in 2025 | Enhances the area's economic vibrancy, making it an attractive hub for businesses and consumers alike                                                                                                                                                       |

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| Strategic Priority                | Metric                                                                                                                                                                                                                                                                                                 | Location of data                                                       | Historical trend for this Metric                                                                                                                        | Rationale:                                                                                                                                                                                                                  |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Green and Resilient City          | Reduce corporate and community emissions as follows:<br>2026 - community 15%, corporate 20%<br>2030 - community 30%, corporate 35%<br>2035 - community 50%, corporate 50%<br>2040 - community 60%, corporate 65%<br>2045 - community 75%, corporate 80%<br>2050 - net zero for community and corporate | Baseline for 2018 developed as part of climate action strategy         | Climate Mitigation Plan (baseline year was 2018):<br>Community Emissions - 147,213 tCO <sub>2</sub> e<br>Corporate Emissions - 2,699 tCO <sub>2</sub> e | Aligns with City's approved climate action strategy (mitigation and adaptation) and Grey County's community climate mitigation plan                                                                                         |
|                                   | Increase satisfaction with Green City Services (parks and trails, drinking water, garbage and recycling collection ) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater.                                                                           | Citizen Satisfaction Survey (statistically relevant telephone results) | (not combined previously) 2021 Citizen Satisfaction Survey (2021): range is from 68% to 87%)                                                            | Increasing satisfaction directly enhances residents' quality of life, contributing to overall well-being and community pride and is crucial for creating an attractive living environment that supports a healthy lifestyle |
| Celebrating and Embracing Culture | Increase in economic impact by increasing the employment number in the arts, heritage, and cultural sectors by 20% every Census cycle and then maintain at 3% or greater                                                                                                                               | Census (every 5 years) using Lightcast                                 | 2021 Census- 1.06%                                                                                                                                      | Demonstrates how cultural vitality supports economic growth and prosperity, reinforcing the value of investment in inclusive cultural development.                                                                          |

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| Strategic Priority | Metric                                                                                                                                                                                                                   | Location of data                                                       | Historical trend for this Metric                                                             | Rationale:                                                                                                                                                                                                                                                       |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | Increase in those that agree and strongly agree that the City is a welcoming and inclusive community by 2% each survey cycle until the percentage that agree or strongly agree is 80% and then maintain at 80 or greater | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): 76%                                                      | A welcoming environment encourages community cohesion, facilitating collaboration and mutual support among diverse groups                                                                                                                                        |
| City Building      | Increase satisfaction with City Building Services (library, TTAG, recreation facilities, recreation programming) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater. | Citizen Satisfaction Survey (statistically relevant telephone results) | (not combined previously) 2021 Citizen Satisfaction Survey (2021): range is from 67% to 84%) | Improving satisfaction with services and programming, the city can foster a well-rounded cultural and educational experience and contribute significantly to the physical and mental well-being of citizens                                                      |
|                    | Increase satisfaction with Revitalization of the Downtown Area by 5% each survey cycle until a satisfaction score of 80 is reached, and then maintain at 80 or greater.                                                  | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): 52%                                                      | Residents often associate downtown areas with community identity; enhancing satisfaction strengthens local pride and engagement and reflects the desire to have the River District be a cultural and social hub, fostering inclusive and vibrant community life. |

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| Strategic Priority | Metric                                                                                                                                                                                                                                                      | Location of data                                                       | Historical trend for this Metric                                                             | Rationale:                                                                                                                                                              |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A City that Moves  | Improve the walk score by 10 points every 5 years until a score of 70 (very walkable) is reached and then maintain                                                                                                                                          | Walk Score (annual)                                                    | July 2026 - 37                                                                               | Contributes to positive health outcomes by fostering an active lifestyle, while supporting the community climate mitigation plan and can enhance community interactions |
|                    | Increase satisfaction with City That Moves Services (parking, roads and sidewalks, transit, winter maintenance-roads, winter maintenance-sidewalks) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater. | Citizen Satisfaction Survey (statistically relevant telephone results) | (not combined previously) 2021 Citizen Satisfaction Survey (2021): range is from 45% to 64%) | Ensures that residents and visitors can move easily and safely throughout the city, supporting access to employment, education, and recreation                          |
| Safe City          | Increase satisfaction with Safe City Services (police, fire, by-law) by 5% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater.                                                                                | Citizen Satisfaction Survey (statistically relevant telephone results) | (not combined previously) 2021 Citizen Satisfaction Survey (2021): range is from 49% to 83%) | High satisfaction levels indicate strong community trust in the related services, a cornerstone for public confidence and quality of life                               |

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| <b>Strategic Priority</b>                                  | <b>Metric</b>                                                                                                                                                                                                                               | <b>Location of data</b>                                                | <b>Historical trend for this Metric</b> | <b>Rationale:</b>                                                                                                                                        |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                            | Increase in those that agree and strongly agree that the City is an accessible city by 2% each survey cycle until the percentage that agree or strongly agree is 80% and then maintain at 80 or greater.                                    | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): 79% | Emphasizing accessibility ensures all residents can fully participate in city life, strengthening community bonds and equality                           |
|                                                            | Increase percentage of residents that have not encountered a barrier to access a city owned facility, program or activity by 2% each survey cycle until a satisfaction score of 80 is reached and then maintain at 80 or greater.           | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): 89% | Removing access barriers ensures that all community members, regardless of ability or background, can participate fully, fostering an inclusive society. |
| Fostering Mutually Beneficial and Respectful Relationships | Increase the percentage of residents who indicate satisfaction with the quality of their most recent interaction with a City staff by 2% each survey cycle until a satisfaction score of 80 is reached, and then maintain at 80 or greater. | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): 73% | Indicates how relational and responsive the City is at the ground level                                                                                  |

Attachment 2 – Metrics including Data Source, Baseline, and Rationale

| Strategic Priority | Metric                                                                                                                                                               | Location of data                                                       | Historical trend for this Metric                                   | Rationale:                                                                                                                                                                                  |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | Increase Net Promoter Score by two points each survey cycle until a score is at or above the average for Canadian municipalities with a population less than 250,000 | Citizen Satisfaction Survey (statistically relevant telephone results) | Citizen Satisfaction Survey (2021): minus 15<br>Average is minus 2 | Net promoter score is a measure of overall reputation that reflects overall resident satisfaction and their likelihood of recommending Owen Sound as a great place to live, work, and visit |