

3.0 Implementation: Translating the Plan into Action



This section complements the sustainability framework described in Section 2. The Town's first Sustainable Community Plan brings together a number of existing programs, policies and initiatives from across the Town's operations and suggests actions to strengthen the Town's sustainability. In order to move in a sustainable direction the Town of Collingwood, over the short and long term, needs to place strong emphasis on the actions identified in Section 2.

The SCP is a framework with recommendations for a sustainable future for Collingwood. It includes a philosophy and a series of considerations of sustainability to be shared by those living in the community and demonstrated through all actions by the key partners including Town staff, Council and community members.

Throughout the process to develop the SCP, residents, staff and Council have been definitive in their requests for a clear structure for implementation. The SCP must be considered more than just a document. In concert with Council's forthcoming

Strategic Plan, it must be recognized as a philosophy for a continuing and adaptive process of strategic and coordinated actions.

There are a number of initiatives that need to occur to make sustainability a reality in Collingwood; these include:

- Integrating the sustainability framework into the day-to-day functioning of the municipality;
- Continuing the Sustainability Committee;
- Building partnerships; and
- Ensuring continual review and renewal of the SCP.

3.1 Integrating the Sustainability Framework into the Day-to-Day Functioning of the Municipality

During the consultation process, it was expressed that the key to the implementation of the SCP is the governance and accountability structures that will be in place to move the plan forward. Some immediate, short-term suggestions are included for integrating the SCP into the day-to-day functioning of the municipality:

Item	Suggested Timeframe
Council to develop its Strategic Plan as an implementation document for the municipality, with the Sustainability Framework incorporated.	By November, 2008
CAO to establish a staff-led Task Force to manage the implementation of the SCP. The Task Force will include representatives from all Departments and will report to the CAO/Department Heads. The Task Force will act as the internal champion for the SCP.	September 2008
Individual Departments, with the assistance of the Task Force, shall annually develop an action plan for the implementation of sustainable principles and strategic actions. These will include: <ul style="list-style-type: none"> • Responsible parties • Timeframes/ priority setting • Measures of success (performance indicators) • Financial considerations 	Annually, beginning upon the completion of the Strategic Plan
CAO to provide leadership to embrace sustainable community practices and to implement a mandatory sustainable training program for all Town employees and Council. CAO shall also incorporate mandatory sustainability indicators in performance reviews with the assistance of Human Resources.	2008-09
Inclusion of key considerations for sustainable decision making on all covering reports to Council and a refusal by Council to accept reports that do not explain how they support the SCP (and forthcoming Strategic Plan).	ASAP and ongoing
Staff Task Force, through Department Heads, to report to Council on a semi-annual basis about the progress of the SCP's implementation.	Ongoing
Staff Task Force together with the CAO and Sustainability Committee develop a strategy for continuing staff education on sustainability issues and develop recommendations for sustainability training.	2009

3.2 Continuing the Sustainability Committee

The Sustainability Committee was formed by Council in 2005 with the purpose:

"To research and develop recommendations, guidelines and policies which garner or take advantage of sustainability opportunities for the municipality."

The development of a sustainable community plan has been the main focus of the committee's work during their formative years. Now that the SCP is complete, recommendations related to implementation and the Sustainability Committee include:

- A review of By-law 05-57 be undertaken within the first three months of passage of the Sustainable Community Plan

- The Sustainability Committee remain in place to support Council, staff and the community as needed;
- The committee retain its composition of staff, volunteers and Councillors, with the addition of one Department Head (which shall rotate and communicate back to other Department Heads);
- Establishing a connection between the staff SCP Task Force and the Sustainability Committee, to ensure consistency and open communication between the two groups; for example:
 - Minutes from the Task Force and Sustainability Committee be shared between the two groups; and
 - At least one member of the staff Task Force also sits on the Sustainability Committee.
- The committee develop a work plan to outline its proposed focus going forward and present that to Council for endorsement. With Council's permission to expand the committee's mandate, the focus of the Committee's work will likely shift from the development of the SCP to the promotion of sustainable practices in the community through outreach, engagement and communications support. The work plan may also include suggestions for succession planning for the Sustainability Committee.

3.3 Building Partnerships

The SCP was developed with consideration of the potential forces of change surrounding Collingwood - from the actions of neighbouring municipalities to the potential impacts of climate change. As the Town moves forward with implementation, they will continue to build partnerships with surrounding municipalities.

In addition, it will be important to include the community in the implementation of the SCP. Throughout the development of the SCP, members of community groups, committees, and individual residents have all expressed an interest in continuing their involvement. During the development of the strategic plan and associated SCP action plans, staff may take this into account.

In addition, Council has requested that it continue its advocacy role on many sustainability issues.

3.4 Ensuring Continual Review and Renewal of the SCP

Even the best written plan is of little use if it does not lead to action and is not continuously referred to and updated to reflect changing municipal and external realities. This plan must be recognized as a 'living plan' and must be recognized by staff and Council as an evolving document in a quest for a sustainable Collingwood. There must be a commitment by staff and council to:

- **Review and update the Plan every five years:** Evaluation of the recommended actions would ideally be conducted by Council prior to change in Council terms. Evaluation progress before the next election would hold elected officials accountable to the Plan and defining or justifying any deviations. Ideally, this update would be conducted along with the Strategic Plan and Official Plan;
- **Develop and review annual action plans with staff, in concert with the Strategic Plan and departmental business planning;**
- **Establish a process which tracks the progress of the plan; and**

- **Prepare an annual report** such as a Nottawasaga Epic update or an “On the Road to Sustainability” Report and circulate it to residents including what has been achieved to date, and what it hopes to achieve in the coming years allowing for residents of the community to recognize positive sustainability initiatives and ongoing work at the municipality.