



## 2018 Report Card

**Collingwood's Goals:**



**LEGEND**

**Timeframe**

- S = Short Term (1-3 yrs)
- M = Medium Term (3-5 yrs)
- L = Long Term (5-10 yrs)

**Progress**

- Completed
- In progress
- Behind target

**Responsibility**

- CAO = CAO's Office
- PRC = Parks, Recreation & Culture
- PS = Planning Services
- PW = Public Works

- TR = Treasury
- ED = Economic Development
- CO = Communications Office
- LC = Local Community

- CL = Clerk Services
- DH = Department Heads
- LIB = Library

**\*SC = Standing Committee**

- SIC = Strategic Initiatives
- DEVT = Development & Operations Services

- COMM = Community Services
- ENV = Environmental Services

- CORP = Corporate Services

KPI	Goal	Dep't	Time	Date completed	Notes
<b>A financially secure and sustainable town.</b> <ul style="list-style-type: none"> <li>• Continue with the development of the Strategic Financial Plan.</li> <li>• Continuation of Council's 'pay as you go' policy with respect to future capital planning and implementation.</li> <li>• Complete the Town's move to Program Based Budgeting.</li> </ul>					
Continue to undertake an annual comprehensive analysis of the Town's financial health to include the opportunity for public review and comment.	ALG	CAO TR	ANN		SIC Meeting of November 30, 2015 SIC Meeting of December 7, 2016 Special Council meeting of July 12, 2018
Undertake an annual financial report card tracking the progress of the Town towards its achievement of financial sustainability, with particular regard for debt and reserve fund adequacy.	ALG	CAO TR	ANN		Provided by BMA at SIC Meeting of November 30, 2015 Provided by BMA at SIC Meeting of December 7, 2016 Presented at Special Council meeting of July 12, 2018
Undertake a service review study to identify service level provision consistent with value for money and tax payer affordability.	ALG	CAO DH	M		
Provide for public input in the preparation of the (service review) study and Council's decision making based on its conclusions.	ALG	CO	M		
Undertake a review of the Town's designation within the Provincial Places to Grow Plan to identify any obstacles which may exist to the achievement of the projected growth levels, intensification, and in particular financial affordability.	ALG	CAO PS TR	M		Meeting hosted in November 2015 with other Growth Node communities to discuss common challenges and issues of affordability. Delegation at 2016 ROMA OGRA to request more funding for Growth Node Communities.

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Effective management of Town Debt and Assets.</b>					
<ul style="list-style-type: none"> <li>• Improve the Town's Asset Management Plan to take into account maintenance costs and a funding model for the replacement of assets that have reached the end of their lifecycle. Assets include road, water and wastewater infrastructure in addition to all buildings, recreational facilities, vehicles and equipment owned and maintained by the Town.</li> <li>• Avoid taking on additional debt until the recommended stabilization reserves and debt servicing limits are achieved.</li> </ul>					
Monitor Capital Asset Management Plan on an annual basis.	ALG	TR	ANN		Update provided at SIC Meeting of November 30, 2015 Update provided at SIC Meeting of June 20, 2017 Update provided at Special Council meeting on July 12, 2018
Approved 5 year Capital Budget Plan including Parks and infrastructure.	ALG	CAO DH	-		Presented at Special Council meeting on July 12, 2018 Included Parks & infrastructure (2018-2022)
Staff Reports to include innovative funding models such as Public-Private Partnership (P3) options when appropriate.	ALG	CAO TR	O		Rail line sold to the County of Simcoe in July 2017, bringing in \$900,000 to go in the Waterfront Master Plan Reserve fund. Affordable housing strategy partnership with County of Simcoe. <b>Indigenous Gathering Circle constructed by Steelworkers Union in September 2018.</b>
Continue implementing the approved Debt Management Plan (DMP).	ALG	CAO TR	O		At Council meeting of December 7, 2015, Council voted to maintain the target debt limits adopted in February 2015. (Resolution No. 529-15) Debt Management Policy presented to SIC on Aug 9, 2017, policy clearly states debt servicing cost limits that Council adopted in 2015, states those limits as goals to ensure financial sustainability and flexibility and provides measures that will be used to monitor progress toward those goals.

KPI	Goal	Dep't	Time	Date completed	Notes
The Debt Management Plan is monitored on an annual basis.	ALG	CAO TR	ANN		Update provided at SIC meeting of February 5, 2018. Noted that external debt servicing costs alone exceed the policy by roughly two and a half percent. This coupled with the Town's levy per capita being the highest in its peer group based on the 2016 BMA assessment of the Town's financial health, and a high reliance on the residential assessment, limits the Town's flexibility to fund programs and services and respond to unforeseen expenditures.

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Frequent, proactive communication with the public.</b>					
<ul style="list-style-type: none"> <li>• Update and implement the Communication Strategy annually to ensure frequent, informative, user-friendly, and accessible communication with the public.</li> <li>• Monitor operation of committee structure to further encourage public attendance and participation in the decision making process.</li> <li>• Review customer service strategy to determine what enhancements might be appropriate.</li> </ul>					
Implement a Community Engagement Strategy which includes recognition of important role of volunteers and offers opportunities to facilitate and encourage volunteerism.	ALG	CO	-		Approved by Council on November 16, 2015
Provide quarterly report to Corporate Services Standing Committee and Council on Community Engagement activities.	ALG	CO	O		Verbal reports provided at Corporate & Community Services Standing Committee
Continue to issue an e-newsletter (bi-monthly to subscribers); posted on Town website.	ALG	CO	O		Bi-monthly e-newsletters issued
Provide regular updates on the CBSP implementation progress on the Town's communication channels including the e-newsletter, webpage, social media.	ALG	CO	O		Regular updates provided.
Council Highlights issued to website and media after each regular Council meeting.	ALG	CO	O		Council Highlights posted.
Use the CBSP logo on all initiatives and activities that implement the CBSP Vision.	ALG	CO	O		CBSP Goal wedges now being used on all staff reports to Council, project documentation, and other materials.
Annual Town Hall Meetings to engage the community in discussion on local matters. (Review & possible update of CBSP KPI/action items)	ALG	CO	ANN		2016 Town Hall Meeting held October 18. 2017 Town Hall Meeting held October 18. 2018 Town Hall Meeting to be held November 19.
Annual summary report from all municipal boards and committees to include operational performance, or such other information as may be of public interest.	ALG	CAO CL	ANN		Report presented to Council in January 2017.
Annual reaffirmation of the Code of Conduct by Council.	ALG	CL	ANN		Reaffirmed with presentation of CBSP Report Card (Dec. 18, 2017) New Council to affirm during orientation 2018.

KPI	Goal	Dep't	Time	Date completed	Notes
Increased followers on the Town's social media accounts.	ALG	CO	0		Social media analytics tracked monthly and yearly. Steady increase of followers.  Facebook: 16,000+ (Experience Collingwood) Twitter: 3,400+ (Corporate) Instagram: 2,300+ (Experience Collingwood)

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Commitment to implement the CBSP.</b>					
<ul style="list-style-type: none"> <li>• Goals, Objectives and Action Items of the CBSP are implemented according to the Town's Vision.</li> <li>• CBSP is to be used as a reference during the development and approval of Department budgets.</li> <li>• Reaffirm and update the CBSP each term of Council.</li> </ul>					
Annual completion of CBSP Report Card.	ALG	CAO DH	ANN		2016 Report Card completed 2017 Report Card completed <b>2018 Report Card draft</b>
The individual Department Business Plans outline resources available to support implementation of the CBSP.	ALG	CAO DH	ANN		Business Plans from 2016 onwards include reference to CBSP priorities.
All Staff Reports include an explanation of support of the CBSP.	ALG	CAO DH	O		Started at October 19, 2015 Council meeting
Confirm action items and Key Performance Indicators reflect ongoing implementation of the Plan.	ALG	CAO DH	ANN		2016 review approved at January 30, 2017 Council Meeting 2017 review approved at December 18, 2017 Council Meeting. <b>2018 to be received by Council following public input in November 2018.</b>
Confirm updates (to CBSP) are undertaken within the framework established by the goals of the Plan.	ALG	CAO DH	ANN		2017's suggested updates to the Report Card approved at a Council meeting held in December 2017 following public meeting and staff input. <b>2018 input pending.</b>



KPI	Goal	Dep't	Time	Date completed	Notes
<p><b>Develop a comprehensive Waterfront Master Plan (WMP) that guides future development, as well as preserves natural and cultural heritage and improves public access. (The waterfront is defined as ‘border to border’ within Collingwood.)</b></p> <ul style="list-style-type: none"> <li>• The WMP to include elements such as attraction of tourism, shoreline management protection, preservation of natural areas, future development, public access and water and land uses. Note - implementation of the WMP will occur over time based on the Strategic Financial Plan policies.</li> <li>• Explore opportunities to connect the waterfront and the downtown.</li> </ul>					
Consultant retained to undertake the WMP.	PAW	PS PRC	-		Brook McIlroy Inc. selected at Jan 18, 2016 Council meeting. Final presentation to Council on November 16, 2016. Plan broken down into phases and implementation underway
Full consultation undertaken involving all stakeholders to explore improved public access to the waterfront.	PAW	PS PRC LC	-		3 stakeholder days with many different groups 3 public engagement sessions 3 public surveys Public encouraged to submit any comment to consultants Over 2009 points of contact through public engagement
Work towards implementing WMP: Phase 1 as outlined in Waterfront Master Plan	PAW	PRC	S-M		Aug 2017 – “Step One of Phase One” approach adopted by Council, breaking large WMP components into smaller pieces Feb 2018 – Council authorized construction of the Awen’ Gathering Circle in partnership with the United Steelworkers Union – District 6 July 2018 – Awen’ Gathering Circle design approved Aug 2018 – 22 new slips added to Marina Sept 2018 – Awen’ Gathering Circle completed Oct 2018 – 300’ of new Promenade Dock added to harbour
At least 2 meetings were held with stakeholders and coordinated with a Community Improvement Plan (CIP) project, should a CIP be approved and funded.	PAW	PS PRC LC	M-L		Any future discussion of a CIP will include requirement to hold stakeholder meetings to confirm integration with WMP.

KPI	Goal	Dep't	Time	Date completed	Notes
<p><b>Continue to implement the Town's Economic Development Strategy and undertake a public review of the results achieved within each term of Council.</b></p> <ul style="list-style-type: none"> <li>Review opportunities through the planning and development process to facilitate the construction of housing types that are reasonably priced and provide a range of tenure options.</li> <li>Explore opportunities to improve local access to transit.</li> </ul>					
Continued participation with the County of Simcoe on their committee to implement the 10 Year Affordable Housing and Homelessness Prevention Strategy.	SEG	PS	S-L		<p>Staff report P2016-14 approved to waive applicable Planning, Engineering, and development fees - April 11, 2016</p> <p>Murray Court project under construction -- 117 new affordable housing units.</p>
Staff Report outlining potential zoning tools available to address various housing types.	SEG	PS	M		<p>Additional opportunities for secondary suites approved by Council on March 26.</p>
<p><del>Continue to participate in the Simcoe County Transit and Feasibility Study.</del> Continue to support public transit solutions within Collingwood and throughout the region, as a means of supporting economic growth.</p>	SEG	PS	M-L		<p>The County of Simcoe's Transit Plan has been completed and is expected to roll out in the summer of 2018. The first priority will be the intra-municipality transit links.</p> <p>Staff participation on Regional Transit Task Force.</p> <p>Increased hours of service on Colltrans and both Links, to provide 7am-9pm service, 7 days a week across south Georgian Bay. Created new regional map and website for ease of reference by visitors, residents and employees at <a href="http://www.southgeorgianbaytransit.ca">www.southgeorgianbaytransit.ca</a>.</p>

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Support small businesses, entrepreneurship and career advancement initiatives.</b>					
<ul style="list-style-type: none"> <li>• Community Improvement Plan (CIP) or similar program, to support local business owners and to fund downtown improvements, facilities along the waterfront and other areas of the Town as deemed appropriate.</li> <li>• Undertake a review of strategic opportunities which may support the achievement of a more diversified and enhanced downtown.</li> <li>• Continue to support the prominence of the downtown core in the Town's planning documents</li> <li>• Encourage discussion between Georgian College, other potential educational and business partners, and youth groups to increase awareness of career opportunities and facilitate mentorships or workforce apprenticeships.</li> </ul>					
Staff Report outlining feasibility of undertaking and funding a CIP.	SEG	PS LC ED	M		
Approved CIP.	SEG	ED PS	M-L		Co-funded an Attainable Accommodation study with regional partners to identify ways to help address employee attainable housing shortage with report released in Summer 2018.
Ongoing monitoring of the commercial hierarchy policies established in the Official Plan.	SEG	PS	M-L		
Summary of financial incentive opportunities available to assist local businesses, should the CIP be approved and funded.	SEG	PS LC ED	M-L		
At least 2 meetings held with Georgian College and other potential partner representatives to discuss community partnerships for career fairs.	SEG	LC ED	-		<p>Held and attended over a dozen meetings with Georgian College and partners.</p> <p>Promoted two open houses / County nights.</p> <p>Second career fair held May 2, 2018.</p> <p>Youth Career Expo presented by the Town of Collingwood on May 1, 2018.</p> <p>Worked with regional Labour Task Force to lobby Georgian College for a new 2 year co-op hospitality program that launched Sept 2018 with additional tourism and tech co-op programs launching in Fall 2019. Promoted all Open House events at Georgian College including free Bus Service.</p>

KPI	Goal	Dep't	Time	Date completed	Notes
Undertake a review of strategic opportunities of an enhanced downtown	SEG	LC ED	S-L		Collingwood Downtown Improvement Opportunities CAO2015-11-C approved January 4, 2016 with 14 indicated actions Working on BIA-Town Memorandum of Understanding  Developed Downtown-Harbour Wayfinding plan in 2017 and selected supplier for fabrication & installation in Fall 2018 for completion of Phase 1 by June 2019.
Continue to implement the Town's Economic Development Strategy	SEG	ED	O		Economic Development Action Plan approved June 1, 2015 with quarterly updates presented to Council regularly since then with 6 strategic themes and 27 action items. Latest update July 23, 2018. Launched first Business Survey in May 2018 (n=106) which indicated 'good' Net Promoter Score for "place to invest" (majority indicated this had improved over last 2 years), 'Excellent' as a "Place to live" and 'World class' as a "Place to visit & vacation".

KPI	Goal	Dep't	Time	Date completed	Notes
<p><b>Maintain and improve indoor and outdoor recreational facilities including trail networks, arenas, pools and parks.</b></p> <ul style="list-style-type: none"> <li>• Update the Recreation Master Plan.</li> <li>• Review and monitor the implementation of the Active Transportation Plan.</li> </ul>					
<p>Updated Recreation Master Plan, including an assessment of existing and future park land needs.</p>	<p>HL</p>	<p>PRC</p>	<p>M</p>		<p>Process has started and a consultant has been retained. First of three Public Meetings to be held October 4, with a survey to follow. Expected to be completed in summer 2018.</p> <p>2nd Public Session held April 25, 2018 to provide overview of public feedback received</p> <p>3rd Public Session held August 22, 2018 to provide final draft of PRC Master Plan.</p> <p>Final plan to be approved by Council in early 2019.</p>
<p>Active Transportation Plan approved and monitored annually.</p>	<p>HL</p>	<p>PRC PW ED PL</p>	<p>ANN</p>		<p>Active Transportation Framework approved by Council on July 17, 2017 (No. 235-17) as amended to include a tracking reporting mechanism.</p>

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Promote a balanced and healthy lifestyle.</b> <ul style="list-style-type: none"> <li>• Explore opportunities to partner with health and wellness organizations and groups to investigate ways to promote a healthy lifestyle.</li> <li>• Explore opportunities to promote awareness of social services and the needs of the vulnerable.</li> </ul>					
Facilitate at least 2 meetings between community groups.	HL	LC	—		<p>HKCC has partnered with a number of local organizations to help promote a balanced and healthy lifestyle, for children, as well as their families, and all adults.</p> <p>Together with CGMH and ROMP, helped organize and promote third annual CGMH Healthcare and Wellness Research &amp; Innovation Day focused on geriatric care with local and provincial leaders speaking at the sold-out event on June 19.</p>
Facilitate at least 2 meetings with local organizations to explore options to provide access to locally grown food and education regarding healthy eating.	HL	LC ED	M-L		<p>Simcoe Street Farm to Table Street Feast engaging community local and accessible food organizations (July 2)</p> <p>HKCC won County of Simcoe Food &amp; Agriculture Charter Award for work promoting local, healthy eating.</p>
Continued promotion of the Healthy Kids Community Challenge.	HL	LC	O		<p>Be Well Pilot Project – target population children ages 2-17 (Partnership between HKCC, Simcoe Muskoka District Health Unit &amp; Georgian Bay Family Health Team, Project launch Oct 2017)</p> <p>2018 Budget provided funding to continue the HKCC to the end of 2018.</p> <p>Workplan and feasibility approach being planned for 2019 budget consideration.</p>

KPI	Goal	Dep't	Time	Date completed	Notes
Facilitate at least 2 meetings with local organizations to explore methods for improved awareness of social service issues and potential solutions.	HL	LC	M		<p>Be Well Pilot Project has a focus on the social determinants of health – connecting families to community resources/social services.</p> <p>This project is a partnership between the Healthy Kids Community Challenge, Simcoe Muskoka District Health Unit &amp; Georgian Bay Family Health Team)</p> <p>New Collingwood Youth Centre had 3,614 youth visits in year 1 with Kids Feeding Kids program most successful program focused on helping kids make healthier meals. Ongoing programs offered by local chefs to help with healthy eating education.</p>

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Public support for improved access to health care within Collingwood.</b> <ul style="list-style-type: none"> <li>• Council recognition of the need for highly accessible health care services to meet the needs of the Town's citizens.</li> <li>• Explore the feasibility of undertaking a gap analysis of health care services in the Town.</li> </ul>					
Participate fully in all opportunities to support the implementation of this action item including the CGMH expansion.	HL	CAO LC	O		<p>Delegation at 2016 ROMA/OGRA Conference. Significant financial contribution announced on March 23, 2016.</p> <p>Council passed motion on Sept. 11, 2017 affirming that Council and staff would work with the Collingwood General &amp; Marine Hospital to assist in any way possible, to ensure the hospital progresses to Phase 2 of the redevelopment process.</p> <p><b>Council approved the allocation of \$150,000 in the 2018 Budget to go towards the cost of the Phase 1 Planning</b></p> <p><b>Council passed motion on July 23 to direct staff to send a letter to the Minister of Municipal Affairs and Housing, the Minister of Health and Long Term Care, the Minister of Finance, and Simcoe Grey MPP Jim Wilson requesting the Province consider issuing a Ministerial Order designating the Poplar Sideroad site as the location for the new hospital.</b></p>
Make appropriate enquiries by year's end. [Gap Analysis]	HL	CAO LC	S		Ongoing discussions with Hospital
Advocate for at least 2 meetings to be held between local health care and wellness practitioners and community groups to coordinate awareness campaigns about health care services in the community.	HL	LC ED	S-L		<p>Second annual Georgian Bay Intraprofessional Healthcare &amp; Wellness Research and Education Day sponsored at CG&amp;MH on June 8, 2017, supported as economic sector growth area.</p> <p>Collingwood150.ca created vital forum for key groups to log their projects with over 150 health &amp; wellness projects catalogued by July 1, 2017.</p>



KPI	Goal	Dep't	Time	Date completed	Notes
<b>Preservation of the Natural Environment.</b>					
<ul style="list-style-type: none"> <li>• Update the Natural Heritage System policies of the Official Plan.</li> <li>• Continue to request the dedication of environmentally sensitive lands as part of the development approval process.</li> <li>• Review and update tree canopy policies.</li> </ul>					
Prepare an NHS Amendment to the Official Plan.	HL	PS	–		A proposed amendment to the Environmental Protection section of the Town's Official Plan was approved by Council on May 30, 2016. (P2016-19-C - Resolution No. 192-16) Public Open House held November, 2016.
Requirement for at least 30% tree canopy on development sites.	HL	PS	–		Section 10G of the approved Urban Design Manual.

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Ongoing monitoring of the commercial hierarchy policies established in the Official Plan.</b>					
Annual reporting on special events.	CA	PRC	ANN		<p>Presentation received by Corporate &amp; Community Services Standing Committee November 7, 2016</p> <p>Presentation received by Corporate &amp; Community Services Standing Committee October 2, 2017.</p>
<b>Promote arts and cultural programs.</b>					
<ul style="list-style-type: none"> <li>Explore opportunities to promote education within the arts such as through consultation with the Simcoe County District School Board to add to existing programs in the arts.</li> </ul>					
Annual reporting on the community engagement work of Culture and Events Division.	CA	PRC CO	ANN		<p>Arts &amp; Culture Engagement Report presented Feb 22, 2016</p> <p>2017 Arts &amp; Culture report showed more than a dozen engagement opportunities and hundreds of attendees and responses.</p> <p>Day Merrill appointed as Poet Laureate for the Town in May 2018 after call to public and application process. The Poet Laureate encourages opportunities for spoken word and poetry within the community.</p> <p>5th Annual Creative Collingwood Symposium held November 15, 2018. A forum for artists and creative businesses, cultural workers and volunteers to meet, learn, network and grow the arts &amp; culture sector in Collingwood.</p> <p>Third annual Art Xpress event organized by teens for teens held June 8, 2018.</p> <p>Development of Regional Music Strategy in collaboration with Simcoe County, City of Barrie and City of Orillia and RT07. Final report received by Council May 14, 2018</p>

KPI	Goal	Dep't	Time	Date completed	Notes
<b>Continued recognition of Collingwood's unique heritage.</b> • Ongoing promotion of the Town's history and heritage assets.					
Develop a campaign to promote and educate the public on the heritage and history of Collingwood.	CA	PRC LIB PS ED	L		<p>Sent as part of LGW initiative to local schools. Incorporating Heritage and Architecture profiles in Discovery Walks tourism promotional campaign.</p> <p>Launched Look Up Collingwood Discovery Walk together with Heritage Committee in August.  <a href="http://www.DiscoverCollingwood.ca">www.DiscoverCollingwood.ca</a></p> <p>Museum Minute video series on Museum Facebook page</p> <p>Remember This series as part of Collingwood Today.com</p> <p>160 Years of Collingwood Display planned for Farmers' Market Booth on Canada Day 2018</p> <p>The library has started a genealogy club, which meets twice a month, to help residents trace their family trees.</p> <p>Beginning this summer, the library will be digitizing local history materials to assist online researchers interested in Collingwood history.</p> <p>Launched new Heritage Walk series of informative, brochures for east, west and downtown self-guided tours in addition to the Look Up Collingwood architecture and Explore the Harbour brochures. <a href="http://www.discovercollingwood.ca">www.discovercollingwood.ca</a></p>