



COMMUNITY BASED STRATEGIC PLAN

TOWN OF COLLINGWOOD 2020 - 2023



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INTRODUCTION

The Community Based Strategic Plan (CBSP) is a vitally-important guiding document which sets and communicates Collingwood's community vision, and identifies important goals and objectives. The plan is a catalyst for plotting new directions and inspiring higher performance.

The CBSP sets impactful and achievable action items that will alter our course toward the community Vision over the next three years. It selects the transformations that we will focus on, and sets the intention to allocate resources to each (guiding and yet subject to Council's annual budget decisions). The CBSP further looks out over a 10-year horizon, and includes short, medium, and long term action items that will be implemented incrementally. Objectives also encourage recovery from the huge impact of the COVID-19 crisis.

The CBSP acknowledges that Collingwood is the premium gateway to regional recreation, leisure, and lifestyle experiences. The Town also plays a vital role as a hub for healthcare, commercial services, and various types of employment, has a unique and thriving arts community, and has a beautiful natural environment, highlighted by its waterfront on Georgian Bay that is a destination for tourists and seasonal residents across Ontario.

While the CBSP offers stable guidance and direction on the evolving needs and priorities of the community, the Town will continue to successfully deliver and improve services and programs, which are subject to ongoing community input and Council decision. The Town's Active Transportation and Trails, Waterfront

Master Plan Implementation, Customer Service Excellence, and Tourism and Economic Development Enhancements are examples of initiatives that are well underway.

The key to developing an effective strategic plan is to be sure that it is reflective of the needs and wants of various stakeholders, including community groups, residents, Town staff and Council, and in the case of Collingwood, the tourists and regional users that bring business to the Town. The process that led to the development of this CBSP included Council and staff work-sessions, public meetings, and public engagement that included a Coffee with Council in December 2019, an Open House in early 2020, and feedback opportunities on the Engage Collingwood portal. Through engagement and analysis, the process identified trends that Collingwood and the world are experiencing, Collingwood's strengths and weaknesses now, and its opportunities and threats going forward.

This CBSP document is the culmination of this work and represents what was heard during this extensive public engagement process. If implemented in the manner in which it was designed, this CBSP document will drive the action and commitment needed to stay on track and achieve the goals that the community and Town have identified.



PHOTO BY JEFF S.



PEOPLE THRIVE HERE - LIVE MORE NOW



Collingwood offers residents and visitors a healthy lifestyle of activities in beautiful and safe settings, including an active transportation network, an inclusive multi-generational artful community with strong civic pride, an animated waterfront and boating facilities, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

Leading-edge staff support Council and community decisions that are progressive, accountable and sustainable, protecting and leveraging Collingwood's core strengths: a vibrant downtown and community, a healthy natural environment attractive in all seasons, an extensive waterfront interconnected with the town, and our strong cultural and built heritage.



COLLINGWOOD'S STRATEGIC VISION

WHAT DOES THIS VISION MEAN?

Collingwood offers residents and visitors a lifestyle of healthy activities in beautiful and safe settings, including an active transportation network,

- Amenities make cycling and other active transportation easy and practical, coupled with transit so people can travel without a car in low-carbon ways
- Network across the entire town; transit connections out of town
- Beautiful built environment – both public and private (outdoor) spaces

An inclusive multi-generational artful community with strong civic pride,

- Collingwood's intentional effort towards inclusion has created a unique business and community ecosystem, which has successfully tapped into the energy, skills and capital of our multi-generational talent pool.
- There are activities and places for all ages
- Not dependent upon how much money you have.
- Every person matters, and we strive to know and look after our neighbours.

An animated waterfront and boating facilities, and

- Achievement of the Waterfront Master Plan
- Marina with space for local users including people- and wind-powered crafts, with modern washrooms and facilities such as for fish cleaning

Is a hub of successful entrepreneurs and businesses offering rewarding jobs.

- the integration of existing and new businesses that embrace Collingwood
- We have earned a reputation as an entrepreneurial hub built on “green light” mentality
- Government, business, and academic institutions have collaborated to create a broad spectrum of educational opportunities and workforce development that foster individual and organizational success.

Leading-edge staff support Council and community decisions that are progressive, accountable and sustainable,

- Includes financial, human capital and environmental sustainability
- An accountability leader for small to medium-size municipalities in Ontario
- Affordable programs; AODA Accessible Programs and Facilities
- We are a leader of and participant in looking across South Georgian Bay for collaborators and acting as a region to everyone's advantage

Protecting and leveraging Collingwood's core strengths:

Includes a fair approach to negotiating and assessing development proposals, recognizing both the need for profitable development businesses balanced with creating the type of community that is consistent with the community's Vision and considers impacts on neighbours.

A vibrant downtown and community,

- Active arts and culture scenes
- People both live and work here, and active transportation is embraced, you see people out and about, biking to work and interacting and visiting local businesses
- Sense of community spirit (belonging and inclusivity) and civic pride
- Support to align and embrace community social initiatives and activism
- There are free and low cost lifestyle options – festivals; trails; waterfront
- Welcomes cultural and other diversity

A healthy natural environment attractive in all seasons,

- Beach
- Skiing
- Water and Bay, including our boating, sailing and paddling culture
- Trails and urban forests
- Access to broader activities and places

An extensive waterfront interconnected with the town, and

Our strong cultural and built heritage.

- Marine – Shipping/boat building
- Architecture
- Indigenous
- Connection to water



STRATEGIC PLAN: 2020 - 2023

Transparent and Accountable Local Government

Continuously Improve the Town's Financial Context and Build Sustainability

Enhance Public Trust

Public Connections to a Revitalized World-Class Waterfront

Update Waterfront Master Plan for Grain Terminals and Spit and Take Action

Support and Manage Growth and Prosperity

Update our Land Use Planning and Regulatory Framework

Seek Economic Development that Attracts Youth, Supports Existing Business and Entrepreneurship

Enhance Community Well-being and Sustainability

Work Collaboratively with Healthcare, Social Services, and Community Groups

Preserve the Town's Environment and Take Action on Climate Change

Encourage Diverse Culture and Arts Offerings

Encourage and Grow the Arts and Culture Community by Facilitating Networks and Helping to Find and Align Resources

Encourage and Where Needed Support Community Events and Festivals that Enhance the Experience of Collingwood

GOAL: TRANSPARENT AND ACCOUNTABLE LOCAL GOVERNMENT

OBJECTIVE: CONTINUOUSLY IMPROVE THE TOWN'S FINANCIAL CONTEXT AND BUILD SUSTAINABILITY

Enhance Strategic Financial Knowledge

- Program-based and Service-based budgeting is implemented. Timeline: 1 to 5 years
- Asset management planning for facilities is complete and the Capital Asset Management Plan for all assets is updated. Timeline: 1 to 3 years
- The financial components of all Master Plans (e.g. Transportation, Cycling, Waterfront) and the Capital Asset Management Plan are incorporated into a projection of longer-term capital and operating funds needs. Timeline: 1 to 3 years

Communicate Financial Health

- Council receives quarterly expenditure reporting and forecasts.
- Continuously improve the public communication and invite public input on the Town's financial health and forecasts, including expected needs, income, debt and reserve funds adequacy. Timeline: Ongoing

Invest Asset Sale Proceeds

- Community engagement results communicated and potential impactful investments examined, including a Community Foundation. Timeline: 1 to 3 years
- Council decision complete and implementation underway. Timeline: 1 to 3 years

OBJECTIVE: ENHANCE PUBLIC TRUST

Continue Public Communication and Engagement on Town Activities

- Proactively engage the public on town decisions, using Engage Collingwood, Coffees with Council and other opportunities. Timeline: 1 to 10 years
- Annual public summary of the Town's Strategic Plan accomplishments. Timeline: 1 to 10 years
- Annual public reports to Council from all boards, committees and companies in which the Town has an interest, including their priorities for the next year and accomplishments related to the Town's Strategic Plan. Timeline: 1 to 10 years
- Annual reaffirmation of the Code of Conduct by Council. Timeline: 1 to 10 years
- At beginning of each Council term, a third party survey of public opinions including communications, engagement, inclusiveness and civic pride. Timeline: 3 to 5 years
- Renew Community-based Strategic Plan each Council Term. Timeline: 1 to 10 years

Act on Recommendations from Judicial Inquiry

- Lobbyist Registry Fully Implemented. Timeline: 1 to 3 years
- Receive and review JI Recommendations and identify priorities for implementation and for championing with other municipalities and/or the provincial government. Timeline: 1 to 5 years

Enhance Emergency Preparedness

- Emergency preparedness resources, plans, training, public education and website are updated to consider emerging climate change and pandemic risks. Timeline: 1 to 3 years
- Updated design standards and studies for drainage, stormwater and water for emerging climate risks. Timeline: 3 to 5 years

Engage Youth in Governance

- Building upon Town-related youth engagement (e.g. in Library and Youth Centre), develop a forum, such as a youth council, who will meaningfully engage with and advise Council. Timeline: 1 to 3 years

GOAL: PUBLIC CONNECTIONS TO A REVITALIZED WORLD-CLASS WATERFRONT

OBJECTIVE: UPDATE WATERFRONT MASTER PLAN FOR GRAIN TERMINALS AND SPIT AND TAKE ACTION

Report back on White Paper public engagement including proposals for next steps; determine future state; and start to implement

- Engagement Completed and published. Timeline: 1 to 3 years
- Decision Complete and plan underway. Timeline: 1 to 3 years



PHOTO BY DAVE WEST PHOTOGRAPHY

GOAL: SUPPORT AND MANAGE GROWTH AND PROSPERITY

OBJECTIVE: UPDATE OUR LAND USE AND REGULATORY FRAMEWORK

Deliver Official Plan (OP) review

- Develop community vision, integrating growth and development as well as landscapes and views into the Collingwood development context. Timeline: 1 to 3 years
- Deliver updated OP. Timeline: 1 to 3 years

Enact and pass bylaws or other direction that will provide more certainty to development industry, including the community's development vision

- Bylaws Published. Timeline: 1 to 3 years
- Fee update with related staffing increases ensuring continued good levels of service. Timeline: 1 to 3 years

OBJECTIVE: SEEK ECONOMIC DEVELOPMENT THAT ATTRACTS YOUTH, SUPPORTS EXISTING BUSINESS AND ENTREPRENEURSHIP

Deliver and Implement Economic Action Plan

- Deliver Economic Action and Tourism Plans. Timeline: 1 to 3 years
- Develop and monitor dashboard of economic and other community statistics, enabled with ongoing data scientist support. Timeline: 1 to 3 years

Determine whether to Implement a Business Development Accelerator in downtown Collingwood

- Deliver Business Accelerator study. Timeline: 1 to 3 years
- If warranted: Advertise and identify an expanded location for the Business Development Centre and its partners within Downtown. Timeline: 1 to 3 years
- Establish a Business Accelerator in Collingwood. Timeline: 3 to 5 years



GOAL: ENHANCE COMMUNITY WELL-BEING AND SUSTAINABILITY

OBJECTIVE: WORK COLLABORATIVELY WITH HEALTHCARE, SOCIAL SERVICES, AND COMMUNITY GROUPS

Support Healthcare, Social Services and Community Groups in South Georgian Bay in the identification of gaps and collaboration on solutions

- Active facilitation of a social services round table and participation in or communication with local and regional groups, including Community Health Teams and youth and seniors advisory groups. Timeline: 1 to 10 years
- Investigate and decide on the creation of a Community Foundation intended to align, focus and leverage funding for the betterment of the well-being of the community and residents. Timeline: 1 to 3 years
- Training for staff to increase awareness and promotion of good mental health. Timeline: 1 to 3 years

Enhance Community Safety and Well-being

- Community Safety and Well-being Plan (CSWBP) is delivered, with performance measures identified and monitored. Timeline: 1 to 10 years
- Traffic Calming Study Delivered and Policy Created. Timeline: 1 to 3 years

OBJECTIVE: PRESERVE THE TOWN'S ENVIRONMENT AND TAKE ACTION ON CLIMATE CHANGE

Demonstrate that the Town is a Green Leader in its own Operations

- Annually publish the Town's Energy Conservation and Demand Management Plan (including vehicles) and Green Plan accomplishments, and liaise with community stakeholder groups. Timeline: 1 to 10 years
- A park hierarchy that includes criteria for neighbourhood, community, waterfront and regional. Timeline: 1 to 3 years
- parks, as well as natural areas, free play areas, urban greens and greenways is developed and a connected Natural Heritage/Parks system vision is set. Timeline: 1 to 3 years
- Identify and achieve preservation of land in perpetuity for intended green spaces and interconnectivity (and other community supports). Timeline: 1 to 5 years

Climate Action Plan

- A community Climate Action Plan is developed and actions are underway. Timeline: 1 to 3 years

Baseline and improve Town's environmental performance measures

- Overall suite of environmental performance measures is developed and baselined
 - Work with NVCA within their jurisdiction
 - Includes Urban tree canopyTimeline: 1 to 3 years

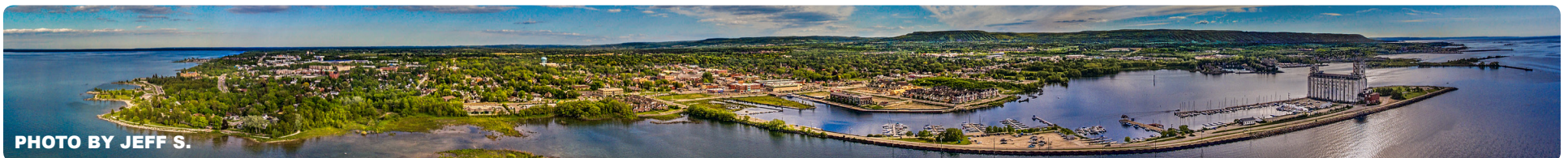


PHOTO BY JEFF S.

GOAL: ENCOURAGE DIVERSE CULTURE AND ARTS OFFERINGS

OBJECTIVE: SUPPORT LOCAL ARTISTS AND ENCOURAGE ARTS AND CULTURE

Encourage a vibrant, strong and self-directed local arts and culture community

- Actively communicate with artist groups and artists to determine and act on the most effective ways the Town can support them. Timeline: 1 to 3 years
- Carry out a feasibility study for an arts centre and/or other recommended supports. Timeline: 1 to 3 years

Enable opportunities to align and to focus funding

- Participate and support the arts and culture community in seeking and aligning funding and supports from other levels of government, foundations or other sources. Timeline: 1 to 10 years

Promote public viewing of arts and culture

- Annually include public arts and culture activities in annual plans, such as (but not necessarily):
 - Unique facilities and places with art during Doors Open Ontario
 - Temporary art installations, including digital
 - MusicLab Showcasing
 - Rotational art showcasing
 - Graffiti walls as organized outlets for artistic expression and promotion of community spirit
 - GIS story maps show art installations and cultural activities
- Timeline: 1 to 10 years

OBJECTIVE: ENCOURAGE AND WHERE NEEDED SUPPORT A DIVERSE ARRAY OF COMMUNITY EVENTS AND FESTIVALS THAT ENHANCE THE EXPERIENCE OF COLLINGWOOD

Annually plan and report on Community Events and Festivals that highlight Collingwoods culture and heritage

- Include events and festivals in annual plans. Annually report on Town-led and -sponsored festivals and events, including costs versus benefits, the Percent of local population participating, and free and low cost options
Timeline: 1 to 10 years

Recognize and celebrate Collingwood's growing ethnic diversity

- At least 6 times per year, provide Town- or Library-led displays, events or festivals celebrating and welcoming Collingwoods ethnic diversity.
Timeline: 1 to 3 Years
- Adopt a Town Inclusion and Equity tool to benchmark and measure success. Timeline: 1 to 3 years



APPENDIX

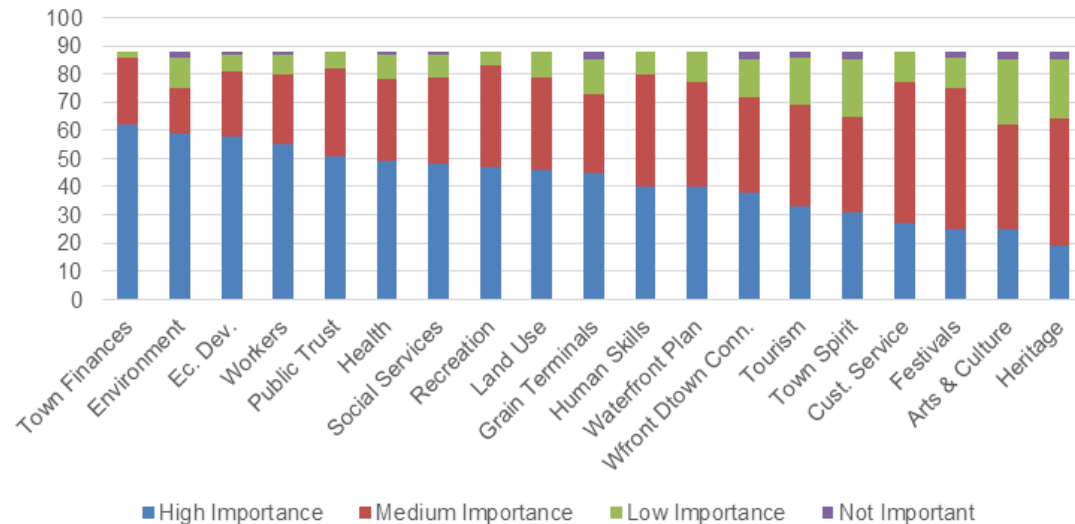


SUMMARY OF PUBLIC INPUT ON DRAFT STRATEGIC PLAN

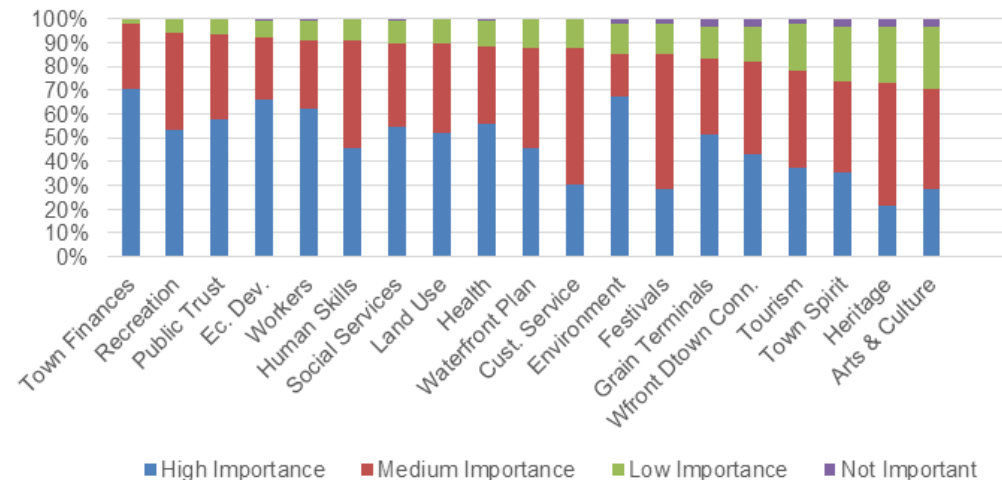
The Engage Collingwood portal provided options for the public to indicate their judgement of the importance of each Objective. This is not a balanced scientific survey. However staff did review the data two ways in the charts below – firstly by how many respondents ranked an Objective as ‘High’ Importance and in the second chart by how many respondents ranked an objective by ‘High’ or ‘Medium’ Importance.

Overall, other than Environment, the top 10 stayed the top 10.

Public input on Importance of Objectives (Ranked by High Total) - Jan. 2020



Public input on Importance of Objectives (Ranked by High + Medium Total) - Jan. 2020



The following comments were received through Coffee with Council, Engage Collingwood, the public Open House and input to staff through other methods such as email from December 2019 to early 2020.

This input also is not a balanced scientific survey; however it does test that we have not forgotten to consider items of interest to the Town's residents, visitors, and businesses and that we generally understand the importance that they put on the proposed Objectives.

Q1 - Town Finances

- Stop building and take care of what we have already until there is a complete plan – fix paving, Sunset point, etc. first
- Control debt (show how we are already doing well on this – provide graph)
- Address traffic/infrastructure needs and parking
- AMP and expansion Plan includes road and sewer maintenance
 - (Position the Strat Plan as the pinnacle; List all the types of master and other plans that we have)

Q2 - Human Skills

Q3 - Public Trust

Q4 Customer Service

- Our town should be dramatically scaling up the services offered right now. We're looking at adding another 50% of our population in the next 10 years or so, and if we wait to try to catch up with the demand, it will be too late.

Q5 - Waterfront Plan

- public/commercial instead of private/residential

Q6 - Grain Terminals

- Tear them down

SUMMARY OF PUBLIC INPUT ON DRAFT STRATEGIC PLAN

Q7 - Waterfront and Downtown Connections

- I would like to see the downtown core more of a pedestrian friendly and safer for people (i.e., at crosswalks, right of way for pedestrians, not for cars. Very confusing. Concerned that one day a pedestrian will be hit while crossing)
- ensure that we provide spaces and opportunities for kids to engage with their community, and prioritize the creation of safe streets for them to be able to get around
- Reducing cars in the core

Q8 - Land Use

- Do not allow housing development to outstrip other aspects of Collingwood life. Balance is the key

Q9 - Economic Development

- Collingwood is a 4 season Mecca. It needs a facility or facilities to attract stronger teams and competition partner with a uni or college to build facilities that can attract athlete development year round
- Support small business, attract high tech and corporate financial services like call centers for insurance companies. Those three have money and the ability to provide good paying professional careers
- investing in a green economy will bring prosperity to the region, offer new job opportunities
- Expand farmers market to be/include an indoor vending market for small businesses (and arts??)

Q10 - Tourism

- Lack of public washrooms

Q11 - Workers

- Need to be clear that this includes attainable and affordable housing
- Build houses for the young who will do the work
- And make them environmentally friendly using clean energy
- A regular late bus service (even Fridays or Saturdays) would bring blue mountain employees to Collingwood to spend on food and drink and cinema while it would also get the people of Collingwood night skiing and snowboarding.

Q12 - Social Services

- Stronger more inclusive focus on disadvantaged and marginalized groups needed
- We need to seriously work on poverty related issues including mental health care, income security, food security and attainable and affordable housing.



SUMMARY OF PUBLIC INPUT ON DRAFT STRATEGIC PLAN

Q13 - Health

- More trails and bike routes
- Accessibility to and between various parts of the town. This means for vehicular, self-powered (bikes) and walkers to be able to move about the town in a secure fashion. We need sidewalks on every street to allow pollution-free movement about the town.
- Enhance signage for trails as it is relatively low cost and enhances the Collingwood experience
- Multi-purpose trails on the waterfront should be available year round
- Clean up and repair waterfront trails, and light them well

Q14 - Town Spirit

- Work with community partners collaborate on projects

Q15 - Recreation

- Add a BMX track, not just a skate park
- Real rec centre similar to Julie McArthur Regional Recreation Centre in Owen Sound
- Shift the focus of spending on recreation from costly (both in capital and maintenance) indoor facilities to additional outdoor facilities and activities with a lower financial barrier to participation (and/or partnering with local businesses to lower barriers to participation).
- Dedicated pickleball courts
- A year round Turf soccer/rugby/golf/flag football facility
- Address Sunset Point Park, including a parking charge for visitors, washrooms, degraded vegetation

Q16 - Environment

- Conduct a vulnerability risk assessment and resiliency action plan.
- The resiliency plan should focus on values-based decision making, and look at what really matters to community health and

wellness beyond (but including) the traditional engineering concerns.

- Modern mass transit, reduction of cars in our core, readiness for electric transit and autonomous transit and a moratorium on the installation of gas infrastructure in new housing developments and in custom builds. It would be very exciting to live in a town that led the country in this area.
- Our 20 year plan should contain clear language defining our goals for mitigation and adaptation. Goals for GHG emission reductions, energy efficiency, and infrastructure (eg EV charging stations, renewable energy, and green spaces, etc.) should be stated with criteria and timelines. Sustainability should be one of the main pillars of the plan and all decisions should be made with this in mind.
- We need policies to ensure new builds are environmentally sustainable and consider transition to clean energy
- more charging stations for electric vehicles
- consideration of more community based energy programs that can be integrated/required in new developments (such as shared geothermal, solar and reducing our need for gas heating, reusing materials, less concrete) and support for existing areas where conversion is possible),
- integrated actions with business and

other governing bodies - county, provincial and with other towns in our region

- Support for educating individuals, communities and business on our shared responsibility for reducing impact and preparing for a change way of living
- Set out a vision for green/environmental protection. More real green space not only parkettes

Q17 - Arts & Culture

Q18 - Festivals

- improve on Amphitheatre. Concrete seating, soft roof, etc. Connect to parking. Encourage more summer music events there. See Sudbury amphitheater and waterfront

Q19 - Heritage



TRENDS AFFECTING COLLINGWOOD

What Trends are, or are likely to be, affecting Collingwood?

- Climate Change
- Rising lake levels
- Autonomous Transportation
- 5G Internet Speeds
- Pandemic Awareness
- Sustainable Development Goals
- Buy Local and Support Local Businesses
- De-urbanization, as a reversing trend, particularly in light of pandemic concerns, and its demonstration that much remote work is possible

The following pages show Collingwood's SWOT analysis, which are our:

- Strengths now,
- Weaknesses now,
- Opportunities going forward, and
- Threats going forward.

The Trends and SWOT can be reviewed periodically, so the public and Town leadership can assess what is changing and emerging in the world, how it may affect Collingwood and to get people talking about them.

To aid in analysis, staff used their judgement to assign scores to the SWOT analysis (1 - Unimportant, 2 - Low importance, 3 - Average importance, 4 - High importance)

The reader may find inconsistencies in the charts (for example, the Town's finances are noted as both a Strength and a Weakness) and in future strategic plans it may be worth a step where SWOT content is validated and agreed upon. Nonetheless, this 2020 update does the job of capturing the range of opinions that were articulated to Council and staff.



SWOT ANALYSIS - COLLINGWOOD'S STRENGTHS (NOW)

Scores between 1 - 4 (1 - Unimportant, 2 - Low importance, 3 - Average importance, 4 - High importance)

Inherent to the Community

[4] Beautiful setting

- Tourism and 12-month attractions
- Excellent access to waterfront

[4] Sense of Community and spirit; Diverse old and new residents

- Small town feel
- Fantastic community and spirit
- Sense of growth, optimism, opportunity
- Mix of long term residents and newcomers
- Natural heritage setting: "between beach and ski hill" and mountain heritage close to ski hill
- Cultural and arts community & strong cultural history
- Cultural Festivals
- Preservation of built Heritage

[3] Entrepreneurs and Tech

- Local entrepreneurship and arrival of a next generation entrepreneurs
- Emerging tech cluster
- Opportunities related to water and health and wellness
- A substantial supply of land



Inherent to the Corporation

[2] Council and Staff on the right track

- New council with new enthusiasm
- Enhanced code of conduct
- On right track
- Commitment to waterfront (work still to do)
- Commitment to Official Plan Review / strong approach to growth
- Strong social media presence
- Strong Economic Development; Great events
- Exceptional library; commitment to accessibility
- Good purchasing department
- Commitment to integrity/transparency/accountability
- Strong committee process / Good public engagement through committees
- Strong town admin: "truth to power" culture/Transparent and open
- Trail network

[3] Reasonable Town finances

- Progress towards fiscal improvement / debt reduction / Strong suite of policies/improving debt management
- Legacy of proceeds of sales



PHOTO BY DOUG BURLOCK

SWOT ANALYSIS - COLLINGWOOD'S WEAKNESSES (NOW)

Scores between 1 - 4 (1 - Unimportant, 2 - Low importance, 3 - Average importance, 4 - High importance)

Weaknesses inherent to Community

[3] Meeting community needs (even if not local municipality's mandate)

- Homelessness
- Lack of public washrooms
- Connections to and facilities at waterfront
- Healthcare, social service issues and schools – without a local government mandate or funding
- Seniors are experiencing transportation challenges
- Experience of a lack of family doctors for new residents

[2] Growth could negatively affect community feel/identity

- Divided attitudes about growth - Old and new segments having unease with each other
- Strong perception/reality that locals are paying for amenities and services used by visitors, and suffering the resulting congestion at beaches, parking, etc.
- Lack of supply of attainable/affordable housing
- Increasing social polarization and gap between rich and poor
- Too many people degrade parks, waterfront and parking

[2] Environmental protection

- • Tree canopy
- • Need to make progress on sustainability

[2] Appearance of Town

- Need to further beautify Town: street cleaning/garbage bins, etc.
- Ensure the industrial portions provide a clean and prestigious appearance

Weaknesses of the Corporation

[2] Council and Staff Roles and Knowledge

- Each new Council has a learning curve
- Council-staff relations and need to build trust / avoiding micromanaging
- Lack of consensus on our priorities
- Need staff exposure to the many Master Plans and reviews of staff and financial resources required as each is adopted – Waterfront, PRC, Active Transportation, Cycling, Traffic, etc.

[4] Citizen engagement and confidence in government

- Citizen engagement could be enhanced
- Loss of “town pride” coincident with judicial inquiry
- Communication with and customer service to the public
- Lack of experience in creating public private partnerships
- Need to manage staff succession and preserve morale

[4] Meeting growth-driven staffing and financial needs

- Red tape and “keeping up” with the pace of business/growth
- Threats associated with growth, such as traffic congestion and lack of parking
- Staff appear under-resourced: “beleaguered” and there is a loss of corporate memory
- Budget management/ underspending vs. plan
- Limited financial resources to complete major projects (MURF/Waterfront/Terminal)
- Need to do better on asset management (glass half empty) and ensure results of studies and plans are incorporated in financial strategies; Infrastructure deficit
- Struggling to maintain roads
- By-law enforcement: complaint based, not proactive
- Tax rates are high
- Public realm: we can only plan, not control, what we do not own
- Heritage preservation missing in some geographic areas, and perceived to be onerous or limit development in others

SWOT ANALYSIS - COLLINGWOOD'S OPPORTUNITIES (GOING FORWARD)

Scores between 1 - 4 (1 - Unimportant, 2 - Low importance, 3 - Average importance, 4 - High importance)

[3] Strength/skill of community residents (newcomers and long term)

- Celebrate and promote the growing ethnic and inter-generational diversity in Collingwood
- Enhance community spirit – particularly about the heart and serving with a higher purpose to contribute to the town and the world; making friends

[4] Results of Judicial Inquiry and opportunities for improvement; Leader of accountability for smaller municipalities

[4] Growth and development

- Opportunity to plan for the better through OP and planning policies; Growth to pay for growth such as through Development Charges?
- Encourage shops and restaurants within easy walk from marina and waterfront; boaters to Main St.
- Economic growth and new hospital as drivers of good jobs
- Private investment in downtown and waterfront, including P3 investments
- Attract high tech and corporate financial services like call centres for insurance companies

[3] Deployment of asset sales and improved finances for betterment of community

- Creation of community foundation
- Better cost recovery for services
- New revenue sources: Accommodation fee? Short Term Accommodations Licencing? Improve grant writing skills (FCM/governments)

[3] Transportation – such that people don't need a car; supports health; gets workers to jobs; seniors are mobile

- More active transportation (including end of journey amenities for cycling) and more transit
- eBikes to boom?
- Organize transportation for Seniors or take programs to where they live

[3] Renew and enhance staff skills

- New wave of staff HR recruitment = new skills/renewal
- To improve strategic communications
- A focus on customer service & management of Town's services, including departments not otherwise mentioned in strategic plan
- To further become a college or university town
- Prioritize locals/residents – e.g. for parking passes; slips in marina;

[3] Technology as the future of our community e.g. as a virtual arts community; digital arts installations/graffiti

[3] Purchase or protection of limited remaining land for Public Amenities or Green Space

[4] Collaboration across South Georgian Bay – social services, tourism, transit, arts/culture, development approaches and more



SWOT ANALYSIS - COLLINGWOOD'S THREATS (GOING FORWARD)

Scores between 1 - 4 (1 - Unimportant, 2 - Low importance, 3 - Average importance, 4 - High importance)

[3] Climate change

- What is future of skiing in reality of warm winters? Our Shoreline is eroding, and the flooding potential is unknown
- Expanding population that seeks Collingwood's attractive geography/ climate.

[2] Provincial Government Changes and Downloading

- Regional review; Bill 108 and changes to municipal planning/finance; Budget changes
- Potential of reduction in funding for economic development and entrepreneurship

[4] Affordable housing

[2] Economic downturn and/or softening of real estate market

[3] Lack of workers

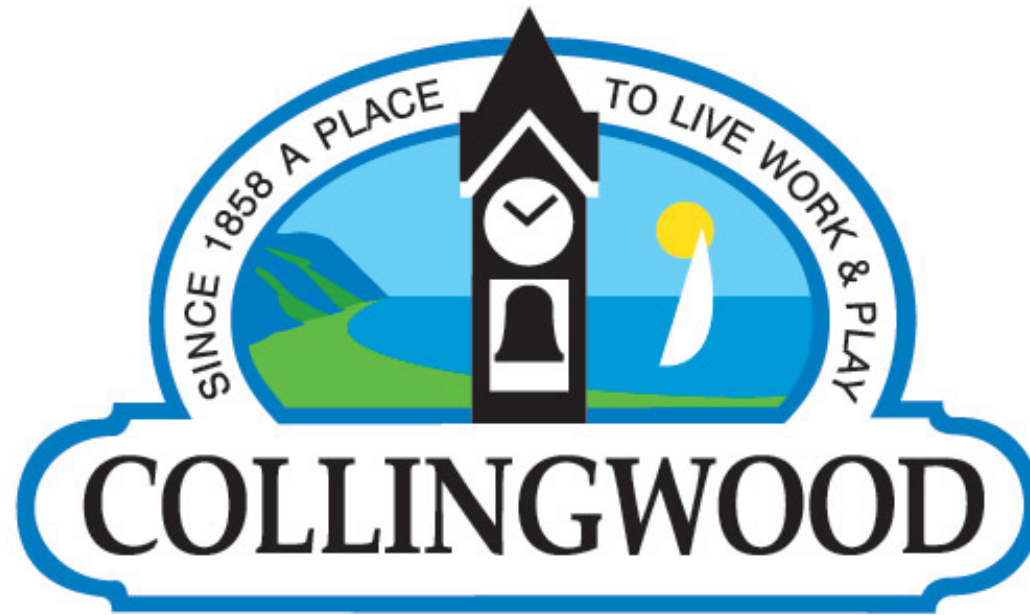
- Youth moving away
- More seniors aging and requiring supports
- Demographic changes, including more seniors as baby boomers age (also an Opportunity?)

[3] Hacking cyber-crime and ransom ware

[3] Growth could negatively affect community feel/identity

- 6+ storey buildings on waterfront and/or obstructing views
- Protecting Land supply/ especially employment lands for employment
- Excessive traffic growth
- Land use for development leaving to environmental degradation





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