



**Goal: Responsible and Accountable Local Government
(A Sustainable and 21st Century Town)**

Objectives	Action Items
Tackle Town’s Financial Challenges and Opportunities	Communicate Strategic Financial Plan
	Update 10-year Capital Asset Management Plan for Existing Assets
	Create an Asset Expansion Plan
	Determine Optimal Investment for Asset Sale Proceeds
Recognize and Build the Human Skills and Technology Needed	Modernize Internal Public Service
	Maximize Staff Performance and Retention
	Build a Technology and Data Vision
Enhance Public Trust	Continue Public Communication and Engagement on Town Activities
	Implement a Lobbyist Registry
	Implement Recommendations from Judicial Inquiry
Enhance Customer Service	Commit to Customer Service Levels and Communicate Results

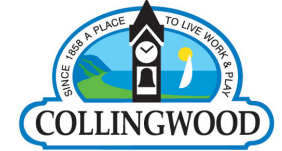
TOWN OF COLLINGWOOD
COMMUNITY BASED STRATEGIC PLAN [DRAFT]

OBJECTIVES & ACTION ITEMS November 27, 2019



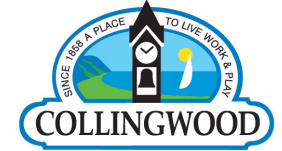
Goal: Public Access to a Revitalized Waterfront
(Enhance Collingwood's Waterfront to Realize its World Class Potential and Interconnectivity)

Objectives	Action Items
Implement the Waterfront Master Plan (WMP) and Animate Waterfront	Fund and deliver key funded projects
Explore Plans for Grain Terminals and Spit	Engage public and stakeholders in proposals for next steps; determine future state; and implement
Support the Waterfront, Downtown and Heritage Interconnectivity	Establish vision for and deliver wayfinding signage and amenities



**Goal: Support and Manage Growth and Prosperity
(Plan and Leverage Growth to Protect and Build on our Community Strengths, Employment, and Livability)**

Objectives	Action Items
Update our Land Use Planning and Regulatory Framework	Publish bylaws or other direction that will provide more certainty to development industry
	Deliver Official Plan (OP) review
	By-law enforcement PMs and priorities?
Seek Economic Development that Attracts Youth, Supports Existing Business and Entrepreneurship	Deliver and Implement Economic Action Plan
	Establish and Implement a Business Development Centre/Accellerator in downtown Collingwood
	Benchmark and Increase Entrepreneurship
	Increase youth participation with and engagement in Collingwoods jobs and business opportunities
	Advocate & Support CGM Hospital Development as a Key Economic Driver
	Identify and Support Growth Sectors or Hubs to Seek Business Synergies
	Determine if Collingwood’s Vision includes a College or University
Investigate the Contributions of Tourism and Plan Next Steps	2020 Complete Tourism Strategy with BIA
	Formalize relationship with BIA and responsibility for overseeing downtown services and amenities
	Support local business owners to fund and deliver downtown improvements
	Develop more engaged process for managing short term rental properties
	Continue expanding the celebration of Collingwood’s lifestyle through social media and other marketing channels
Attract Workers for Collingwood’s Jobs	Monitor and augment supply of attainable housing
	Explore opportunities to improve local transit



Goal: Enhance Community and Well-being
(An Inclusive Community that Supports the Health and Well-being of All Residents)

Objectives	Action Items
Work Collaboratively with Healthcare, Social Services and Community Groups	Investigate creation of community foundation
	Enhance Community Safety and Well-being
	Advocate for & Support CGM Hospital Development
Enhance Opportunities for Active, Healthy Living for all Ages	Enhance Trails Network and Connectivity of Natural Green Spaces and Active Transportation Options
	Implement Active Transportation Framework and Plans
	Determine gaps in programming for varying age groups and provide alternate outlets for programming
Promote and Grow our Strong Community Spirit	Encourage participation in Collingwood’s array of municipal programs, services & events (both staff and community)
	Recognize the benefits of engaging with and between age demographics
	Encourage engagement in Town decisions - leveraging community skills, experience and volunteers
Maintain and Improve Recreational Facilities	Complete multi-use rec facility feasibility study
	Provide affordable programs and services to the community
	Ability to provide additional amenities at existing facilities (canteen, other programs/activities offered at same facility, playground at central park)
Preserve the Town’s Environment and Prepare for Climate Change	Enhance Emergency Management Preparedness
	Demonstrate that the Town is a Green Leader in its own Operations
	Update Town’s water-related polices for emerging Climate-based risks
	Baseline and improve Town’s environmental performance measures



Goal: Support Culture and the Arts
 (To support opportunities for Diverse Culture and Arts Offerings which Enrich and Build a Thriving Community)

Objectives	Action Items
Support local artists and encourage arts and culture	Encourage a vibrant, strong and self-directed local arts and culture community
	Enable opportunities to align and to focus funding
	Promote public viewing of arts and culture
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 Collingwood’s culture and heritage (versus tourism driven events)
	Recognize and celebrate Collingwood’s growing ethnic diversity
Review Opportunities to Balance our rich heritage and future Vision	Examine feasibility of expanding heritage district
	Review Heritage-related funding, policies & programs
	Support multicultural, including Indigenous attributes/contributions