

TOWN OF COLLINGWOOD COMMUNITY BASED STRATEGIC PLAN [DRAFT]

VISION November 27, 2019

Collingwood's Strategic Vision

Collingwood offers residents and visitors a lifestyle of healthy activities, inclusive community connections, civic pride, arts, and culture in a beautiful setting, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

Leading-edge staff support community decisions that are responsible 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 heritage.

What Does This Vision Mean?

Collingwood offers residents and visitors a lifestyle of healthy activities, inclusive community connections, civic pride, arts, and culture in a beautiful setting, and is a hub of successful entrepreneurs and businesses offering rewarding jobs.

Leading-edge staff support community decisions that are responsible and sustainable,

- Includes financial and human capital sustainability

protecting and leveraging Collingwood's core strengths:

- 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 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
- Our strong cultural heritage
 - Marine – Shipping/boat building
 - Architecture (Heritage Committee reform is important)
 - Indigenous
 - Connection to water





Responsible and Sustainable Local Government

Address Town's Financial Challenges and Opportunities

Recognize and build the Human Skills and Technology Needed

Enhance Public Trust

Enhance Customer Service and Manage Suite of Town Services

Public Connections to a Revitalized Waterfront

Implement the Waterfront Master Plan and Animate Waterfront

Explore Plans for Grain Terminals and Spit

Support the Waterfront, Downtown, and Heritage Interconnectivity

Support and Manage Growth and Prosperity

Update our Land Use and Regulatory Framework

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

Investigate the Contributions of Tourism and Plan Next Steps

Attract Workers for Collingwood's Jobs

Enhance Community and Well-being

Work collaboratively with Healthcare, Social Services, and Community Groups

Enhance Opportunities for Active, Healthy Living for all Ages

Promote and Grow our Strong Community Spirit

Maintain and Improve Indoor & Outdoor Recreational Facilities

Preserve the Town's Environment and Prepare for Climate Change

Support Culture and the Arts

Support Local Artists and Encourage Arts and Culture

Encourage and Where Needed Support a Diverse Array of Community Events and Festivals that enhance the Experience of Collingwood

Review Opportunities to Balance our rich heritage and future vision



**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

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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

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SWOT ANALYSIS November 27, 2019



COLLINGWOOD'S STRENGTHS

Inherent to the Community

- “Small town feel” /“Fantastic community and spirit”
- Sense of growth, optimism, opportunity
- Natural heritage setting: “between beach and ski hill” and mountain heritage close to ski hill
- Arrival of a next generation entrepreneurs
- Tourism and 12-month attractions
- Emerging tech cluster
- Opportunities related to water and health and wellness
- Cultural and arts community & strong cultural history
- Local entrepreneurship
- Mix of long term residents and newcomers
- Excellent access to waterfront
- Cultural Festivals

Inherent to the Corporation

- On right track:
- Commitment to waterfront (work still to do)
- Progress towards fiscal improvement / debt reduction / Strong suite of policies/ improving debt management
- 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
- Legacy of proceeds of sales
- Strong town admin: “truth to power” culture/Transparent and open
- Trail network
- New council with new enthusiasm
- Enhanced code of conduct

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SWOT ANALYSIS November 27, 2019



COLLINGWOOD'S WEAKNESSES

Weaknesses inherent to Community

- Threats associated with growth
- Divided attitudes about growth
- Lack of supply of attainable/affordable housing; homelessness
- Limited financial resources to complete major projects (MURF/Waterfront/Terminal)
- Tree canopy
- Need to further beautify Town: street cleaning/garbage bins, etc.
- Citizen engagement could be enhanced
- Loss of "town pride" coincident with judicial inquiry
- Details: lack of public washrooms
- Experience of a lack of family doctors for new residents
- Connections to and facilities at waterfront
- Healthcare, social service issues and schools – without a local government mandate or funding

Weaknesses of the Corporation

- Council learning curve to manage (improving)
- Council-staff relations and need to build trust / avoiding micromanaging
- Timing of agendas and materials
- Communication with and customer service to the public needs to improve
- Roads: struggle to maintain
- Lack of experience in creating public private partnerships
- Need to manage staff succession/preserve morale
- Budget management/ underspending vs. plan
- Red tape and "keeping up" with the pace of business/growth
- Staff appear under-resourced: "beleaguered"; Loss of corporate memory
- Need staff exposure to the many Master Plans and reviews of staff resources required as each adopted – Waterfront, PRC, Active Transp'n, Cycling, Traffic, etc
- By-law enforcement: complaint based, not proactive
- Need to make progress on sustainability
- Need to do better on asset management (glass half empty) and ensure results of studies and plans are incorporated in financial strategies
- Tax rates are high (Is this perception or reality?)
- Lack of consensus on our priorities
- Public realm: we can only plan, not control, what we do not own
- Strong perception/reality that locals are paying for amenities and services used by visitors, and suffering the resulting congestion at beaches, parking, etc.

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COLLINGWOOD'S OPPORTUNITIES

- Strength/skill of community residents (newcomers and long term)
- Results of Judicial Inquiry and opportunities for improvement; Leader of accountability for smaller municipalities
- Growth and development
- Opportunity to plan for the better through OP and planning policies; Growth to pay for growth? DCs?
- 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
- Creation of community foundation / Deployment of asset sales for betterment of community
- Private investment in downtown / waterfront / Opportunities for P3 investment
- Focus on Preservation of Heritage
- More active transit policy (transit or transportation?) – Journeys end amenities for cycling
- New wave of HR recruitment = new skills/renewal
- Improve connectivity and skills at grant writing (FCM/Senior governments)
- Substantial supply of land
- New revenue sources: accommodation fee? Short Term Accommodations Licencing?
- Improve strategic communications
- A focus on customer service & mgt of Town's Services, including depts not otherwise mentioned in strategic plan
- To become a college or university town
- Prioritize locals/residents – e.g. for parking passes; slips in marina; Better cost recovery for services
- Celebrate and promote the growing ethnic (and associated inter-generational) diversity in Collingwood
- Technology as the future of our community? E.g. as a virtual arts community; digital arts installations/graffiti

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SWOT ANALYSIS November 27, 2019



COLLINGWOOD'S THREATS

- Climate change: what is future of skiing in reality of warm winters? Our Shoreline is eroding
- Infrastructure deficit vs. climate change
- Growth could negatively effect community feel/identity; old and new segments having unease with each other
 - Loss of affordability in housing (market pressures/short term rental services)
 - Increasing social polarization and gap between rich and poor
- Provincial Government
 - Regional review; Bill 108 and changes to municipal planning/finance; Budget changes
 - Potential of reduction in funding for economic development and entrepreneurship
- Potential economic downturn/softening of real estate market
- Youth moving away
- IT hacking cyber-crime and ransom ware
- Public apathy / loss of engagement
- Turnover in staff/retention threats; Replacing boots on the ground and retirements and accommodating growth
- Protecting Land supply/ especially employment lands for employment
- Heritage preservation missing in some geographic areas, and perceived to be onerous or limit development in others
- Demographic changes, including as baby boomers age (also an Opportunity?)
- 6+ storey buildings on waterfront
- Too many people degrade parks, waterfront and parking