

TOWN OF COLLINGWOOD COMMUNITY BASED STRATEGIC PLAN [DRAFT]

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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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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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