



Town of Collingwood

# COMMUNITY BASED STRATEGIC PLAN



September 21, 2015



**COLLINGWOOD**  
COMMUNITY BASED  
STRATEGIC PLAN



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# INTRODUCTION



Population of  
**33,000**  
by 2031



Hub for recreation, health care,  
professional services and jobs



Tourist destination

**A Community Based Strategic Plan (CBSP)** is a guiding document which outlines the community’s vision and goals, and which will be used to assist Council in developing priorities and action items to achieve these goals. There have been in recent years some challenges in the manner that Collingwood has managed its financial obligations and communication with Town residents. Cynicism, with respect to the political process, was a repeated observation throughout this process. Collingwood Council has made a commitment to improving the current state of affairs, and the CBSP is the first step toward identifying gaps and putting words into action to see that those gaps are filled. The CBSP will be implemented over a 20-year horizon, and includes short, medium and long term action items that will be implemented incrementally. The CBSP will be periodically reviewed to ensure it responds to the evolving needs and priorities of the community while still offering stable guidance and direction.

As context, the Town of Collingwood is poised to respond to the future. Collingwood’s population has steadily grown over the last decade and the Town is projected to have a population of approximately 33,000 by 2031. The Town plays a vital role as a regional hub for recreation, health care, commercial services and various types of employment. The Town also has a unique and thriving arts community. Collingwood has a long history as a tourist destination as it has a beautiful natural environment, highlighted by its waterfront on Georgian Bay that is a destination for tourists and seasonal residents across Ontario.

The CBSP is not the first strategic plan developed in Collingwood. Since the completion of Vision 2020 in 2000, three additional Strategic Plans or Priority Setting Exercises have been completed by the Town and have been implemented with varying degrees of success. This may beg the question, “how will this CBSP be any different”?

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 reviewed the work that was previously completed, and built upon that work using a public engagement process. This process included the use of various techniques, including pop-up booths at local events, facilitated workshops, a website, a project video and questionnaire to effectively “cast a wide net” in order to truly hear the needs and wants of the Town. 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.







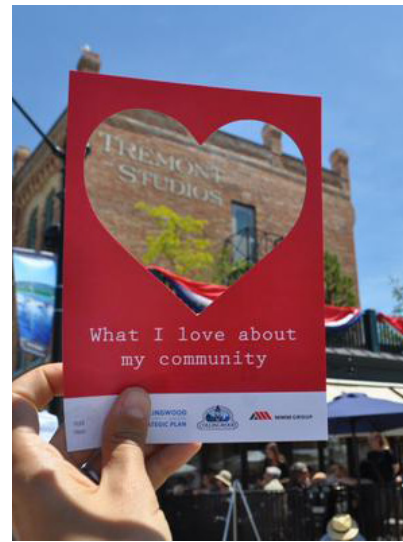
# COLLINGWOOD'S VISION

# 2

***Collingwood is a responsible, sustainable, and accessible community that leverages its core strengths: a vibrant downtown, a setting within the natural environment, and an extensive waterfront. This offers a healthy, affordable, and four-season lifestyle to all residents, businesses, and visitors.***

If you don't know where you are going, any road will get you there (Cheshire Cat, Alice in Wonderland). That is why a Vision is so important. A Vision identifies the aspirations of a group, or in this case, a Town. It communicates to residents and visitors how the community views itself and what it believes it can become. Vision stands the test of time.

Collingwood's Vision was defined through extensive input received during the CBSP process. The Vision reflects the passion of residents, community groups and Town staff and Council.





One of Collingwood's greatest strengths is its natural setting and ability to offer a variety of outdoor activities that appeal to residents and tourists alike, such as hiking and snowmobiling trails, golf, swimming and parks. The residents of Collingwood see the community as much more than just a four-season tourist destination.

Collingwood is a community that has a strong historical past that is punctuated by heritage buildings in its downtown core and along its waterfront. Collingwood is proud of its cultural events and thriving arts scene, which the community has identified as a priority to nurture and grow. There is a desire for local government to communicate in a meaningful way with residents. The community should be accessible to all, meaning there is the ability to participate in discussions, engage in activities, obtain information, provide feedback and opinion, as well as physically access facilities, events and services. Decisions made by Council should reflect local beliefs and desires for the future of the Town's finances, infrastructure, environment and context.

These are some of the many reasons why the CBSP, which will be the guiding document to move the community in its desired direction, has identified a strong Vision that describes the desired future.

**Word cloud  
representation  
of community's  
Vision:**







### Collingwood's Goals:



The CBSP Vision expresses five Goals that were defined by the community to be:

- Accountable Local Government;
- Public Access to a Revitalized Waterfront;
- Support for Economic Growth;
- Healthy Lifestyle; and
- Culture and the Arts.

These Goals were developed through the synthesis of extensive input from the community on its Vision as well as the action items that the community believed were needed to turn the Vision into reality.

## Accountable Local Government



(Source: Christine Palka)



Collingwood residents have expressed a desire for an accountable local government that is transparent in its decision-making and that demonstrates fiscal responsibility in all of its activities, including asset and debt management. A key element of achieving an accountable local government will be that future Councils commit to the successful implementation of the CBSP. This commitment will also be needed from Town staff as many of the assigned responsibilities will be managed or carried out at the staff level.

Regular communication with residents, oversight of debt repayment, fiscally sound decision-making and reviewing CBSP progress regularly using key performance indicators is also required to be sure that the Town remains on task and true to the goals and objectives of the CBSP.



Objectives



Action Items

**Action Item**

**Term**

**Key Performance Indicator**

**A financially secure and sustainable Town.**

Continue with the development of the Strategic Financial Plan.

Continuation of Council’s recently approved ‘pay as you go’ policy with respect to future capital planning and implementation.

Complete the Town’s move to program based budgeting.

S - L

- Continue to undertake an annual comprehensive analysis of the Town’s financial health to include the opportunity for public review and comment.
- 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.
- Undertake a service review study to identify service level provision consistent with value for money and tax payer affordability.
- Provide for public input in the preparation of the study and Council’s decision making based on its conclusions.
- 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.



Objectives



Action Items

**Effective management of Town Debt and Assets.**

**Action Item**

**Term**

**Key Performance Indicator**

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.

M

M

S

- Monitor Capital Asset Management Plan on an annual basis.
- Approved 5 year Capital Budget Plan including Parks and infrastructure.
- Staff Reports to include innovative funding models such as Public-Private Partnership (P3) options when appropriate.

Avoid taking on additional debt until the recommended stabilization reserves and debt servicing limits are achieved.

S - M

- Continue implementing the approved Debt Management Plan (DMP).
- The DMP is monitored on a semi-annual basis.

**Frequent, proactive communication with the public.**

Update and implement the Communication Strategy annually to ensure frequent, informative user-friendly, and accessible communication with the public.

S - L

- Implement a Community Engagement Strategy which includes recognition of important role of volunteers and offers opportunities to facilitate and encourage volunteerism.
- Provide quarterly report to Corporate Services Standing Committee and Council on Community Engagement activities.





Objectives



Action Items

**Action Item**

**Term**

**Key Performance Indicator**

Monitor operation of committee structure to further encourage public attendance and participation in the decision making process.

Review customer service strategy to determine what enhancements might be appropriate.

- Continue to issue mailed newsletter (3 times annually to all local residents) and an e-newsletter (monthly to subscribers); posted on Town website.
- Each newsletter to include update on CBSP implementation.
- Council Highlights issued to website and media after each regular Council meeting.
- Use the CBSP logo on all initiatives and activities that implement the CBSP Vision.
- Annual Town Hall Meetings to engage the community in discussion on local matters.
- Annual summary report from all boards, committees and companies in which the Town has an interest to include operational performance or such other information as may be of public interest.
- Annual reaffirmation of the Code of Conduct by Council.
- Increased followers on the Town’s social media accounts.

**Commitment to implement the CBSP.**

Goals, Objectives and Action Items of the CBSP are implemented according to the Town’s Vision.

CBSP is to be used as a reference during the development and approval of Department budgets.

S-L

- Annual completion of CBSP Report Card.
- The individual Department Business Plans outline resources available to support implementation of the CBSP.
- All Staff Reports include an explanation of support of the CBSP.



Objectives



Action Items

**Action Item**

**Term**

**Key Performance Indicator**

Reaffirm and update the CBSP each term of Council.

S-L

- Confirm action items and KPI's reflect ongoing implementation of the Plan.
- Confirm updates are undertaken within the framework of the Plan



## Public Access to a Revitalized Waterfront



One of Collingwood's greatest strengths is its waterfront location on Georgian Bay. The history of the Town is closely tied to the waterfront, including the industrial heritage of the Town that can be seen from the grain terminals. This rich history and waterfront public asset needs to be celebrated.

The waterfront lands are both in private and public ownership. The community has expressed a desire, however, to improve the public facilities and public access for all to the waterfront.

There is also a desire for a unified vision and comprehensive master plan for the waterfront that includes all land from border to border. The master plan will investigate revitalization opportunities that will incorporate a wider range of public uses and preserve the natural environment and lake views while also acknowledging private interests. The process for developing the master plan will build on previous work, incorporate input from a full range of stakeholders in addition to the public, and seek innovative solutions for phased implementation.



Objectives



Action Items

**Action Item**

**Term**

**Key Performance Indicator**

**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.)**

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.

S

S - M

- Consultant retained to undertake the WMP.
- Full consultation undertaken involving all stakeholders to explore improved public access to the waterfront.

Explore opportunities to connect the waterfront and the downtown.

M - L

- At least 2 meetings were held with stakeholders and coordinated with a Community Improvement Plan (CIP) project, should a CIP be approved and funded.

\*A CIP would allow the Town to provide financial incentives in the form of grants or loans to property owners who wish to improve or develop their property. The CIP may also establish a framework for Town-led initiatives such as infrastructure improvements, streetscape improvements and other revitalization initiatives, as needed.



## Support for Economic Growth



**B**uilding and maintaining a strong local economy is a multi-faceted undertaking that requires an understanding of the opportunities that can be pursued and nurtured to achieve the common goal, in addition to the limiting factors. Collingwood's local economy is heavily dependent on tourism and the service and retail sectors. Although the maintenance of these sectors is and will continue to be critical to Collingwood's economy and role as a regional hub and tourist destination, the community has expressed a desire to diversify the local economic base by attracting a variety of businesses, industries, as well as entrepreneurship. Attracting business requires a labour force, however, and the retention

of a diversified labour force will require housing options that are equally diverse and economically feasible and a transportation network that reflects a regional context. From the perspective of the Town, strategic investment in and maintenance of the Town's physical assets (water, sewer, roads, parks) are necessary in order to keep Collingwood competitive and desirable.

The Town's goal is to facilitate the growth of the local economy primarily in the form of services and infrastructure to attract a diverse labour force and maintain a strong and sustained local economy.



Objectives



Action Items

	Action Item	Term	Key Performance Indicator
<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>	<p>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.</p>	<p>S - L</p> <p>M</p>	<ul style="list-style-type: none"> <li>Continued participation with the County of Simcoe on their committee to implement the 10 Year Affordable Housing and Homelessness Prevention Strategy.</li> <li>Staff Report outlining potential zoning tools available to address various housing types.</li> </ul>
	<p>Explore opportunities to improve local access to transit.</p>	<p>S - L</p>	<ul style="list-style-type: none"> <li>Continue to participate in the Simcoe County Transit and Feasibility Study</li> </ul>
<p><b>Support small businesses, entrepreneurship and career advancement initiatives.</b></p>	<p>Community Improvement Plan (CIP), to support local business owners and to fund downtown improvements, facilities along the waterfront and other areas of the Town as deemed appropriate.</p>	<p>M</p> <p>M - L</p>	<ul style="list-style-type: none"> <li>Staff Report outlining feasibility of undertaking and funding a CIP.</li> <li>Approved CIP.</li> </ul>
	<p>Undertake a review of strategic opportunities which may support the achievement of a more diversified and enhanced downtown.</p> <p>Continue to support the prominence of the downtown core in the Town’s planning documents.</p>	<p>M - L</p>	<ul style="list-style-type: none"> <li>Ongoing monitoring of the commercial hierarchy policies established in the Official Plan.</li> <li>Summary of financial incentive opportunities available to assist local businesses, should the CIP be approved and funded.</li> </ul>



Objectives



Action Items

### Action Item

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.

### Term

S

### Key Performance Indicator

- At least 2 meetings held with Georgian College and other potential educational business partners to discuss community partnerships for career fairs.

## Healthy Lifestyle



(Source: George Czerny)



(Source: George Czerny)



Collingwood is proud to be a community that not only offers a holistic lifestyle in which to live, work, and play but one that respects the varying needs of residents and strives to show compassion to all.

The pursuit of a healthy lifestyle plays a large part in the four-season activities that Collingwood offers and is known for. Collingwood provides the community with opportunities to engage in recreational and social activities that are fun, safe and easily accessible for all. The community has expressed a desire to pursue this issue further, however, and extend the promotion of a healthy lifestyle to include convenient access to the trails system, improved access to local health care, access to a range of social services, access to locally grown food, an appreciation of the natural environment, and an increase in shared public space. Each of these actions will further the community's goal for sustained healthy, active and compassionate living.





Objectives



Action Items

	Action Item	Term	Key Performance Indicator
<p><b>Maintain and improve indoor and outdoor recreational facilities including trail networks, arenas, pools and parks.</b></p>	Update the Recreation Master Plan	M	<ul style="list-style-type: none"> <li>Updated Recreation Master Plan, including an assessment of existing and future park land needs.</li> </ul>
	Review and monitor the implementation of the Active Transportation Plan.	S - M	<ul style="list-style-type: none"> <li>Active Transportation Plan approved and monitored annually.</li> </ul>
<p><b>Promote a balanced and healthy lifestyle.</b></p>	Explore opportunities to partner with health and wellness organizations and groups to investigate ways to promote a healthy lifestyle.	M M - L S - M	<ul style="list-style-type: none"> <li>Facilitate at least 2 meetings between community groups.</li> <li>Facilitate at least 2 meetings with local organizations to explore options to provide access to locally grown food and education regarding healthy eating.</li> <li>Continued promotion of the Healthy Kids Community Challenge.</li> </ul>
	Explore opportunities to promote awareness of social services and the needs of the vulnerable.	M	<ul style="list-style-type: none"> <li>Facilitate at least 2 meetings with local organizations to explore methods for improved awareness of social service issues and potential solutions.</li> </ul>



Objectives



Action Items

	Action Item	Term	Key Performance Indicator
<p><b>Public support for improved access to health care within Collingwood.</b></p>	<p>Council recognition of the need for highly accessible health care services to meet the needs of the Town’s citizens.</p>	<p>S</p>	<ul style="list-style-type: none"> <li>Participate fully in all opportunities to support the implementation of this action item including the CGMH expansion.</li> </ul>
	<p>Explore the feasibility of undertaking a gap analysis of health care services in the Town.</p>	<p>S - L</p>	<ul style="list-style-type: none"> <li>Make appropriate enquiries by year’s end.</li> <li>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.</li> </ul>
<p><b>Preservation of the Natural Environment.</b></p>	<p>Update the Natural Heritage System policies of the Official Plan.</p> <p>Continue to request the dedication of environmentally sensitive lands as part of the development approval process.</p> <p>Review and update tree canopy policies.</p>	<p>M - L</p> <p>S - L</p>	<ul style="list-style-type: none"> <li>Prepare an NHS Amendment to the Official Plan.</li> <li>Requirement for at least 30% tree canopy on development sites.</li> </ul>



## Culture and the Arts



Collingwood has a history of a deep-rooted appreciation for local heritage, culture and the arts. Collingwood is in an enviable position given its growing arts community. The community has expressed a desire to nurture the growth of the arts within the Town as well as to create a wider range of festivals, events and attractions than already exist throughout the year to foster a sense of community. It is also intended that local events and initiatives focus on the development and showcasing of local business and the arts.

The authenticity and creativity of these events will continue to differentiate Collingwood from other Towns around Georgian Bay and help to define a unique identity and contribute to economic development throughout the Town.

The community's goal is to cultivate educational opportunities and events that encourage the development of culture and the arts within Collingwood.



Objectives



Action Items

**Action Item**

**Term**

**Key Performance Indicator**

**Support and expand the diversity of community events and festivals.**

Continue to support community and special events which benefit all the Town’s citizens and the community’s profile.

S - L

- Annual reporting on special events.

**Promote arts and cultural programs.**

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.

L

- Annual reporting on the community engagement work of Culture and Events Division.

**Continued recognition of Collingwood’s unique heritage.**

Ongoing promotion of the Town’s history and heritage assets.

L

- Develop a campaign to promote and educate the public on the heritage and history of Collingwood.





## TRANSLATING VISION INTO ACTION

# 4

The CBSP is a framework for achieving the future aspirations of the Town of Collingwood; it does not list every action item contemplated by the community. The document is dynamic and if adjustments to the action items are necessary, the annual Report Card affords the opportunity for update.

The success of the CBSP will depend on a commitment to implementing action items. Detailed work plans can be developed by those responsible for implementation thereby providing more information on when and how specific actions will be undertaken within the prescribed timeframes. This commitment includes the Town, community groups and individual residents. The CBSP requires a group of champions to keep the Vision in focus and to ensure effective communication of the on-going and completed action items and reports to Council. The community has expressed support for the use of a CBSP Report Card that will serve as the primary monitoring tool for action items.

### CBSP Report Card

The CBSP Report Card contains a full list of the objectives and action items for each Goal and acts as a dashboard using a colour and shape-coded system as follows:

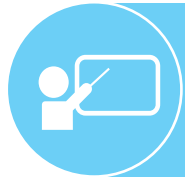
- Completed
- In progress
- ◆ Behind target

### Implementation

Implementation of the CBSP will include, but not be limited to:

1. Town departments integrating action items into annual work plans and budget process;
2. Community groups taking responsibility for action items and coordinating with Town and others; and
3. The local community including agencies, stakeholder groups, service clubs, and volunteers.





### Monitoring

The CBSP is a framework for community action involving various groups. Each group will determine how best to prioritize their involvement and implement action items.

1. On an annual basis, Town staff will review each of the action items and score progress.
2. Council will host an annual Town Hall style meeting that provides the results of the CBSP evaluation and solicits the community's comments on progress. Input from the meeting, including additional action items and Key Performance Indicators may be added to the report card as needed.
3. Based on input provided by the community, Town staff will provide a report to Council containing the Report Card.
4. If there are Action Items that are not being completed according to the CBSP, Town staff will include in the staff reports methods for re-assigning and/or completing the action items to meet the requirements of the CBSP. This will include follow-up measures to ensure that action items stay on track.

5. If the reporting process uncovers deficiencies with the CBSP implementation, the CAO will provide an update to Council to discuss the deficiencies and recommend measures for improvement going forward.

### Championing

The CBSP Report Card identifies Town departments and community groups that should assume ownership and ensure that the action items are completed within a defined term. It is crucial that champions be identified at all levels, including members of Town Council, staff, various age groups, community groups and community leaders.

### Quick Wins

Immediate progress on the short term action items will build trust and momentum, acting as a catalyst for the championing and implementation of the CBSP in the long run.



# CBSP REPORT CARD

# 5

## Goal: Accountable Local Government

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
A financially secure and sustainable Town.	Continue with the development of the Strategic Financial Plan.	S	Continue to undertake an annual comprehensive analysis of the Town's financial health to include the opportunity for public comment.	SIC	CAO TR	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continuation of Council's recently approved 'pay as you go' policy with respect to future capital planning and implementation.	S - L	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.	SIC	CAO TR	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Complete the Town's move to program based budgeting.	M	Undertake a service review study to identify service level provision consistent with value for money and tax payer affordability.	SIC	CAO DH	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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

**\*SC = Standing Committee**

SIC = Strategic Initiatives  
DEVT = Development & Operations Services

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
















COMM = Community Services  
ENV = Environmental Services


CL = Clerk Services  
DH = Department Heads  
LIB = Library

CORP = Corporate Services

MMM Group Limited | 23













**Goal: Accountable Local Government** 

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
		M	Provide for public input in the preparation of the study and Council's decision making based on its conclusions.	<b>CORP</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		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.	<b>CORP DEVT</b>	<b>CAO PS TR</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
Effective management of Town Debt and Assets.	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.	M	Monitor Capital Asset Management Plan on an annual basis.	<b>CORP</b>	<b>TR</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		M	Approved 5 year Capital Budget Plan including Parks and Infrastructure.	<b>SIC</b>	<b>CAO DH</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Staff Reports to include innovative funding models such as Public-Private Partnership (P3) options when appropriate.	<b>All</b>	<b>TR CAO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

<b>LEGEND</b>	<b>Timeframe</b>	<b>Responsibility</b>		
	S = Short Term (1-3 yrs)	CAO = CAO's Office	TR = Treasury	CL = Clerk Services
	M = Medium Term (3-5 yrs)	PRC = Parks, Recreation & Culture	ED = Economic Development	DH = Department Heads
	L = Long Term (5-10 yrs)	PS = Planning Services	CO = Communications Office	LIB = Library
		PW = Public Works	LC = Local Community	
		<b>*SC = Standing Committee</b>		
<b>Progress</b>		SIC = Strategic Initiatives	COMM = Community Services	CORP = Corporate Services
 Completed		DEVT = Development & Operations Services	ENV = Environmental Services	
 In progress				
 Behind target				





**Goal: Accountable Local Government** 

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
	Avoid taking on additional debt until the recommended stabilization reserves and debt servicing limits are achieved.	S	Continue implementing the approved Debt Management Plan (DMP).	SIC	CAO TR	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		M	The DMP is monitored on a semi-annual basis.	SIC	CAO TR	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
Frequent, proactive communication with the public.	Update and implement the Communication Strategy annually to ensure frequent, informative, user-friendly, and accessible communication with the public.	S - M	Implement a Community Engagement Strategy which includes recognition of important role of volunteers and offers opportunities to facilitate and encourage volunteerism.	CORP	CO	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
	Monitor operation of committee structure to further encourage public attendance and participation in the decision making process.	S	Provide quarterly report to Corporate Services Standing Committee and Council on Community Engagement activities.	CORP	CO	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

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

**\*SC = Standing Committee**  
SIC = Strategic Initiatives  
DEVT = Development & Operations Services



















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




COMM = Community Services  
ENV = Environmental Services

CL = Clerk Services  
DH = Department Heads  
LIB = Library

CORP = Corporate Services

**Goal: Accountable Local Government** 

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
	Review customer service strategy to determine what enhancements might be appropriate.	S	Continue to issue mailed newsletter (3 times annually to all local residents) and an e-newsletter (monthly to subscribers); posted on Town website.	<b>CORP</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Each newsletter to include update on CBSP Implementation.	<b>CORP</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Council Highlights issued to website and media after each regular Council meeting.	<b>CORP</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Use the CBSP logo on all initiatives and activities that implement the CBSP Vision.	<b>CORP</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Annual Town Hall Meetings to engage the community in discussion on local matters.	<b>SIC</b>	<b>CO</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S	Annual summary report from all boards, committees and companies in which the Town has an interest to include operational performance or such other information as may be of public interest.	<b>SIC</b>	<b>CAO CL</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

<b>LEGEND</b>	<b>Timeframe</b>	<b>Responsibility</b>		
	S = Short Term (1-3 yrs)	CAO = CAO's Office	TR = Treasury	CL = Clerk Services
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		PW = Public Works	LC = Local Community	
		<b>*SC = Standing Committee</b>		
		SIC = Strategic Initiatives	COMM = Community Services	CORP = Corporate Services
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	<b>Progress</b>			
	 Completed			
	 In progress			
	 Behind target			

## Goal: Accountable Local Government

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
		S	Annual reaffirmation of the Code of Conduct by Council.	SIC	CL	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
		L	Increased followers on the Town's social media accounts.	CORP	CO	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
Commitment to implement the CBSP.	Goals, Objectives and Action Items of the CBSP are implemented according to the Town's Vision.  CBSP is to be used as a reference during the development and approval of Department budgets.	S	Annual completion of CBSP Report Card.	SIC	CAO DH	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
		S - L	The individual Department Business Plans outline resources available to support implementation of the CBSP.	SIC	CAO DH	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
		S	All Staff Reports include an explanation of support of the CBSP.	All	CAO DH	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
	Reaffirm and update the CBSP each term of Council.	S - L	Confirm action items and KPI's reflect ongoing implementation of the Plan	All	CAO DH	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div><span style="color: green;">●</span> <input type="checkbox"/></div> <div><span style="color: orange;">■</span> <input type="checkbox"/></div> <div><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>

LEGEND

**Timeframe**  
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M = Medium Term (3-5 yrs)  
L = Long Term (5-10 yrs)

**Progress**  
● Completed  
■ In progress  
◆ Behind target

**Responsibility**  
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CORP = Corporate Services

**Goal: Accountable Local Government** 




Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
		S - L	Confirm updates are prepared within the framework established by the goals of the Plan.	<b>All</b>	<b>CAO DH</b>	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

<b>LEGEND</b>	<b>Timeframe</b>	<b>Responsibility</b>		
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<b>Progress</b>	<b>*SC = Standing Committee</b>			
 Completed	SIC = Strategic Initiatives	COMM = Community Services		CORP = Corporate Services
 In progress	DEVT = Development & Operations Services	ENV = Environmental Services		
 Behind target				

## Goal: Public Access to Revitalized Waterfront

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
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.)	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.	S	Consultant retained to undertake the WMP.	DEVT COMM	PS PRC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
	Note - implementation of the WMP will occur over time based on the Strategic Financial Plan policies.	S - M	Full consultation undertaken involving all stakeholders to explore improved public access to the waterfront.	DEVT COMM	PS PRC LC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
	Explore opportunities to connect the waterfront and the downtown.	M - L	At least 2 meetings were held with stakeholders and coordinated with a Community Improvement Plan (CIP) project, should a CIP be approved and funded.	DEVT COMM	PS PRC LC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

\*A CIP would allow the Town to provide financial incentives in the form of grants or loans to property owners who wish to improve or develop their property. The CIP may also establish a framework for Town-led initiatives such as infrastructure improvements, streetscape improvements and other revitalization initiatives, as needed.

<b>LEGEND</b>	<b>Timeframe</b> S = Short Term (1-3 yrs) M = Medium Term (3-5 yrs) L = Long Term (5-10 yrs)	<b>Responsibility</b> 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	
	<b>Progress</b>  Completed  In progress  Behind target	<b>*SC = Standing Committee</b> SIC = Strategic Initiatives DEVT = Development & Operations Services	COMM = Community Services ENV = Environmental Services	CORP = Corporate Services	



## Goal: Support for Economic Growth \$

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
Continue to implement the Town's Economic Development Strategy and undertake a public review of the results achieved within each term of Council.	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.	S - L	Continued participation with the County of Simcoe on their committee to implement the 10 Year Affordable Housing and Homelessness Prevention Strategy.	DEVT	PS	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
		M	Staff Report outlining potential zoning tools available to address various housing types.	DEVT	PS	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
	Explore opportunities to improve local access to transit.	S - L	Continue to participate in the Simcoe County Transit and Feasibility Study.	DEVT	PS	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
Support small businesses, entrepreneurship and career advancement initiatives.	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.	M	Staff Report outlining feasibility of undertaking and funding a CIP.	DEVT	PS LC ED	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>
		M - L	Approved CIP.	DEVT	ED PS	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red;">◆</span> <input type="checkbox"/></div> </div>

LEGEND

**Timeframe**

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

**Progress**

● Completed  
■ In progress  
◆ Behind target

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## Goal: Support for Economic Growth \$

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
	Undertake a review of strategic opportunities which may support the achievement of a more diversified and enhanced downtown.	M - L	Ongoing monitoring of the commercial hierarchy policies established in the Official Plan.	DEVT	PS	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1.2em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1.2em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1.2em;">◆</span> <input type="checkbox"/></div> </div>
	Continue to support the prominence of the downtown core in the Town's planning documents.	M - L	Summary of financial incentive opportunities available to assist local businesses should the CIP be approved and funded.	DEVT	PS ED LC	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1.2em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1.2em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1.2em;">◆</span> <input type="checkbox"/></div> </div>
	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.	S	At least 2 meetings held with Georgian College representatives and other potential educational business partners to discuss community partnerships for career fairs.	DEVT	LC ED	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1.2em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1.2em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1.2em;">◆</span> <input type="checkbox"/></div> </div>

LEGEND

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Goal: Healthy Lifestyle 

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
Maintain and improve indoor and outdoor recreational facilities including trail networks, arenas, pools and parks.	Update the Recreation Master Plan	M	Updated Recreation Master Plan, including an assessment of existing and future park land needs.	COMM	PRC	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Review and monitor the implementation of the Active Transportation Plan.	S	Active Transportation Plan approved and monitored annually.	COMM DEVT	PRC PW	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Promote a balanced and healthy lifestyle.	Explore opportunities to partner with health and wellness organizations and groups to investigate ways to promote a healthy lifestyle.	M	Facilitate at least 2 meetings between community groups.		LC	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
		M - L	Facilitate at least 2 meetings with local organizations to explore options to provide access to locally grown food and education re: healthy eating.		LC	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
		S - M	Continued promotion of the Healthy Kids Community Challenge.		LC	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

LEGEND

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Goal: Healthy Lifestyle 




Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
	Explore opportunities to promote awareness of social services and the needs of the vulnerable.	M	Facilitate at least 2 meetings with local organizations to explore methods for improved awareness of social service issues and potential solutions.		LC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
Public support for improved access to health care within Collingwood.	Council recognition of the need for highly accessible health care services to meet the needs of the Town's citizens.	S	Participate fully in all opportunities to support the implementation of this action item, including the CGMH expansion.	SIC	CAO LC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
	Explore the feasibility of undertaking a gap analysis of health care services in the Town.	S	Make appropriate enquiries by year's end.	SIC	LC CAO	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
		S - L	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.		LC	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

LEGEND

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Goal: Healthy Lifestyle 

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
Preservation of the Natural Environment.	Update the Natural Heritage System policies of the Official Plan.	M - L	Prepare an NHS Amendment to the Official Plan.	DEVT	PS	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to request the dedication of environmentally sensitive lands as part of the development approval process.					<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Review and update tree canopy policies.	S - L	Requirement for at least 30% tree canopy on development sites.	DEVT	PS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
						<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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## Goal: Culture and the Arts

Objective	Action Item	Term (S/M/L)	Key Performance Indicator	SC*	Responsibility	Progress
Support and expand the diversity of community events and festivals.	Continue to support community and special events which benefit all the Town citizens and the community's profile.	S - L	Annual reporting on special events.	COMM	PRC	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1em;">◆</span> <input type="checkbox"/></div> </div>
Promote arts and cultural programs.	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.	L	Annual reporting on the community engagement work of Culture and Events Division.	COMM CORP	PRC CO	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1em;">◆</span> <input type="checkbox"/></div> </div>
Continued recognition of Collingwood's unique heritage.	Ongoing promotion of the Town's history and heritage assets.	L	Develop a campaign to promote and educate the public on the heritage and history of Collingwood.	DEVT COMM	PRC LIB PS	<div style="display: flex; flex-direction: column; align-items: flex-end;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: green; font-size: 1em;">●</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center; margin-bottom: 5px;"><span style="color: orange; font-size: 1em;">■</span> <input type="checkbox"/></div> <div style="display: flex; align-items: center;"><span style="color: red; font-size: 1em;">◆</span> <input type="checkbox"/></div> </div>

LEGEND

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100 Commerce Valley Dr W,  
Thornhill, ON, L3T 0A1  
905.882.1100

