



TOWN OF COLLINGWOOD

REVISED AGENDA: Council - Committee of the Whole Meeting Agenda

Monday, November 18, 2024, 2:00 p.m.

Council Chambers and by Videoconference

97 Hurontario Street, Collingwood ON

Sustainable, Connected, Vibrant

Collingwood is an inclusive community that offers a healthy and active lifestyle in a beautiful waterfront setting, anchored by a responsible government, strong business and nonprofit networks, and an animated downtown.

This meeting can be viewed on the [Town of Collingwood - Municipal Meeting YouTube channel](#) for those not able to attend in person.

Pages

1. Call of Council to Order

For more than 15,000 years, the First Nations walked upon, and cared for, the lands we now call home. Anishinaabek, Haudenosaunee, Ojibwe, and many others who were families, friends, and communities, the way we are today. The Town of Collingwood acknowledges the Lake Simcoe-Nottawasaga Treaty of 1818 and the relationship it establishes with the original inhabitants of Turtle Island. We acknowledge the reality of our shared history, and the current contributions of Indigenous people within our community. We seek to continue empowering expressions of pride amongst all of the diverse stakeholders in this area. We seek to do better, and to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.

2. Adoption of the Agenda

Recommendation:

THAT the content of the Council-Committee of the Whole Agenda for November 18, 2024 be adopted as amended:

- Addition of Item 9.4 BL2024-82 Zoning By-law Amendment - Short-term Accommodations

3. Declarations of Pecuniary Interest

Note: In accordance with the Council Code of Conflict, Procedural By-law and the Municipal Conflict of Interest Act, Council members must file with the Clerk a written statement of the conflict, for inclusion on the Conflict of Interest Registry.

4.	Community Announcements	
5.	Deputations	
	None.	
6.	Public Meetings	
7.	Adoption of Minutes	
7.1	Council Minutes	10
	Recommendation:	
	THAT the minutes of Council-Committee of the Whole meeting held November 4, 2024 (excluding Committee of the Whole recommendations), be approved as presented.	
7.2	Business Arising from Previous Minutes	
7.3	Approval of Committee of the Whole Recommendations	
7.3.1	Committee of the Whole - November 4, 2024	26
	Recommendation:	
	THAT the Committee of the Whole recommendations from its meeting held November 4th, 2024 contained within the Council minutes of November 4, 2024 be hereby approved as presented.	
	<ul style="list-style-type: none"> • CAO2024-10 Operational Plan 2024 Q3 Status Update • T2024-22 2024 Q3 Financial Review • PW2024-14 Van Dolders Subdivision Assumption • P2024-28 Delegation of Authority for Land Use Planning Matters • C2024-10 Short-Term Accommodation Licensing Service Update and Launch of Phase 2 • Reports/Minutes of Other Committees and Boards including recommendations 	
8.	Staff Reports	
9.	By-Laws	
9.1	Short-Term Accommodations Licensing By-law	206
	Recommendation:	
	THAT By-law No. 2024-078, being a by-law to License and Regulate Short-Term Accommodations within the Boundaries of Collingwood, be enacted and passed this 18th day of November, 2024.	
9.2	2025 Interim Tax By-law	234
	Recommendation:	

THAT By-law No. 2024-079, being a by-law to provide for the 2025 Interim Tax Levy, be enacted and passed this 18th day of November, 2024.

9.3 Appointment By-law - Municipal By-law Enforcement Officer 236

Recommendation:

THAT By-law No. 2024-080, being a by-law to appoint a Municipal Law Enforcement Officer for the Corporation of the Town of Collingwood, be enacted and passed this 18th day of November, 2024. (Melissa Sue Wonfor)

***9.4 Zoning By-law Amendment - Short-term Accommodations 237**

Recommendation:

THAT By-law No. 2024-82, being a by-law under the provisions of Section 34 of Planning Act, to amend the zoning provisions Town-wide to permit short-term accommodation uses subject to terms and provisions, enacted and passed this 18th day of November 2024

10. Departmental Updates

10.1 Terminals Point, Executive Director Pegg

10.2 Collingwood Public Library 2025-2029 Strategic Plan, CEO Kulchycki 242

10.3 Taxi Licensing Report Back, Clerk Almas

10.4 Annual Installation of Flexible Bollards

*Requested by Councillor Jeffery

10.5 Federal Grant received for Cameron/Collins Streets Update

*Requested by Councillor Jeffery

10.6 Staff Report PW2022-09 Boulevard Parking Update

*Requested by Councillor Jeffery

11. Consent Agenda

General Consent Items: A general correspondence list can be viewed on the Agenda and Meeting Portal at:

<https://collingwood.civicweb.net/filepro/documents/143821/>. This Correspondence List includes items considered as bulk communications not specific to the Town of Collingwood and is of a general nature, and are not included in the Consent Agenda below.

12. County Report

County Council agendas and minutes can be found on the [Simcoe County Council Portal](#) (first meeting of the month).

13. Motions

13.1 Proposed Rural Ontario Municipal Association (ROMA) Delegation 250

Request Topics

*Deadline to apply November 27, 2024

Recommendation:

THAT Council instruct Staff to submit the following Delegation Requests for the Annual Rural Ontario Municipal Association Conference being held in January 2025:

*Council to choose from the following options (up to 3):

- CCI Expansion / Redevelopment on existing site (Joint delegation with the School Board Trustee)
- Support for Collingwood's Terminals Point Grain Terminals Redevelopment (Provincial cutting of red tape and funding incentives)

AND FURTHER THAT Council support Collingwood's joint participation in the following delegation opportunities, if approved:

- OPP Provision of Local Policing - Cost Increase Concerns
- Supports for local Physician Recruitment
- Community Improvement clarification/revisions to the Municipal Act to better enable Community Development initiatives
- Tools to fund initiatives that are not part of the municipal scope, yet that municipalities are being tasked with or may be best placed to deliver locally, such as and not limited to social, housing and health items.

14. Move into Committee of the Whole

Public engagement and discussion is encouraged under this section of the agenda with any recommendations being ratified at the next meeting. The public are able to address the Committee on any staff report following the presentation by staff and allowed 5 minutes to speak.

If you wish to participate virtually, please view the meeting using the following link:

<https://us02web.zoom.us/j/85261894627?pwd=1UwNcCriFDUMXUd8G1d93mTALkRmlZ.1>

Or Telephone: 1-647-558-0588 or 1-647-374-4685

Webinar ID: 852 6189 4627

Passcode: 305749

This link allows you to participate in the ZOOM Webinar as a participant. Please ensure you have good connectivity and audio functionality on the device (smartphone, laptop, tablet, etc.) you will be using. Depending on your device you may need to download the ZOOM App ahead of the meeting.

14.1 Motion to move into Committee of the Whole (Mayor Hamlin)

Recommendation:

THAT Council herein move into Committee the Whole Session.

14.2 Staff Reports

14.2.1 P2024-32 Tourism Master Plan and Municipal Accommodation Tax (MAT)

252

Recommendation:

THAT Staff Report P2024 - 32, "Tourism Master Plan and Municipal Accommodation Tax" dated November 18, 2024 be received;

AND THAT the Tourism Master Plan developed by Bannikin Travel & Tourism Ltd. dated November 2024 be endorsed by Council to guide the Town of Collingwood's actions on Tourism, as budget and resources permit;

AND THAT staff be directed to bring forward a by-law to implement a Municipal Accommodation Tax in accordance with the following:

- Apply a tax rate of 4% as of March 1, 2025, in alignment with the Phase 2 STA By-law implementation if possible, on all accommodation providers, regardless of size and composition, including short-term accommodations;
- Enter into a single source, non-standard procurement agreement with the Ontario Resort, Hotel and Motel Association (ORMHA) for collection of the Municipal Accommodation Tax, including from short-term accommodations for a five-year period and after such period the option to bring the services in-house be explored;
- Sixty percent of the net revenue be allocated to an "eligible third-party entity";
- Establish a not-for-profit corporation designated as the legislatively required "eligible third-party entity" that will receive the tourism-related portion of the Municipal Accommodation Tax (60%), including establishment of an interim board of directors representative of key tourism industry stakeholders;

AND THAT Council enable and enact a By-Law to amend By-Law No. 2017-060 to include the establishment of a Municipal Accommodation Tax Reserve Fund with the majority of the funds in the Reserve being used to advance the initiatives identified in the Tourism Master Plan;

AND THAT Council approve the Municipal Accommodation Tax Reserve Fund Policy (Appendix A) to direct the allocation

of the reserve funds.

14.2.2 P2024-29 Heritage Incentive Program Administrative Amendments

529

Recommendation:

THAT Report P2024-29, “Heritage Incentive Program Customer Service and Administrative Amendments” dated November 18, 2024, be received;

AND THAT Council enact and pass an amending by-law to By-law 2010-020 being a by-law to amend the Heritage Property Tax Relief By-law to remove the annual application requirement and other housekeeping matters;

AND THAT Council endorse an amendment to the Heritage Grant Guidelines, to extend application submission deadlines from October 1st proceeding the calendar year of the grant to September 30th of the calendar year of the grant;

AND THAT an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, be enacted and passed as outlined in this Report to facilitate staff delegated approval for the following matters:

- Heritage Property Tax Relief By-law and Heritage Grant Program Guidelines, more specifically:
 - o Housekeeping amendments to program administration including process, application requirements, and program eligibility, but excluding rebate and/or grant amounts.

14.2.3 P2024-30 11589 Hwy 26 (Cranberry Marsh) Site Plan Control

547

Recommendation:

THAT Report P2024-30, “Approval and Authorization By-law to Execute a Site Plan Control Agreement and Approval of a Zoning By-law Amendment to Remove a Holding (H) Zone symbol – 11589 Highway 26 (Cranberry Marsh Estates)” dated November 18, 2024 be received;

AND THAT Site Plan Application File D11322 be approved subject to the following conditions:

- Confirmation of municipal servicing capacity allocation;
- Resolution of any outstanding minor technical comments, including any associated plan revisions, to the satisfaction of Town departments and third-party peer reviewers;
- Written correspondence from the registered owner of 11555 Highway 26 granting permission to conduct off-site grading along the shared eastern property boundary and the associated removal of affected

boundary trees;

- Approval of Minor Variance D1310724 by the Committee of Adjustment; and
- Resolution of the following prior to execution of the Site Plan Control Agreement to the satisfaction of the Nottawasaga Valley Conservation Authority (NVCA):
 - o Issuance of all required permits by NVCA;
 - o Payment of the required development fees in accordance with the NVCA's Fees Policy under the Conservation Authorities Act; and
 - o Execution of the Wetland Compensation Agreement by the Owner and NVCA, including payment of the associated fees as outlined in the Agreement;
- Execution of a Site Plan Control Agreement with the Town of Collingwood;

AND THAT an Authorization By-law to execute the Site Plan Control Agreement for a residential development at 11589 Highway 26 be enacted and passed;

AND THAT this conditional Site Plan approval shall lapse three years from the date that the conditional approval was issued should a permit under the Building Code Act to implement the site plan not be issued;

AND THAT a Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol from 11589 Highway 26 be enacted and passed.

14.2.4 P2024-31 Servicing Allocation - Major Development Batch

623

Recommendation:

THAT Staff Report P2024-31, "Municipal Servicing Capacity Allocation – 2024 Major Development Batch Approval" dated November 18, 2024, be received;

AND THAT Council allocate municipal servicing capacity to the following proposals for a total allocation of 298 SDUs of municipal water and 383 SDUs of municipal wastewater:

- 629 Hurontario Street (Medical Office Project) – File D11924
- 135 Sandford Fleming Drive (Georgian Triangle Humane Society Project) – File D11524
- 10045 Highway 26 East (Industrial Project) – File D11224
- 140 Mountain Road (Phase One - Industrial Project) – File D110123

- 40 Sanford Fleming Drive (Isowater Industrial Project) – File D11624
- 415 First Street (Commercial Project) – File D11521
- 11589 Highway 26 West (Cranberry Marsh Estates Residential Project) – File D11322
- 298 Pretty River Parkway (Car Wash Project) – File D111223

AND THAT the remaining 22 SDUs of municipal water and 17 SDUs of municipal wastewater capacity be carried forward to 2025 for future allocation;

AND THAT staff be directed to proceed with a major development batch approval in early 2025, if sufficient applications proceed to shovel-readiness, for Council to consider allocation of a portion of the municipal water capacity within the 2025 threshold, once established.

14.3 Deputations (unregistered)

Unregistered deputations are provided 5 minutes to address Committee.

14.4 Reports/Minutes of Other Committees/Boards

662

Recommendation:

THAT the following minutes of Other Committees and Boards be received and the recommendations contained be approved:

- Museum Advisory Committee Meeting Minutes - October 24, 2024

14.5 Old or Deferred Business

14.6 Other Business

None.

14.7 Notice of Motions

14.7.1 Automated Speed Enforcement, Councillor Jeffery

Recommendation:

WHEREAS the Town of Collingwood’s Strategic Plan states that the Town strives “to offer residents and visitors a healthy lifestyle of activities in beautiful and safe settings;

AND WHEREAS the Strategic Plan outlines the intent of the Town of Collingwood to deliver a Traffic Calming Study and create a Policy in a timeline of 1 to 3 years;

AND WHEREAS the Town of Collingwood is undergoing the creation of a Master Mobility and Transportation Plan (MMTP)

for completion during the next budget cycle;

AND WHEREAS Council requested its OPP Detachment Board representatives to reiterate to that Board the increasing speeding complaints from residents;

AND WHEREAS the Collingwood OPP Detachment Board (formerly the Collingwood Police Services Board) previously conducted a cursory review of the Automated Speed Enforcement tool Pre-Covid at which time ASE was financially prohibitive;

AND WHEREAS updated information would be valuable for Council to have in hand to consider the implementation of ASE before or in hand with the MMTP completion, as the updated model for a roll out of ASE is reported to have become affordable, effective and an important tool for reducing speeds and improving road safety accompanied with a source of income to offset costs of traffic calming;

THEREFORE BE IT RESOLVED THAT Council direct Staff to facilitate a presentation to Council on the Automated Speed Enforcement program for information purposes at its earliest opportunity but not later than January 31st, 2025.

14.8 Rise from Committee of the Whole

14.8.1 Motion to rise form Committee of the Whole (Councillor Ring)

Recommendation:

THAT Council herein rise from Committee of Whole and return to the regular Council meeting.

15. Confirmatory By-Law

666

Recommendation:

THAT By-law No. 2024-081, being a by-law to confirm the proceedings of the regular meeting of Council held November 18, 2024, be enacted and passed this 18th day of November, 2024.

16. Adjournment



TOWN OF COLLINGWOOD

Council - Committee of the Whole Meeting Minutes

November 4, 2024, 2:00 p.m.
Council Chambers and by Videoconference
97 Hurontario Street, Collingwood ON

Council Present: Mayor Yvonne Hamlin
Deputy Mayor Tim Fryer
Councillor Kathy Jeffery
Councillor Deb Doherty
Councillor Brandon Houston
Councillor Chris Potts
Councillor Rob Ring
Councillor Christopher Baines
Councillor Steve Perry

Staff Present: Sonya Skinner, CAO
Amanda Pegg, Executive Director, Customer and Corporate Services
Peggy Slama, Director, Public Works and Engineering
Summer Valentine, Director of Planning, Building and Economic Development
Jennifer Graham, Treasurer

Others: Becky Dahl, Deputy Clerk

Sustainable, Connected, Vibrant

Collingwood is an inclusive community that offers a healthy and active lifestyle in a beautiful waterfront setting, anchored by a responsible government, strong business and nonprofit networks, and an animated downtown.

1. Call of Council to Order

Mayor Hamlin called the meeting to order at 2:00 p.m. and Councillor Perry provided the recognition and acknowledgement of the traditional territory of the Indigenous peoples.

2. Adoption of the Agenda

RES-072-2024

Moved by: Councillor Rob Ring

Seconded by: Councillor Brandon Houston

THAT the content of the Council-Committee of the Whole Agenda for November 4, 2024 be adopted as amended:

- Addition of Item 9.3 BL2024-076 Municipal Law Enforcement Officer Appointment
- Addition of Item 13.3 Surplus Lands Motion
- Addition of Item 14.2.5 C2024-10 Short-Term Accommodation Licensing Service Update and Launch of Phase 2
- Addition of Item 14.4.2 Notice of Motion, Expand Operating Hours for Collingwood Public Transit and request to waive the Notice of Motion.

CARRIED

3. Declarations of Pecuniary Interest

3.1 Councillor Brandon Houston - CCAT - Green Economy SGB Hub Pilot Project, Councillor Doherty

Councillor Houston declared a disqualifying interest in the matter as the proponent rents space for meetings with an organization he is the Director of and confirmed he will not be participating in the discussion or voting on this item.

4. Community Announcements

Council reported on various community announcements and events.

5. Deputations

5.1 Collingwood OPP Detachment Board - Annual Report

Chair Tucker-Reid, Chair of the Collingwood OPP Detachment Board provided a high-level review on the Collingwood OPP Detachment Boards Annual Report noting the requirements that followed as a result of the enactment of the Community Safety and Policing Act, including the significant training requirements for Board Members. The Boards goals and objectives for the upcoming year were reviewed, and its proposed 2025 operating budget was highlighted. Chair Tucker-Reid answered questions from Council regarding plans for community engagement; how priorities will be set through the development of the OPP Business Plan; and if residents will be provided the opportunity to provide feedback regarding policing in Collingwood.

6. Public Meetings

None.

7. Adoption of Minutes

7.1 Council Minutes

RES-073-2024

Moved by: Councillor Deb Doherty

Seconded by: Councillor Christopher Baines

THAT the minutes of Council-Committee of the Whole meeting held October 21, 2024 (excluding Committee of the Whole recommendations), and Council meeting held on October 28, 2024, be approved as presented.

CARRIED

7.2 Business Arising from Previous Minutes

RES-074-2024

Moved by: Deputy Mayor Tim Fryer

Seconded by: Councillor Kathy Jeffery

THAT Council reconsider Resolution RES-052-2024 regarding Staff Report T2024-021 Water and Wastewater Rate Study considered at the October 7, 2024 Committee of the Whole meeting and approved by Council on October 21, 2024. (2/3 vote required)

DEFEATED

7.3 Approval of Committee of the Whole Recommendations

7.3.1 Committee of the Whole - October 21, 2024

RES-075-2024

Moved by: Councillor Steve Perry

Seconded by: Councillor Deb Doherty

THAT the Committee of the Whole recommendations from its meeting held October 21, 2024 contained within the October 21, 2024, Council minutes be hereby approved as presented.

- Staff Report PW2024-13 Riverside Townhomes Subdivision Assumption
- Staff Report P2024-26 Summitview Part Lot Control By-law Extension
- Staff Report P2024-27 125 Findlay Drive Tree Destruction Permit (as amended)
- Reports and Minutes of Other Committees and Boards
- 2025 Meeting Calendar (as amended)

CARRIED

8. Staff Reports

None.

9. By-Laws

9.1 BL2024-073 Treasurer Appointment

RES-076-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Kathy Jeffery

THAT By-law No. 2024-073, being a by-law to appoint a Treasurer for the Corporation of the Town of Collingwood, be enacted and passed this 4th day of November, 2024.

CARRIED

9.2 BL2024-074 Part Lot Control - Summitview

RES-077-2024

Moved by: Councillor Christopher Baines

Seconded by: Councillor Brandon Houston

THAT By-law No. 2024-074, being a Part Lot Control By-law under the provisions of subsection 50(7) of the Planning Act, R.S.O. 1990, c. P.13, as amended, pertaining to lands described as Blocks 234-236 Registered Plan 51M-1170, Town of Collingwood, County of Simcoe for the purpose of exempting the subject lands from the part lot control provisions of the Planning Act to create six separately conveyable semi-detached lots, be enacted and passed this 4th day of November, 2024.

CARRIED

9.3 BL2024-076 Municipal Law Enforcement Officer Appointment

RES-078-2024

Moved by: Councillor Steve Perry

Seconded by: Councillor Brandon Houston

THAT By-law No. 2024-076, being a By-law to appoint a Municipal By-law Enforcement Officer for the Corporation of the Town of Collingwood (Smith-Craig)

CARRIED

10. Departmental Updates

10.1 Cranberry Marsh Update, Director Slama

Project Engineer Stuart West provided Council with an update on the water levels in the Cranberry Marsh reviewing steps that Staff have taken to assist with the rising water levels and confirming that the area will be considered as part of the Stormwater Management Study update. Project Engineer West confirmed that the Town of Collingwood and the Nottawasaga Valley Conservation Authority (NVCA) have initiated a water level study in Cranberry Marsh and have invited the community to participate by way of residents submitting water level observations and photographs taken at the community monitoring station.

Project Engineer West took comments and answered questions from Council regarding concerns with drainage on property that does not belong to the Town and the stakeholders that access the Marsh; how the Marsh functions; and if there is a correlation between the water levels in the Bay and the Marsh.

Mayor Hamlin and Councillor Doherty noted a potential notice of motion to instruct Staff to engage in public consultations with private homeowners and investigate legislative tools to regulate the management of stormwater on private lands.

10.2 Poplar Health & Wellness Village MZO Update

*No update was provided.

11. Consent Agenda

RES-079-2024

Moved by: Deputy Mayor Tim Fryer

Seconded by: Councillor Deb Doherty

THAT Council herein receive the General Consent Agenda;

AND FURTHER that the information and opinions provided in the General Consent Agenda Items are that of the author(s) and are not verified or approved as being correct.

CARRIED

11.1 Support for Municipalities Resolutions - OPP Detachment Billing Increases

Deputy Mayor Fryer asked if the matter was discussed at the last Mayors/CAO's Forum and if CAO Skinner could provide an update. CAO Skinner confirmed that the OPP Detachment Billing Increase was discussed briefly with consideration being made to put together a delegation at the upcoming ROMA Conference in January.

CAO Skinner confirmed that Staff are considering all options for cost recovery and that the MPP is also working on the matter. Council discussed the benefits of waiting to hear a response from the OPP regarding the billing before moving forward with a recommendation.

11.2 Resolution: Ontario's Big City Mayors - Chronic Homelessness, Mental Health, Safety and Addictions Crisis

Deputy Mayor Fryer noted a second letter has come forward from the OBCM and would like to bring that forward at the next meeting for Councils support. Mayor Hamlin noted that the matter might be best addressed at the County level, as the County has Staff and resources equipped to deal with homelessness, mental health, safety and addictions crisis.

12. County Report

None.

13. Motions

13.1 CCAT - Green Economy SGB Hub Pilot Project, Councillor Doherty

Councillor Brandon Houston declared a conflict on this item. (Councillor Houston declared a disqualifying interest in the matter as the proponent rents space for meetings with an organization he is the Director of and confirmed he will not be participating in the discussion or voting on this item.)

Councillor Houston left the Council meeting at this time.

RES-080-2024

Moved by: Councillor Deb Doherty

Seconded by: Councillor Steve Perry

WHEREAS the Town of Collingwood declared a climate emergency in 2019 and committed to support UN Sustainable Development Goal 11;

AND WHEREAS the Town of Collingwood 2024 updated Community Based Strategic Plan supports a community Vision that is Sustainable, Connected and Vibrant and identifies a Sustainability Pillar as one of working with partners to take action on climate change;

AND WHEREAS the Town of Collingwood has taken action on these goals through the creation of a Climate Change Specialist position, the on-going development of a Climate Change Strategy, and the support and engagement of the citizen-based Collingwood Climate Action Team (CCAT) to assist in this work;

AND WHEREAS CCAT propose to create a Green Economy Southern Georgian Bay Hub pilot, in partnership with Green Economy Canada and

other SGB communities to further advance the Town’s sustainability goals through the engagement of the business community;

AND WHEREAS initial work on the pilot began in June 2024 and will run until December 2025 with Cohort One launching in December and Cohort Two launching in May 2025;

AND WHEREAS these works will exceed the CCAT budget and mandate for 2024 and 2025;

THEREFORE IT BE RESOLVED the Town of Collingwood support the 2024 Cohort One of the Green Economy Southern Georgian Bay Hub pilot in the amount of \$3500;

AND THAT, financial support of Cohort Two in the amount of \$5000 be advanced for discussion under the 2025 Community Not for Profits Donations Budget;

AND THAT, as a funder, the Town of Collingwood endeavor to provide a Staff, Council or resource to the Green Economy Southern Georgian Bay Hub Advisory Committee, as practicable in the context of other priorities and workplans for 2025.

CARRIED

Councillor Houston returned to the meeting at this time.

13.2 Support Updates to Municipal Elections Act, Councillor Jeffery

RES-081-2024

Moved by: Councillor Kathy Jeffery

Seconded by: Councillor Rob Ring

WHEREAS elections rules need to be clear, supporting candidates and voters in their electoral participation and election administrators in running elections;

AND WHEREAS legislation needs to strike the right balance between providing clear rules and frameworks to ensure the integrity of the electoral process;

AND WHEREAS the legislation must also reduce administrative and operational burden for municipal staff ensuring that local election administrators can run elections in a way that responds to the unique circumstances of their local communities;

AND WHEREAS the Municipal Elections Act, 1996(MEA)will be30 years old by the next municipal and school board elections in 2026;

AND WHEREAS the MEA sets out the rules for local elections, the Assessment Act, 1990 and the Education Act, 1990also contain provisions impacting local elections adding more places for voters, candidates, and

administrators to look for the rules that bind the local democratic process in Ontario;

AND WHEREAS with rules across three pieces of legislation, and the MEA containing a patchwork of clauses, there are interpretation challenges, inconsistencies, and gaps to fill;

AND WHEREAS the Act can pose difficulties for voters, candidates, contributors and third-party advertisers to read, to interpret, to comply with and for election administrators to enforce;

AND WHEREAS while local elections are run as efficiently and effectively as can be within the current legislative framework, modernization and continuous improvement is needed to ensure the Act is responsive to today's needs and tomorrow's challenges;

AND WHEREAS to keep public trust and improve safeguards the Act should be reviewed considering the ever-changing landscape which impacts elections administration including privacy, the threats of foreign interference, increased spread of mis/disinformation and the increased use of technologies like artificial intelligence and use of digital identities;

AND WHEREAS the Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) reviewed the Act and has provided several recommendations including modernizing the legislation, harmonizing rules, and streamlining and simplifying administration;

AND WHEREAS AMCTO put forward recommendations for amendments ahead of the 2026 elections and longer-term recommendations for amendments ahead of the 2030 elections;

THEREFORE BE IT RESOLVED THAT the Town of Collingwood calls for the Province to update the MEA with priority amendments as outlined by AMCTO before Summer 2025 and commence work to review and re-write the MEA with longer-term recommendations ahead of the 2030 elections;

AND BE IT FURTHER RESOLVED THAT this resolution will be forwarded to the Minister of Municipal Affairs and Housing (minister.mah@ontario.ca), the Minister of Education (minister.edu@ontario.ca), the Minister of Public and Business Service Delivery (todd.mccarthy@ontario.ca), Minister of Finance (Minister.fin@ontario.ca), the Premier of Ontario (premier@ontario.ca), Simcoe Grey MPP and AMCTO (advocacy@amcto.com).

CARRIED

13.3 Expand Operating Hours for Collingwood Public Transit, Councillor Potts

RES-082-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Kathy Jeffery

THAT Council herein waive notice in accordance with the Procedural By-law to consider a motion pertaining to the expanding operating hours for Collingwood Public Transit.

CARRIED

RES-083-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Rob Ring

WHEREAS the Town of Collingwood is aspiring to be both an Inclusive and Accessible Community for all residents and visitors;

AND WHEREAS the Town of Collingwood is experiencing pressures related to the current operating hours for both conventional transit (Colltrans) and specialized transit (TransitPlus) ;

THEREFORE BE IT RESOLVED that Council direct staff to include in the 2025 budget funding to increase the hours of service for both conventional and specialized transit to incorporate a one (1) hour earlier to current start time and two (2) hours past current end time, such that the services will operate from 6 am until 11 pm.

CARRIED

13.4 Surplus Lands, Deputy Clerk Dahl

RES-084-2024

Moved by: Councillor Christopher Baines

Seconded by: Deputy Mayor Tim Fryer

THAT Council declare the municipally owned property identified as: PLAN 73 PT LOT 12 BEECH ST W/S PLAN 73 PT LOT 12 BIRCH ST E/S (laneway between 16 and 20 Beech Street), as surplus to the needs of the municipality;

AND FURTHER THAT Council instruct staff to proceed with the potential sale of the subject property including the provision of requisite notice.

CARRIED

14. Move into Committee of the Whole

14.1 Motion to move into Committee of the Whole (Mayor Hamlin)

RES-085-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Steve Perry

THAT Council herein move into Committee the Whole Session.

CARRIED

14.2 Staff Reports

14.2.1 CAO2024-10 Operational Plan 2024 Q3 Status Update

CAO Skinner briefed Committee on the third quarter status of the 2024 Operational Plan, reviewed the Town's Vision, Mission and Values as set out in the new Community Based Strategic Plan and provided Committee with a high-level summary of the Town's programs and services, reviewed the status of key Council goals and confirmed that Staff will continue to report quarterly on the status of items with a Q4 Report anticipated in March 2025. Staff answered questions and took comments from Committee regarding the number and nature of switchboard inquiries received, and customer service trends pertaining to parking and tickets.

RES-086-2024

Moved by: Councillor Steve Perry

Seconded by: Councillor Kathy Jeffery

THAT Staff Report CAO2024-10, Operational Plan 2024-Q3 Status Update, be received.

CARRIED

14.2.2 T2024-22 2024 Q3 Financial Review

Director Slama and Treasurer Graham addressed questions and received comments from Committee regarding Staff Report T2024-22 including: the cost of the water intake pipe inspection coming under budget; clarification surrounding public disposal fees and salaries and benefits; principal protected notes (PPN's) and interest on long-term investments; consideration to refrain from calling un-filled Staff positions as 'cost-savings'; clarification on the improvements made to Collingwood Curling Club and the Eddie Bush Arena.

RES-087-2024

Moved by: Councillor Brandon Houston

Seconded by: Councillor Steve Perry

THAT Staff Report T2024-22, 2024 Quarter Three (Q3) Financial Report, be received for information.

CARRIED

14.2.3 PW2024-14 Van Dolders Subdivision Assumption

Director Slama briefed Committee on the recommendations within the staff report and noted that the financial considerations provided in the report acknowledge that infrastructure and maintenance will be the responsibility of the Town and result in an increase to the operational budget moving forward.

RES-088-2024

Moved by: Councillor Kathy Jeffery

Seconded by: Councillor Chris Potts

THAT Staff Report PW2024-14, Van Dolder’s Industrial Subdivision Assumption, be received;

AND THAT Council approve the assumption of the road, municipal services and stormwater pond within the Van Dolder’s Industrial Subdivision;

AND THAT Council enact and pass a by-law to assume the road, municipal services and stormwater pond within the Van Dolder’s Industrial Subdivision and dedicate Greco Court as a highway upon Staff confirmation clause 46.21 is complete.

CARRIED

14.2.4 P2024-28 Delegation of Authority for Land Use Planning Matters

Director Valentine provided Committee with an outline on what delegated authority for Planning matters is, confirmed the Planning activities that are currently being delegated and the reason for Staffs request for additional delegated authority. Director Valentine noted that the proposed new delegated authority will allow Staff to exercise authority regarding part-lot control, deeming by-laws, the execution of Development Agreements and final registration, minor redline amendments and validation and cancellation certificates. Director Valentine confirmed that no public meetings are required regarding these activities.

Staff answered questions and took comments from Committee including the ability to separate out delegated authority approved for planning matters in the proposed by-law consolidation; examples of an atypical situation that might get elevated to Council for consideration; appeal process; consideration to the Affordable Housing Master Plan; timing of approvals.

RES-089-2024

Moved by: Deputy Mayor Tim Fryer

Seconded by: Councillor Christopher Baines

THAT Staff Report P2024-28, “Delegation of Authority for Land Use Planning Matters – Implementation of Development Process and Fees Review Report Recommendations” dated November 4, 2024, be received;

AND THAT an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, be enacted and passed as outlined in this Report to facilitate staff delegated approval under the Planning Act for the following matters:

- Subdivision Plans and Condominium Description matters, more specifically:
 - Part lot control;
 - Deeming by-laws;
 - Execution of development agreements, including pre-servicing agreements, and final registration/approval;
 - Minor “redline” amendments;
- Consents matters, more specifically:
 - Validation and cancellation certificates;

AND THAT within the amending by-law to By-law 2020-059 the following matters be addressed for the purposes of clarifying and consolidating the existing staff delegated authority:

- Condominium exemptions, subject to criteria as outlined in Report P2021-36 and By-law 2013-034 as amended by By-law 2021-082;
- Servicing Capacity Allocation extensions for site plans, in accordance with the approved Policy, dated January 30, 2023;

AND THAT for the purposes of consolidated staff delegated authority in By-law 2020-059, as amended:

- By-law 2013-034 as amended, being a by-law to designate signing authority under the Planning Act, be repealed in its entirety; and
- Sections 6, 7 and 8 of By-law 2010-082 as amended, being a by-law to establish site plan control, be repealed;

AND THAT staff be directed to undertake a municipally-initiated official plan amendment that specifies the types of zoning by-laws that are considered minor in nature in respect of which there may be a delegation of authority to staff, including but not limited to the removal of a holding symbol, the authorization of a temporary use, and housekeeping matters.

CARRIED

14.2.5 Girl Guides Iceland Trip Presentation

Jessica Maitland, Collingwood Girl Guides, advised that through donations received from the Town of Collingwood and support raised through personal contributions, cookie sales and fundraising activities, they were able to fund their trip to Iceland. The Guides provided details of their trip, highlighted their experiences and itinerary, lessons learned, and memories made. Jessica Maitland and the Girl Guides thanked Council for their contribution and support.

14.2.6 C2024-10 Short-Term Accommodation Licensing Service Update and Launch of Phase 2

Manager Harrod provided preliminary remarks regarding Staff Report C2024-10: Short-Term Accommodation Licensing Service Update and Launch of Phase 2. Amanda Fone, Licensing Program and Compliance Officer, briefed Committee on the background of the report and provided a progress update on Phase 1 which launched on February 1, 2024, noted key challenges and updates in Phase 2 that are being considered including an online application process, reduced renewal requirements, and pre-inspection checklists.

Amanda Fone briefed Committee on the proposed zoning by-law amendment brought forward in Staff Report P2024-23 on September 23, 2024; outlined the key elements of Phase 2; provided a review of enforcement and complaints; implementation plan; and recommendations from Staff.

Staff answered questions and took comments from Committee regarding fines, penalties and enforcement measures and costs associated with the enforcement of the program; clarification on the 20 day appeal period; what a responsible person is and their role; if the Town will consider licensing duplex/townhomes or condos in the future; consideration to advertise the penalties and demerit points associated with the program; and when Staff will be bringing forward the report on Municipal Accommodation Tax.

RES-090-2024

Moved by: Councillor Kathy Jeffery

Seconded by: Councillor Chris Potts

THAT Staff Report C2024-10, “Short-Term Accommodation Licensing Service Update and Launch of Phase 2”, be received;

AND THAT Council enact and pass the updated Short Term Accommodation Licensing By-law to launch of Phase 2 of the Short-Term Accommodation Licensing Service as outlined herein;

AND THAT Staff be directed to monitor the outcomes of the STA Licensing Service and report back to Council within one year of the implementation with an update and any recommended adjustments.

CARRIED

14.3 Deputations (unregistered)

None.

14.4 Reports/Minutes of Other Committees/Boards

RES-091-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Deb Doherty

THAT the following minutes of Other Committees and Boards be received and the recommendations contained be approved:

- Accessibility Advisory Committee Meeting - September 19, 2024
- Collingwood Public Library Board Meeting - September 27, 2024
- Trails and Active Transportation Committee Meeting Minutes - October 10, 2024

CARRIED

14.4.1 Collingwood Heritage Committee Meeting - October 3, 2024

RES-092-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Steve Perry

THAT the Collingwood Heritage Committee recommend that Council approve an increase of \$10,000 to the overall Heritage Grant Program 2025 Budget.

CARRIED

RES-093-2024

Moved by: Councillor Kathy Jeffery

Seconded by: Councillor Christopher Baines

THAT the Collingwood Heritage Committee support the use of Reserve Funds in the amount of \$15,000 for the purpose of the Preparation of an Emergency Preparedness Protocol for Heritage Properties.

CARRIED

RES-094-2024

Moved by: Councillor Deb Doherty
Seconded by: Councillor Chris Potts

THAT the Collingwood Heritage Committee Meeting Minutes of October 3, 2024 be received.

CARRIED

14.5 Old or Deferred Business

None.

14.6 Other Business

Councillor Potts noted concerns received from the public to the unfinished sidewalk and lack of signage at Sixth and Maple Streets.

Councillor Potts brought forward concerns noted from residents of Raglan Street to potential trip hazards on sidewalks, deep ditches and sidewalk plow safety, drainage improvements and potential installation of a sidewalk from Erie Steet to Ontario Street along Raglan Street.

Deputy Mayor Fryer discussed AMO's allocation of municipal funds with confirmation that Collingwood was not selected for 2025 funding and requested Councillor Doherty inquire as to why Collingwood is not being considered for these funds.

14.7 Notice of Motions

None.

14.8 Rise from Committee of the Whole

14.8.1 Motion to rise form Committee of the Whole (Councillor Ring)

RES-095-2024

Moved by: Councillor Christopher Baines
Seconded by: Councillor Deb Doherty

THAT Council herein rise from Committee of Whole and return to the regular Council meeting.

CARRIED

15. Confirmatory By-Law

RES-096-2024

Moved by: Councillor Chris Potts

Seconded by: Councillor Brandon Houston

THAT By-law No. 2024-075, being a by-law to confirm the proceedings of the regular meeting of Council held November 4, 2024, be enacted and passed this 4th day of November, 2024.

CARRIED

16. Adjournment

Moved by Councillor Potts

THAT the Council meeting be hereby adjourned at 6:13 p.m. **CARRIED.**

Mayor

Clerk



Staff Report CAO2024-10

Committee 2024-11-04

Council 2024-11-18

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Sonya Skinner, Chief Administrative Officer
Prepared By: Shelby Verkindt, Executive Assistant
Subject: Operational Plan 2024-Q3 Status Update

Recommendation

THAT Staff Report CAO2024-10, Operational Plan 2024-Q3 Status Update, be received;

Amendments

None.

1. Executive Summary

The Operational Plan 2024-Q3 Status Update outlines the progress made in the third quarter of 2024 towards achieving Collingwood's strategic goals. This report highlights key accomplishments, ongoing projects, and the status of significant initiatives that align with the Town's Vision, Mission, and Values.

In March 2021, staff introduced an updated approach for operational planning to enhance collaborative intentions, cross-department supports and focus on the Town's overall priorities. The Operational Plan serves as a progressive tool, offering transparency to Council and the community on intentions and achievement.

The Operational Plan demonstrates that Council's Resolutions are being actioned, while maintaining the independence of staff to determine how to deliver key work within the

priorities set and resources provided. Staff will endeavour to provide quarterly progress reports to Council unless directed otherwise.

While this report shows project-based work that meets triggers for reporting, it does not quantify that work nor show the resources committed to ongoing service delivery. Staff leadership assess that staff are at or over capacity for the work that can be completed in 2024.

2. Analysis

The overarching objective is to fulfill Collingwood's Strategic Vision, Mission and Values balancing strategic projects and ongoing programs and services governed by Council.

OUR COMMUNITY VISION

Sustainable, Connected, Vibrant

Collingwood is an inclusive community that offers a healthy and active lifestyle in a beautiful waterfront setting, anchored by a responsible government, strong business and nonprofit networks, and an animated downtown.

MISSION & VALUES

Working together to provide excellent services, progressive and accountable decision-making, collaboration and advocacy.

LEADERSHIP | INTEGRITY | RESPECT | EXCELLENCE | FINANCIAL STEWARDSHIP

In delivering our Vision, Mission and Values, we have:

- Strategic projects or work that drive specific transformational changes toward our Vision (this work is our Strategic Plan), and
- Delivery of the Town's ongoing Programs and their component Services (including operations and projects) as governed by Council.

The Operational Plan is not a complete description of the work completed by Town staff, and it is important to note that the large majority of the Town's Programs and Services

is not included, as it is core and ongoing work (such as processing planning applications or maintaining streets).

The following diagram shows the strategic framework that identifies how the Town moves from budget approval, preparing the operational plan in alignment with the approved budget, individual work plans, to delivering Programs and Services, and to delivering strategic transformation projects in order to achieve our community-based vision:



This larger strategic framework and refining the operational planning approach and implementation are part of a larger work in progress for a full set of Programs and Services. Work is continuing through 2024 to further define our programs and services and Council's governance of them. This will enhance the Town's operational planning to enable more holistic consideration of both ongoing work and in-year projects.

PROGRAMS & SERVICES – Updated October 15, 2024								
PROGRAMS	Development & Growth	Environmental Management, Conservation & Sustainability	Community Safety & Standards	Community Health & Well-being	Arts, Culture & Heritage	Community Access & Mobility	Municipal Governance & Civic Engagement	Corporate & Customer Services
	Plan and deliver a physically complete community, and support economic success	Manage, mitigate and improve environmental impacts today and for the future	Set community standards so all can enjoy the community and enhance the safety of individuals and property	Inspire & support community physical and mental well-being through inclusive opportunities that foster social interactions & senses of place & belonging	Recognize and strengthen arts, culture and built heritage within the community	Integrated, safe and accessible movement of people and goods across multiple modes of transportation (e.g., active, transit, cars, etc.)	Effective, responsible and accountable governance and two-way engagement of residents, businesses and visitors	Excellence in the administration of the Municipal government
SERVICES	1.1 Growth Planning Land Use Parks, Rec and Culture Roads & Active Transportation Stormwater Wastewater Water Development Charges 1.2 Development Management Planning Act Applications Development Review & Input Committee of Adjustment Rights of Way, Encroachments & Easements Development Agreements Administration Infrastructure Commissioning – W&WW Zoning Compliance Source (Drinking) Water Protection Right of Way Utility Consents 1.3 Economic Development Business Retention & Expansion Investment Attraction Tourism Promotion & Support Business Support Business Encroachments 1.4 Housing Supports Affordable Housing Initiative Social Housing 1.5 Ontario Building Code	2.1 Climate Change Action Climate Action Plans Energy Mgmt 2.2 Wastewater Operations, Maintenance & Capital for: - Plant & Non-linear - Collection Third Party Services Asset Management Capital Projects Delivery 2.3 Stormwater Management Asset Management Planning Capital Projects Delivery Operations & Maintenance 2.4 Environmental Containment	3.1 Community Standards Bylaw Policy Development Animal Control Compliance Business Licensing Compliance Property / Person Compliance Private Property Compliance Private Property Parking Compliance 3.2 Police 3.3 Fire & Rescue Fire Prevention Fire Suppression & Emergency Response 3.4 Emergency Management	4.1 Parks & Harbour Parks, Trails and Amenities Marina & In-Water services Noxious Species Mgt Urban Forestry/ Tree Canopy Protection 4.2 Community Culture, Arts & Recreation Spaces 4.3 Community Gathering Space (Library) 4.4 Community Recreation Activities 4.5 Library Community Activities 4.6 Building Community Well-being & Inclusion 4.7 Water Treatment & Distribution Asset Management Planning Capital Project Delivery Minor Capital Project Delivery Operations & Maintenance - Plant & Non-linear - Distribution Backflow Prevention	5.1 Conservation & Promotion of Heritage & Culture Museum Collection Built Heritage 5.2 Community Arts & Culture Build Arts & Culture Capacity Public Art Promotion & Awareness Museum Activities 5.3 Community & Public Events 5.4 Circulation & Curation of Library Materials	6.1 Roads & Active Transportation Asset Management Planning Minor Capital Projects Delivery Capital Projects Delivery Operations & Maintenance ROW Permits and Locates Non-park Outdoor Spaces Parking Payment & Enforcement Crossing Guards 6.2 Transit 6.3 Community Access & Mobility 8.13 Talent Management Labour Relations Succession Planning Performance Management Compensation & Benefits Talent Acquisition Employee Experience	7.1 Council Council Representation Council Support 7.2 Governance Support Parliamentary Procedures & Clerking Accountability 7.3 Communications Internal Communications External Communications 7.4 Governmental Services Vital Statistics Provincial Services Public Commissioner 7.5 Records Records Management FOI & Privacy 7.6 Municipal Elections Support 7.7 Municipal Governance & Civic Engagement 8.9 Corp Fleet 8.10 Municipal Law Enforcement 8.11 Customer Service 8.12 HR Operations Compliance, Health & Safety	8.1 Strategic Planning & Leadership (Town) 8.2 Strategic Planning & Leadership (Library) 8.3 Legal & Land Legal Advice & Corp Agreements Land Needs, Acquisition & Disposal By-Law Appeals and Municipal & Provincial Prosecution 8.4 Risk Management Enterprise Risk Management Insurance 8.5 Procurement Support 8.6 Corporate Finance Corp. Asset Management Financial Budgeting & Planning Taxation Financial Accounting & Reporting Cash and Investment Mgmt Debt Mgmt 8.7 Information Technology Network Infrastructure Maintenance & Support Business Applications GIS and Data Telecommunications Support End User Technology Support Asset Disposal and Sale 8.8 Corp Facilities

2024 – Q3 Progress Report:

The Operational Plan is **not** a complete description of the work completed by Town staff. Staff are also engaged in delivering the Town’s ongoing Programs and Services, under the governance of Council. Appendix A Q3-2024 Status Update provides the full details. Below is a high-level summary of items that have been completed in Q3:

- 2024-2028 Community Based Strategic Plan delivered and approved by Council
- Recruitment of New Positions, including Coordinator of Forestry and IT Business System Analyst
- Asset Management Plan Phase 2 - "All Assets" - add non-core assets
- Development Charge Background Study – By-Law Update
- Terminals Point / Grain Terminals - Definitive Documents
- Sunset Point Pedestrian Crosswalk (PXO) construction
- Blues Agreement contract renewal
- Business Development Centre Leases and MOU
- Development - Bill 109/23 Implementation

- Shipyards Public Realm Plan delivered and approved by Council
- Basic Emergency Management Training conducted for staff

Communications Update:

Complete:

- Pilot a statistically significant community survey to support the development of the Strategic Plan and Downtown Visioning Master Plan - **Completed in Q2 2024**
- Promotional Campaigns: Service Collingwood, News & Notices, MURFA, Strategic Plan and Downtown Visioning Master Plan, Terminals Point Public Engagements (Opportunity to tour the Terminals, Caption the T-shirt), Affordable Housing (ARU Initiative), Name a Snowplow Initiative, Back to School Safety, School and Community Safety Zone speed limit Changes, Economic Development Tourism Master Plan, support for Trails committee & providing paperless trail maps, PRC shipyards public realm public engagement, campaign to promote cooling stations & water bottle refill stations (supported with video, water droplets & map), support / promotion for PRC events (L&O concert series, sidelaunch days, art crawl), promotion for advanced aquatics & lifeguard recruitment - **Completed in Q2 and Q3**
- Events: Water Treatment Plant Expansion kick-off, S.P.A.R.C in the Park, PRO Trade Show completed in Q2), Simcoe County Week of Welcome Regional Job Fair (with HR Staff), Farmer's Market Booths, Provincial Funding Announcement, Mayor's Golf Tournament - **Completed in Q2 and Q3**

Ongoing:

- Implementation of the Community Engagement Action Plan - **Quarterly updates will begin in Q1 2025**
- Continuing work on the website towards Web Content Accessibility Guidelines for Accessibility for Ontarians with Disabilities (AODA) Ministry compliance **(Ongoing)**
- Website redevelopment to ensure greater and streamlined access to the information the community wants - **To launch in Q1 2025**

- Engagement Platform redevelopment (over) - **To launch in Q1 2025**

Coming up:

- Corporate Services Guide (Will include all CCS Divisions starting with Customer Service and Communications) - **Q4 2024**
- Addition of Digital Screens at Centennial Aquatic Centre, Collingwood Public Library and Central Park Arena - **Q4 2024**
- Creation of a Municipal Information Guide (Print and digital) and creation of a Welcome Package for new residents - **Q2 2025**

The above lists highlight the larger projects in which the Communications Divisions lead or played a major role in. This is not an exhaustive list of staff's day-to-day work.

Customer Service Trends:

- Inquiries by Volume: ~22,000 inquiries handled in 2024 YTD
 - Top 10 Inquiry topics:
 1. Waterfront Parking: 3960
 2. Taxes: 3465
 3. Downtown Parking: 2465
 4. Parks, Recreation & Culture: 1751
 5. Public Works & Engineering: 1072
 6. Switch Board: 1008
 7. Transit: 948
 8. By-Law: 697
 9. Dog Tags: 669
 10. Commissioned Signatures: 529
- Average Time to Resolve for cases opened in Salesforce: 13.7 days. Note that this measurement does not include the interactions completed in the moment at the front counter.
- Customer Satisfaction Surveys
 - Email survey after case closed: 7.5/10 YTD 2024 (at June report was 7.3/10)

- 'Happy or Not' Kiosk at Town Hall: 92% Very Satisfied YTD 2024 (at June report was 91%)

Ongoing:

- Continuous improvements being made to the Service Collingwood portal to provide additional self-serve information and new service request types.
- CS Standards & Response Policy – monitoring for wins and opportunities.

Coming up:

- CS Excellence training session planned in December to continue to build and enhance customer service skills and contact handling – Q4 2024
- Corporate Services Guide (Will include all CCS Divisions starting with Customer Service and Communications) - Q4 2024
- Alignment of service request types to the Programs & Services structure – Q1 2025
- Migration of all CS tracking to Salesforce (currently quick hits are captured in an excel tracker for example tax & transit payments at the front counter, general inquiries where no follow-up is required etc.), intent is that all tracking will be captured in one place for reporting and analytics. – Q1 2025

Overall Corporate Outlook:

The timeframe for projects near completion has been adjusted. Additionally, projects have been reprioritized due to unavoidable delays due to staffing changes, timing constraints, and additional ad-hock projects added to existing workloads.

Staff are driving towards success and good outcomes for the community with the existing resources. Staff will continue to monitor and adjust the Operational Plan on a regular basis. As noted above routine service delivery items and ongoing delivery of Programs and Services are not included in the Operational Plan. Items in the que for Q4 of 2024 are shown in Appendix B.

Council Resolution items that are anticipated to be completed beyond 2024 are shown in Appendix C. These items include those initiated due to Council Resolutions,

forecasted budget, or as a result of Master Plans, Strategic Plans and Studies. The status of items will continue to update from quarter to quarter.

Staff continue strong performance in the delivery of the operational plan. However, Senior Leadership and Council must continue to be cognizant of, and mitigate, the negative impacts on staff morale, overall wellbeing and retention that result from significant workload pressures.

Status of Key Council Goals:

Most of the operational items listed are under the care and control of staff, however there are several key items that are strategic enough for Council to take a direct interest and to hold the CAO and others accountable to deliver. The status of these key items are outlined below:

Goals	Outcomes/Measures	Status (as of Oct 2024)
<p>1. Council is well informed, including awareness of projects, issues and risks</p>	<p>Operational update emails to Members of Council (generally on a weekly basis, and more frequent should specific issues arise)</p> <p>Operational Plan and quarterly Updates provided publicly and located in Council portal for easy reference.</p> <p>State of the Corporation Quarterly Updates (In Camera and/or public as appropriate)</p>	<p>Operational update emails sent frequently and Departmental Updates provided regularly at Council meetings.</p> <p>Operational Plan Updates continue to be provided quarterly along with State of the Corporation updates.</p>
<p>2. Water Treatment Plant</p>	<p>Advise council on award or deferral options</p> <p>Deliver Capital Project, if awarded, or kick off alternative next step</p> <p>Deliver study on interim capacity and plant rehabilitation options</p>	<p>Complete</p> <p>WTP construction began in July 2024</p> <p>Staff presented the interim capacity options report to Council in September 2024, and Council provided direction to move forward with the option that will provide 5,000 m3/d in additional capacity by June 2026. NT Council also approved moving forward with the 5,000 m3/d interim capacity option. Municipal staff are discussing capacity and cost sharing.</p>

Goals	Outcomes/Measures	Status (as of Oct 2024)
		AECOM/SWEL/Ainley Group are advancing interim capacity design, to be completed by May 2025. https://engage.collingwood.ca/wtp
3. Grain Terminals Revitalization Moves Forward – Terminals Point Project	Enable project to continue per plan, while protecting the municipality’s interests and seeking wins for the community Finalize the Definitive Agreements (binding agreements) Public Consultation	Currently in Due Diligence period. The next steps in the process include active community education, engagement, and consultation which will help inform the design and establish a final concept for the lands. Staff Report CCS 2024–05 Terminals Point Definitive Documents https://engage.collingwood.ca/collingwood-grain-terminals
4. Master Mobility and Transportation Plan	Support delivery of Master Mobility and Transportation Plan, including robust community engagement	Extensive engagement completed with Council, Committees, Community and stakeholders. Council presentation on scope of study and public consultation complete on May 22, 2024. Consultant preparing for second round of community and stakeholder consultation in late 2024. https://engage.collingwood.ca/mmtp
5. Strategic Plan Renewal & Downtown	Enable robust community, Council and staff consultations	Market Research Survey / statistically significant - completed May 2024.

Goals	Outcomes/Measures	Status (as of Oct 2024)
Visioning Master Plan	Support delivery of Market Research Survey / statistically significant Support delivery of 2024-2027 Strategic Plan Support delivery of Downtown Visioning Master Plan	Collingwood Community Based Strategic Plan (2024-2028) Approved by Council July 29, 2024 completed Downtown Visioning Master Plan in-progress final deliverables anticipated November 2024. https://engage.collingwood.ca/strategic-plan
6. Collingwood Arts Centre Next Steps – Phase 3	Deliver planned portions of Collingwood Arts Centre Next Steps – Phase 3	Phase 3 Collingwood Arts Centre Feasibility Study - Staff Report July 8, 2024 Extension approved by Council for Council project budget workshop and Steering Committee Scope Reduction Exercise. Anticipated timeframe 2-3 months. Scoping exercise strategy ongoing and pending outcomes of Downtown Vision Master Plan. DVMP timing expected to push completion of scoping exercise to end of Q4.
7. By-Law Services Review	Complete By-Law Services Review for Council’s review and direction	C2024-02 By-law Service Review Amended - completed April 2024.
8. Strategic Financial Plan	Reset the Town’s financial baseline with a Strategic Financial Plan, including longer term financial needs (operational, assets and expansion), investments, debt and review of surplus and investment income policies.	Non-core Asset Management Plan completed in July 2024. The Final phase of Asset Management Plan (due in July 2025) is in-progress with an RFP being issued in Fall 2024. The Strategic Financial Plan timeline has been adjusted to Q3-2025 due to staffing changes, timing

Goals	Outcomes/Measures	Status (as of Oct 2024)
		constraints, and additional ad-hock projects added to existing workloads.
9. Performance and Accountability	<p>Set clear performance plans and expectations for all direct reports.</p> <p>Holding individuals and departments accountable for achieving results and addressing performance gaps as needed.</p>	<p>Regular one to one check-in meetings with each direct report. Quarterly check-in meetings with Department Heads/Managers' to review operational items, continuous improvements and organizational goals.</p> <p>Communicate clearly with direct reports about their performance and goals.</p>

Financial Impacts

Staff invest time in regularly reviewing and updating the Operational Plan, as well as allocating resources to incorporate new operational items as directed by Council Resolutions throughout the year. While this process does require staff dedication, the resulting benefits far outweigh the time investment. The Town gains a reliable and up-to-date tool that ensures ongoing accountability and transparency, aligning with the approved annual budget and any subsequent Council Resolutions adjusting funding and priorities.

This report does not recommend changes in Council's decisions and direction related to these projects, and thus does not trigger financial impacts.

Conclusion

The Operational Plan shows Council that the Council approved budget and Council's Resolutions are being responsibly managed while maintaining the independence of staff in the delivery of key work within the priorities and resources provided. Staff will endeavour to report quarterly progress reports to Council and the community, transparently demonstrating how the community's resources are being used for its overall betterment toward the Community-based Strategic Plan Vision and Council's Priorities.

3. Input from Other Sources

The Operational Plan is a living document, subject to continuous updates and reviews by managers and specialists throughout the organization.

The Department Head Team reviewed the staff report and the Operational Plan on October 22, 2024.

4. Applicable Policy or Legislation

Municipal Act, 2001

Sonya Skinner, Chief Administrative Officer

CAO Comments:

- Endorsed by CAO Skinner on October 30, 2024 to proceed to COW.

Appendix A - Q3 Status Update

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
1	FY24 Q3	Complete	Deliver 2024-2028 Community Based Strategic Plan	<p>Council - July 31, 2023 THAT Staff Report CAO2023-11, Sustainable Development Goals (SDG): Foundation to Community Based Strategy Plan (CBSP) and Downtown Master Plan Steering Committee, be received; THAT Council ask the members of the former Collingwood: SDG Pioneer Town Task Force to be members of the 2024-2027 CBSP and Downtown Master Plan Steering Group, including to support the selection of SDG and or other performance indices for Collingwood’s programs and Strategic Plan; AND THAT the Steering Committee be authorized to select other Community Members with the needed skillset to guide the successful and collaborative outcome of the Community Based Strategic Plan and Downtown Master Plan projects.</p> <p>Councillor Potts and Deputy Mayor Fryer were appointed to the Steering Committee.</p>	Budget - Operational	High	CAO	Administration

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
				<p>Town of New Tecumseh - completed 2022.</p> <p>WHEREAS in consideration of the recent passing of the Interim Control By-Law (ICBL) and that Council has deemed the Municipal Water Agreements with, and the return of water capacity from the Town of New Tecumseh and The Blue Mountains as high outstanding priorities;</p> <p>BE IT RESOLVED THAT Council direct the Chief Administrative Officer (CAO) for the Town of Collingwood to assume sole leadership, with Legal Counsel when required, with the two identified member Municipalities specific to all matters related to the ICBL; and</p> <p>FURTHER THAT the CAO, with the assistance of Legal Counsel, provide Council with an update on a new water agreement between the Town of New Tecumseth and the Town of Collingwood as soon as is practical, but no later than the Council meeting being held Monday, July 19, 2021.</p>	Council - Resolution	Medium	CAO	Administration
2	FY24 Q3	Complete	Municipal Water Agreements - Part 2: TBM Recruitment - Director, Parks, Recreation and Culture		Department Initiated	High	CAO	Administration
3	FY24 Q3	Complete		<p>Council - June 17, 2024</p> <p>THAT Staff Report CCS2024-05, Terminals Point Definitive Documents, be received.</p> <p>AND THAT Council direct staff to execute the Definitive Documents with Streetcar & Dream (Grain Terminals Revitalization Inc.)</p>	Council - Resolution	High	CCS ADMIN	Customer and Corporate Services
4	FY24 Q3	Complete	Terminals Point / Grain Terminals - Definitive Documents					

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
5	FY24 Q3	Complete	Recruitment - IT Business System Analyst	Recruitment for Approved New Position	Budget - Operational	Medium	INFORMATION TECHNOLOGY	Customer and Corporate Services
6	FY24 Q3	Complete	Vehicle Replacement SUV - Building	<p>Project 9230 - Building Fleet Vehicle Replacement. To reduce maintenance cost to older vehicles and provide a safe vehicle for staff to operate. Add to fleet - replace current vehicle on loan from Engineering Services. 2023 - replace 4232 Nissan Rogue with electric/hybrid SUV (\$60k)</p> <p>2023 RFQ's for electric and hybrid SUV's had no bid takers. Currently with cooperative vehicle purchase under GBAPPC - carryover to 2024 at \$65k due to anticipated longer delivery if successful.</p>	Budget - Capital	Medium	F&F	Customer and Corporate Services
7	FY24 Q3	Complete	Vehicle Replacement SUV - Water	<p>Replace SUV with an Electric/Hybrid SUV (4515); Delay to 2023 Budget</p> <p>Project 9610 - 2023 (\$60k)</p> <p>2023 RFQ's for electric and hybrid SUV's had no bid takers. Currently with cooperative vehicle purchase under GBAPPC - carry forward to 2024 at \$65k due to anticipated longer delivery if successful.</p>	Budget - Capital	Medium	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
8	FY24 Q3	Complete	Curling Club - Heritage Masonry Restoration	2023 Heritage Masonry Condition Assessment indicated restoration work is required in several areas. This work needs to be done by a restoration contractor that specializes in heritage masonry restorations and will require a Heritage Permit. \$50k in 2024 budget for this work. Procurement plan is to invite 3 qualified heritage masonry restoration contractors to bid the required restoration work identified in the condition assessment.	Budget - Operational	Medium	F&F	Customer and Corporate Services
9	FY24 Q3	Complete	Budget transfer: Support to Discover Collingwood app	Council - April 22, 2024 THAT the Collingwood Heritage Committee recommend approval of a one-time transfer of \$5,000.00 from the 2023 Heritage Committee budget to Economic Development to support the costs of the Discover Collingwood app as a digital platform for the heritage walking tours.	Council - Resolution	Low	FINANCE	Finance
10	FY24 Q3	Complete	Execution of a Municipal Funding Agreement - transfer of of Canada Community Building Funds	By-law No. 2024-051, being a By-law to authorize the execution of a Municipal Funding Agreement for the transfer of Canada Community Building Funds	Council - Resolution	Medium	FINANCE	Finance
11	FY24 Q3	Complete	Q2-24 Quarterly Operational/Capital/Salary Financial Review		Department Initiated	Medium	FINANCE	Finance

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
12	FY24 Q3	Complete	Investment Policy Review	The investment policy is to be reviewed at least once per term. Council - June 17, 2024 Committee of the Whole: June 3, 2024 Deputy Mayor Fryer requested that Staff Report T2024-14 Investment Policy Review, be deferred to later in the meeting when Committee discusses the 2023 Financial Statements.	Council - Resolution	Medium	FINANCE	Finance
13	FY24 Q3	Complete	Asset Management Plan Phase 2 - "All Assets" - add non-core assets	Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.	Department Initiated	High	FINANCE	Finance
14	FY24 Q3	Complete	Banking Services RFP	National Bank agreement ends April 2024, Finance dept going out to RFP for banking services.	Budget - Operational	High	FINANCE	Finance
15	FY24 Q3	Complete	Vehicle/Fleet Management Review		Department Initiated	Low	FINANCE	Finance
16	FY24 Q3	Complete	Development Charge Background Study - ByLaw Update		Department Initiated	High	FINANCE	Finance
17	FY24 Q3	Complete	2024 Girl Guide Donation	Council - Dec 11, 2023 THAT Council support the Collingwood Girl Guides funding request for up to \$13,000 in support of their trip to Iceland in 2024, and further that the monies come from the Council Grants and Donations account.	Council - Resolution	Low	FINANCE	Finance
18	FY24 Q3	Complete	2023 Treasurer's Statement - Development Charge Statement		Department Initiated	Medium	FINANCE	Finance

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
19	FY24 Q3	Complete	Community Benefits Charge Review (in conjunction with the DC Study)	Determine along with Hemson Consulting whether it makes sense to move forward with a CB policy and charge.	Department Initiated	Medium	FINANCE	Finance
20	FY24 Q3	Complete	Storage Shed	Construction of a storage shed behind existing garage to accommodate training division props	Department Initiated	Low	FIRE	Fire
21	FY24 Q3	Complete	Bay Doors Painted	Fire department Bay Doors need refurbished and painted due to flaking and corrosion.	Department Initiated	Medium	FIRE	Fire
22	FY24 Q3	Complete	Live Fire Training	Conduct live fire training for all suppression members using Southwest Fire Academy. This is to comply with NFPA 1403 annual training requirements.	Budget - Operational	Medium	FIRE TRAINING	Fire
23	FY24 Q3	Complete	Basic Emergency Management	Emergency Management - Two courses per/year to train all staff in the basics of emergency management	Department Initiated	Medium	FIRE	Fire
24	FY24 Q3	Complete	Advise Council: Emergency Plan - Heritage Properties	<p>May 22, 2024</p> <p>THAT Staff advise Council in terms of a process in the Town of Collingwood's emergency plan that would empower the community emergency management coordinator to include heritage specialists to review and make recommendations regarding heritage properties that become structurally damaged during an emergency.</p>	Council - Resolution	Low	FIRE	Fire
25	FY24 Q3	Complete	Canine Control Operating Hours	Limit Canine Control operating hours.	Council - Resolution	Medium	BYLAW	Legislative Services
26	FY24 Q3	Complete	Redefine Animal Control to Canine Control	Redefine Animal Control to Canine Control	Council - Resolution	Medium	BYLAW	Legislative Services
27	FY24 Q3	Complete	SPARC - Community Engagement Council Initiative		Council - Verbal	Medium	CLERKS	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
28	FY24 Q3	Complete	Records Management - Review of EDRMS	Evaluate the Towns electronic records management system needs and ability to incorporate Office 365 and SharePoint technology as an EDRMS for the Towns corporate records Council - April 22, 2024	Department Initiated	High	CLERKS	Legislative Services
29	FY24 Q3	Complete	Petition Province: Green Energy Standards in OBC	THAT Council request that the Province include Green Energy Standards in the new Ontario Building Code. Council - July 22, 2024	Council - Resolution	Low	CLERKS	Legislative Services
30	FY24 Q3	Complete	AMO Resolutions - Physician Recruitment	THAT the Council of the Town of Collingwood urge the Province of Ontario to recognize the physician shortage in Collingwood and Ontario, to fund health care appropriately and ensure every Ontarian has access to physician care. Council - July 22, 2024	Council - Resolution	Low	CLERKS	Legislative Services
31	FY24 Q3	Complete	Agenda Management System Review	Undertake a review of the current Agenda Management System, and other software to determine best fit and needs of corporation with regard to workflow management, action tracking and ease of use for the end user, and cost.	Department Initiated	Low	CLERKS	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
32	FY24 Q3	Complete	Provincial Regional Governance Reviews	<p>Council - September 9, 2024 THAT Council of the Town of Collingwood further submit to the Provincial Standing Committee facilitating the Regional Review for Simcoe County, that Council believes that the provision of Water and Wastewater Services should continue to be provided by Collingwood; AND FURTHER THAT a copy of this resolution also be forwarded to MPP Saunderson, County of Simcoe, fellow member Simcoe County Municipalities and others as deemed appropriate.</p> <p>Council - July 29, 2024 THAT Council support providing a supplementary submission in writing to the Provincial Standing Committee undertaking the Regional Review of Simcoe County.</p> <p>Council - February 5, 2024 WHEREAS the Province of Ontario has initiated a review of certain tier-2 governance structures and has included Simcoe County's current system as part of that study group; AND WHEREAS the Standing Committee on Heritage, Infrastructure and Cultural Policy (SCHIC), have been tasked with the review and is conducting public hearing opportunities as part of the process; AND WHEREAS the SCHIC plans to hold additional public meetings in mid to late February, one of which is anticipated to be conducted in Simcoe County; AND WHEREAS the Province has very recently amended the scope of the Peel Region Transition Board' review to land planning, water and wastewater, regional roads and waste management, which may have implications as to the SCHIC review; AND WHEREAS it is desirable for Collingwood Council to review any applicable information and determine whether to delegate before the SCHIC at the Simcoe County session or some other location if necessary; THEREFORE BE IT RESOLVED THAT Council request Staff to report back to Committee of the Whole on an appropriate mechanism or process, or potential options, to ensure that Council can consider determining a Town of Collingwood supported position to put forward regarding the Provincial Regional Governance Reviews that are underway.</p> <p>Council - June 24, 2024 WHEREAS in November 2022, the provincial government announced it was appointing regional facilitators in Ontario's fastest-growing regions to</p>	Council - Resolution	Medium	CLERKS	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
33	FY24 Q3	Complete	Resolution Letter - advocacy for stronger rules/tools eliminate sing use take aways / encourage return/recycling vapes	Council - July 29, 2024 Keep Collingwood Clean Citizens Group provided a deputation to Council on June 17th, 2024 AND THAT Council petition the appropriate Orders of Government to advocate for stronger rules and/or tools to encourage businesses to eliminate single use take aways, as well as explore options to encourage the return and recycling of disposable vapes and vape cartridges.	Council - Resolution	Low	CLERKS	Legislative Services
34	FY24 Q3	Complete	Library A/V equipment	Replace and upgrade audiovisual equipment in library meeting rooms.	Budget - Capital	Low	LIBRARY	Library
35	FY24 Q3	Complete	2024 Community Events - National Indigenous Peoples Day & Collingwood Festival for Canada	Celebrating National Indigenous Peoples Day (June 21) and Canada Day (July 1).	Department Initiated	Medium	PRC CULTURE & EVENTS	Parks Recreation & Culture
36	FY24 Q3	Complete	Recruitment - Coordinator of Forestry	hire, train and assist with new Arborist and forestry division November 20, 2023 - Council Defeated: AND THAT Council provide final endorsement of a Coordinator, Forestry position and approve the hiring of this position as per Option A which was selected during the 2023 budget.	Council - Resolution	Medium	PRC PARKS	Parks Recreation & Culture
37	FY24 Q3	Complete	Recruitment - Coordinator Recreation Facilities	Complete the hiring of a Operational Coordinator to fill the vacant position.	Department Initiated	Low	PRC FACILITIES	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
38	FY24 Q3	Complete	2024 Community Events - Sidelaunch Days Harbour Festival	Sidelaunch Days is Collingwood's annual harbourfront festival that celebrates the joy of being in, on, and around the water while commemorating the unique shipbuilding heritage of Collingwood. Sidelaunch Days 2024 takes place August 10-11.	Budget - Operational	Medium	PRC CULTURE & EVENTS	Parks Recreation & Culture
39	FY24 Q3	Complete	Museum Children's Summer Programming	The Collingwood Museum will be providing eight weeks of educational programming for children ages 6-12 this summer. Each week offers an exciting theme of connected programs that include outdoor play, crafts, and history. Program delivery is provided by the PT Educational Programmer and two summer programming students.	Department Initiated	Medium	PRC CULTURE & EVENTS	Parks Recreation & Culture
40	FY24 Q3	Complete	Museum Collection Online Access Migration - Object and Archives Collection	Initiate the migration of Object and Archives Collections to PastPerfect Online to increase the public's access to the museum's permanent collection. This work will be dependent on filling a Collections Management summer student position who will focus on completing a large chunk of this data migration. Following this, the ongoing maintenance and updating of the digitized collection will be the responsibility of full time staff and future summer students.	Budget - Operational	Medium	PRC CULTURE & EVENTS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
41	FY24 Q3	Complete	EBMA Scoreboard Retrofit	<p>The funds we are requesting are to be used to engage a contractor to retrofit the scoreboard's video screens with up-to-date technology, and not replace the scoreboard as a whole. The existing Scoreboard at EBMA is a re-purposed scoreboard from the Molson Centre in Barrie the video screens have been failing for some time. Currently only three sides of the scoreboard are operable as we have been utilizing the parts from the east side to repair the other three sides to to keep them running.</p>	Budget - Capital	Low	PRC FACILITIES	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
42	FY24 Q3	Complete	Brickwork at Curling Club	Replace damaged brickwork has started to spall and repoint mortar joints that have deteriorated. This work needs to be completed to preserve this historical building. Project 9716 - 2024 (\$50K)	Budget - Capital	Medium	PRC FACILITIES	Parks Recreation & Culture
43	FY24 Q3	Complete	Paint Curling Club	Paint the inside of the rink area in the Curling Club. The area is approximately 200' x 100' and the walls are 16-20' in height. There are also many drywall repairs that need to be fixed. Project 9716 - 2024 (\$25K)	Budget - Operational	Low	PRC FACILITIES	Parks Recreation & Culture
44	FY24 Q3	Complete	2023 Annual Accessibility Plan	(a) prepare an annual status report on the progress of measures taken to implement the Town's strategy to prevent and remove barriers, including steps taken to comply with the Integrated Accessibility Standards Regulation; and (b) post the status report on the website, and provide the report in an accessible format upon request.	Legislative Requirement	Low	PRC WELL-BEING & INCLUSION	Parks Recreation & Culture
45	FY24 Q3	Complete	Pool Cover for Warm Water Pool	This item was identified in the GHG Reduction pathway Feasibility Study completed in March 2024 as an item to reduce the GHG.	Budget - Capital	Low	PRC FACILITIES	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
46	FY24 Q3	Complete	Shipyards Public Realm Plan	As the area of Collingwood's Central Waterfront rapidly develops, it is felt that a design approach for the public spaces (and that informs the private space design) is a high priority to accomplish the Town's Strategic Plan Goal of "Public Access to Revitalized World-Class Waterfront". The outcome of this project will assist in clear and accurate communication to developers and provide opportunities for synergistic approaches that benefit the community at large.	Budget - Capital	Medium	PRC ADMIN	Parks Recreation & Culture
47	FY24 Q3	Complete	Continuation of Sailing School through 3rd party	Investigate opportunity with 3rd party operations. Request to use docks and boats. Council - April 8, 2024 THAT Staff Report PRC2024-03, Collingwood Sailing Academy, be received; AND THAT Council approve proceeding in the development of a lease agreement for use of Town property and assets by the Collingwood Sailing Academy.	Department Initiated	Low	PRC REC SERVICES	Parks Recreation & Culture
48	FY24 Q3	Complete	2024 Live & Original Music Initiatives	Includes the L&O Summer Concert Series (4-6 concerts in July and August), Collingwood Art Crawl (September 21), and collaborative projects with local musicians where possible.	Budget - Operational	Medium	PRC CULTURE & EVENTS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
49	FY24 Q3	Complete	Blues Agreement - Expires Aug 20, 2024	<p>Council - July 29, 2024 THAT Council authorize the execution of an amending agreement to the existing Tenancy Agreement with the Collingwood Blues for an extension until September 30, 2024 or until the renewed amended Tenancy Agreement is executed, whichever is earlier; AND THAT once the renewed amended Tenancy Agreement with the Collingwood Blues is deemed satisfactory, that the Mayor and CAO be authorized to execute the Agreement.</p> <p>Council - January 8, 2024 WHEREAS the Town has ongoing appreciation to the Collingwood Blues for their success and positive participation in Collingwood, including their significant supports for several charities, participation in Town and BIA events, and an overall positive relationship; AND WHEREAS there are a few important items that the Town wishes to negotiate prior to agreeing to any extension with the Collingwood Blues; BE IT RESOLVED THAT Council requests the agreement negotiations carry-on with the anticipation of a successful resolution as early as possible, to ensure the continuance of the 2024/2025 season; AND FURTHER THAT a letter from the Office of the Mayor be sent to the OJHL League to express our appreciation of the Collingwood Blues in our community and the positive impacts they have made, and request their support to extend the deadline for the league commitment until the Town and Blues can complete their contract negotiations.</p> <p>Council - Dec 11, 2023 THAT Council direct Staff to report back to Council with the draft agreement between the Town of Collingwood and the Collingwood Blues for Council's final review and consideration, prior to Council approval.</p>	Council - Resolution	Medium	PRC ADMIN	Parks Recreation & Culture
50	FY24 Q3	Complete	Development - Bill 109/23 Implementation	More Homes Built Faster Act, process, documentation, by-law and policy changes required.	Legislative Requirement	Medium	PLANNING	Planning, Building and Ec. Dev
51	FY24 Q3	Complete	GB Accelerator MOU	Finalize an amendment to the GB Accelerator MOU to reflect 2024 funding.	Budget - Operational	Low	EC DEV	Planning, Building and Ec. Dev

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
52	FY24 Q3	Complete	Business Development Centre Leases and MOU	Renegotiate BDC leases with existing partners and enter into new leases with additional partners as appropriate. - Current leases expire in July 30, 2024 - MOU will need to be renegotiated as well	Department Initiated	Low	EC DEV	Planning, Building and Ec. Dev
53	FY24 Q3	Complete	Street Sweeping Contract 2024	Contract Admin and completion of works	Budget - Operational	Medium	PW	Public Works, Engineering & Environmental Services
54	FY24 Q3	Complete	Recruitment - Community Transportation Coordinator	Council - July 31, 2023 AND FURTHER THAT Council approve the full-time staffing complement role of Coordinator, Community Transit, to be achieved through the Council approved (2023 budget) part-time Transit Coordinator compliment combined with the conversion of a Temporary Public Works Truck Driver/Labourer position. Recruitment of Community Transit Coordinator subject to Council Approval	Council - Resolution	High	PW	Public Works, Engineering & Environmental Services
55	FY24 Q3	Complete	640 Cameron Street drainage -options report	Investigate options to improve drainage system in front of 640 Cameron street. Options report being completed by engineering consultant following survey and analysis	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
56	FY24 Q3	Complete	Sunset Point Crosswalk - PXO construction	signalized pedestrian crossing across from Chipper - design in Winter 2024, tender for summer 2024 implementaiton	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
57	FY24 Q3	Complete	Winter Sand Supply and Mixing Services Procurement		Budget - Operational	Medium	PW	Public Works, Engineering & Environmental Services
58	FY24 Q3	Complete	PW Fleet 2024 - Plow/Dump Combination Unit - Procurement and Delivery of Unit	PW Fleet 2024 - Plow/Dump Combination Unit - Procurement and Delivery of Unit 2010 Freightliner, unit 310	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services
59	FY24 Q3	Complete	PW Fleet 2024 - Articulated Wheel Loader - Procurement and Delivery of Unit	PW Fleet 2024 - Articulated Wheel Loader - Procurement and Delivery of Unit Asset management and replacement 2014 Case Loader - Unit 322	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services
60	FY24 Q3	Complete	ArcFlash Assessment - Wastewater Facilities	Determine ArcFlash rating for electrical equipment at the WWTP and SPS facilities to ensure appropriate PPE and other health & safety procedures incorporated into operating practices.	Budget - Operational	Medium	WASTEWATER	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
61	FY24 Q3	Complete	Georgian Meadows BPS Upgrades - Design & Tender	Pending Budget Approval. Booster Pumping Station was not designed for ongoing repairs and maintenance (was supposed to be a temporary pumping station). Significant upgrades are required to ensure safe access for operators and to replace aging equipment. Station needs to be maintained until the Stewart Rd Reservoir and BPS is operational.	Department Initiated	Medium	WATER	Public Works, Engineering & Environmental Services
62	FY24 Q3	Complete	Bartlett Blvd Watermain Relining/Replacement - design and tender	Replacement and/or relining of a ductile iron watermain with significant water quality issues due to low demands/dead end.	Budget - Capital	Low	WATER	Public Works, Engineering & Environmental Services
63	FY24 Q3	Complete	Osler Bluff Biosolids Lagoon - Options Analysis	Determine plan for Osler Bluff lagoon site (rehab or demo) and move forward with appropriate approvals. Determine feasibility of incorporating vector truck dumping site at this location.	Legislative Requirement	Low	WASTEWATER	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
64	FY24 Q3	Complete	Water Tower Refurbishments	Repairs need to be completed as per 2022 inspection report. Roster engineering assignment.	Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services
				Asphalt Resurfacing 2024 - Contract Admin and work completion				
				2024 Asphalt Resurfacing				
				As part of the Town's Assessment Management Program and through the 2024 Capital Budget and estimated value of works, the 2024 asphalt resurfacing program is underway in the planning stages which will include the following roads or road sections;				
				Bellholme Ln ? Beachwood Rd to Indian Trial				
				Braeside St ? Beachwood Rd to West end				
				Broadview St ? Beachwood Rd to West end				
				Fifth St ? Beach St to Birch St				
				Georgian Manor Dr ? Huronia Pathway to Lakeview Ave				
				Glen Rogers Rd				
				Glenlake Blvd				
				McDonald Rd				
				Robert Ave ?				
				South Service Rd ?				
				Stewart Rd				
				Tenth Line ? Mountain Rd to North End				
65	FY24 Q3	Complete	Asphalt Resurfacing 2024 - Contract Admin and work completion	Theresa St	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
66	FY24 Q3	Complete	Equipment Purchase - Trailer for Excavator Attachments	New trailer to haul excavator attachment pieces to job sites	Budget - Capital	Low	WATER	Public Works, Engineering & Environmental Services
67	FY24 Q3	Complete	Available Water Supply Capacity Calcs 2024 - Pt 2	Review available and committed water supply as of June 30, 2024	Department Initiated	High	WATER	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
68	FY24 Q3	Complete	WTP - Review interim capacity and plant rehabilitation options	<p>Council - April 15, 2024</p> <p>WHEREAS the Town of Collingwood and the Town of New Tecumseth have an agreement for the long-term supply of water from the Raymond A. Barker water treatment plant to the New Tecumseth pipeline; and</p> <p>WHEREAS New Tecumseth is entitled to withdraw from the expansion agreement if the lowest qualified tender price for the initial expansion exceeded the preliminary budget by ten percent, which the tender price has; and</p> <p>WHEREAS the Town of New Tecumseth has agreed to continue with the expansion agreement, including the planned sixty-three percent (63%) of the costs if the following mutually-beneficial criteria are met;</p> <p>BE IT RESOLVED That from Collingwood’s remaining water plant capacity 250 m3/day will be made available to the Town of New Tecumseth for immediate allocation, with a further supply of 150 m3/day within the next 12 calendar months, with both quantities being made available subject only to the technical capabilities of the Plant;</p> <p>AND FURTHER That the Town of Collingwood together with New Tecumseth will participate in the discussion and allocation of an interim water solution after the review is completed by AECOM in October 2024 subject to proportional cost sharing and a minimum of 50% of additional interim capacity directed to the Town of New Tecumseth;</p> <p>AND FURTHER That should the Town of New Tecumseth need an interim water solution, the Town of Collingwood commits to moving forward with this project; with Collingwood paying its proportionate share to which it agrees; and</p> <p>AND FURTHER That upon the commissioning of the anticipated New Tecumseth wells optimization project, should excess cubes from the original New Tecumseth plan (3,137 m3) be found, there will be a return to Collingwood of 200 m3/day, unless Collingwood has access to 200m3/day or more of interim capacity over the current 31,140 m3/day,</p> <p>AND FURTHER That the Town of Collingwood collaborate with the Town of New Tecumseth to continue to actively pursue an expectation of Provincial or other order of government funding through infrastructure programs to assist</p>	Council - Resolution	High	WATER	Public Works, Engineering & Environmental Services

Appendix B: Q4-2024 Current Status

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
1		On Hold	Fire Station - Land Acquisition/Donation	Donation of land for future fire station	Department Initiated	Medium	CLERKS	Legislative Services
2		On Hold	St. Clair Drainage	Investigate options and implement option Immediate issues have subsided with the lower bay levels however the issues remain a concern for the long term	Department Initiated	Medium	PW	Public Works, Engineering & Environmental Services
3		On Hold	Review whether to enter Agreements with NVCA for Non-Mandatory CA Services	For engineering - i.e. stormwater pond monitoring and testing, recommendations for clean out Review whether to enter Agreements with NVCA for Non-Mandatory CA Services due to changes in CA Acting making it mandatory to have separate agreements if any non-mandatory services are desired	Department Initiated	Medium	ENG	Public Works, Engineering & Environmental Services
4		On Hold	Corporate Business Continuity	A business continuity plan (BCP) is a document that consists of the critical information an organization needs to continue operating during an unplanned event. The BCP states the essential functions of the business, identifies which systems and processes must be sustained, and details how to maintain them.	Budget - Capital	Low	FIRE	Fire
5		On-Going	Poplar Regional Health Wellness Village MZO Monthly Updates for Council	Add to the agenda management tracker: THAT the CAO update Council, in camera if necessary, and the public at minimum on a monthly basis regarding progress on the Poplar Regional Health Wellness Village MZO.	Council - Resolution	High	CAO	Administration
6		On-Going	Closing inactive permit project	Creating a process to reduce risk and liability to the town by reducing the number of open permits.	Department Initiated	Medium	BUILDING	Planning, Building and Ec. Dev

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
7		On-Going	Intergovernmental affairs		Department Initiated	Low	CCS ADMIN	Customer and Corporate Services
8		On-Going	Youth Mayor		Council - Resolution	Medium	CLERKS	Legislative Services
9		In Progress	Agreement for Municipal Policing Enhancement with Ontario Provincial Police	<p>Council - July 22, 2024 Agreement for Municipal Policing Enhancement with Ontario Provincial Police (Staff Report CAO2024-05)</p> <p>THAT By-law No. 2024-057, being an By-law to authorize the execution of an Agreement for the provision of additional services under Section 17(2) of the Community Safety and Policing Act between The King in Right of Ontario as represented by the Solicitor General and the Corporation of the Town of Collingwood, be enacted and passed this 22nd day of July, 2024</p>	Council - Resolution	Low	CAO	Administration
10		Not Started	Update development agreements - keep Collingwood clean and minimize litter / strengthen construction management plans	<p>Council - July 29, 2024 Keep Collingwood Clean Citizens Group provided a deputation to Council on June 17th, 2024 AND THAT Council support staff in strengthening construction management plans to ensure that developers are accountable for maintaining a construction site where litter is contained and disposed of appropriately, subject to the satisfaction of the municipal solicitor, and that within normal communications with the business community that they are encouraged to keep Collingwood clean and to minimize litter;</p>	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
11		In Progress	Facility Naming: W. J. (Scotty) Carmichael Collingwood Sports Hall of Fame Room	September 16, 2024 - Council Meeting WHEREAS the Town of Collingwood has a Facility Naming Policy in place for the naming of Town owned facilities; AND WHEREAS Clerk Services received a petition to rename the Sports Hall of Fame Room located in the Eddie Bush Memorial Arena which was considered in an In-camera Session of Council on July 15, 2024 and all requirements of the Facility Naming Policy has been met; THEREFORE BE IT RESOLVED THAT Council hereby accepts the petition to rename the Sports Hall of Fame Room located in the Eddie Bush Memorial Arena and approve the name of the facility as "W. J. (Scotty) Carmichael Collingwood Sports Hall of Fame Room".	Council - Resolution	Low	PRC FACILITIES	Parks Recreation & Culture
12		Not Started	Off-Leash Dogs - review education/patrols/fines	Council - September 23, 2024 THAT Council herein request Staff consider options for increased education, trail patrols and/or increased fines to remind and encourage residents to keep their dogs on leash at all times, excluding off-leash dog parks, including other important trail etiquette, with input from the Trails and Active Transportation Advisory Committee as may be needed.		Low	BYLAW	Legislative Services
13		Not Started	Explore opportunities to enhance alignment with SDG11			Low	CAO	Administration
14		On-Going	Radio Campaigns for Public Planning Meetings	Council inquired in 2024 about the Town doing radio campaigns for all Public Planning Meetings. This new request is estimated to cost \$15,000 annually.	Council - Verbal	Low	COMMS	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
15		Not Started	Upgrade Sound System at Eddie Bush Memorial Arena	<p>Council - October 7, 2024</p> <p>Therefore be it resolved that Council direct staff to include in the 2025 budget capital funds necessary to update the sound system and potential video streaming equipment in the Eddie Bush Memorial Arena and to provide the utmost safety to the users of the arena; And further that staff be directed to consult with the major user groups of the arena to scope the correct equipment that can be compatible to standards required for sound systems for Provincial, National and International broadcasting of events at the Eddie Bush Memorial Arena.</p>	Council - Resolution	Low	PRC ADMIN	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
16	FY24 Q4	In Progress	Staff Accommodation Plan	<p>RES-368-18 THAT Council direct Staff to bring forward a report on next steps and recommendations, based on the findings from the Master Accommodation Plan.</p> <p>Update the 2018 report on Staff Accommodations considering COVID-19 and Work From Home learnings. The report recommends Staff and Council accommodations over the next 10 years, including near-term requirements and asset expansion needs in future years (i.e. - Town Hall expansion, potential 3rd floor renovation, etc.) Proceed with minor renovations at Town Hall and other administration offices to address COVID-19 response and interim improvements to customer service counters.</p> <p>Resolution passed at Aug. 18, 2022 Council meeting: NOW THEREFORE BE IT RESOLVED THAT Council instruct Staff to enter into negotiations with the GTHS to acquire their current building located at 545 Tenth Line, following the completion of their new development.</p> <p>Based on successful negotiations with the GTHS, solidify the Accommodation Plan final recommendations with Department Heads and report back to Council. Proceed with detailed design for Tenth Line and Town Hall renovations.</p>	Council - Resolution	High	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
17	FY24 Q4	Complete	Development - Process and Fees Review - Planning, Engineering and Building Services (Overall Project)	<p>Council - April 22, 2024</p> <p>THAT staff be directed to return to Council, as resources permit, not later than six months, prior to implementation of any recommendations that require or would benefit from endorsement or further direction to facilitate action as outlined in Staff Report P2024-09.</p> <p>Necessary to accurately estimate the cost-of-service delivery, identify process efficiencies and confirm the appropriate fee structure. Fees currently provide far below the costs of the planning oversight, with the remainder paid through municipal taxes</p>	Budget - Operational	High	PLANNING	Planning, Building and Ec. Dev
18	FY24 Q4	In Progress	HRMP immediate term recommendation - HR technology	Immediate term recommendation from HRMP (2023 Q4) - adoption of HR technology (HRIS)	Budget - Capital	High	HR	Customer and Corporate Services
19	FY24 Q4	On-Going	Asset Management - Sanitary Maintenance and Video Inspections (Yearly)	Condition assessment of Town's sanitary sewers. Includes money to spot repair identified severe structural defects. Also includes money to maintain Town's sanitary hydraulic model.	Budget - Operational	Low	ENG	Public Works, Engineering & Environmental Services
20	FY24 Q4	In Progress	Development Standards Update	<p>Town Engineering Development Standards require updating.</p> <p>August 18, 2022 Council resolution: PW2022-16 Amendment to Town Development Standards Recommendation to approve the amendment to the Town of Collingwood Development Standards.</p>	Budget - Operational	High	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
21	FY24 Q4	Complete	Lifecycle Management - Collingwood Police Building	Project 9210 - Lifecycle program to maintain the Town-owned Police building. 2024 provision includes funding to address flaking lead paint on the ceiling in the garage (\$30k), flooring replacement on the first floor west side(\$15k) and an allowance for paint and finishes (\$15k). Flooring replacement in progress pending security clearance.	Budget - Capital	Medium	F&F	Customer and Corporate Services
22	FY24 Q4	In Progress	Mountain Road Widening - Property, Utility Relocations	Mountain Road from Cambridge St. to the Tenth Line. 5 lane urban cross section. Sanitary sewer upgrades, localized water main improvements based on condition, new bridge at Black Ash Creek and pedestrian signal at trail. 2021 activities include property purchases, utility relocations, and finalizing detail design. Potential grant opportunity.	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
23	FY24 Q4	On Hold	3rd and High Intersection Improvements - Property aquisition	Working through expropriation process at one remaining property.	Budget - Capital	Low	ENG	Public Works, Engineering & Environmental Services
24	FY24 Q4	In Progress	Guide Rail Repairs - tender package and construction	Prepare tender package for the installation of missing pedestrian barricades and guiderail, or the repair of existing barricades and guiderail. Consultant to assess required work and put together tender document for tendering in early 2024. Engineering assignment to include all barriers, but construction to be split between 2024/25.	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
25	FY24 Q4	In Progress	Cranberry Trail West Drainage Improvements - feasibility study	Cranberry Trail West at Highway 26 has been flooding during the spring melt. Outlet improvements are required, but may not be possible. Road may need to be raised with crossing culverts to convey regulatory events.	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
26	FY24 Q4	In Progress	New Park - Wilson-Sheffield Park - DESIGN	<p>DESIGN PROCESS FOR: Development of park just south of Admiral School. Staff will consult community during development of park. Infrastructure cost covered with DC</p> <p>2021 includes public engagement and design, including the proposal of the site as a community park.</p> <p>Update: April 05, 2023 - addition of triangle park development for Eden Oaks and Pretty River Estates - current activity to address neighborhood needs in both communities. This adjustment resulting from Public Consultation of Wilson-Sheffield 'Community Park' aspects.</p>	Budget - Capital	High	PRC PARKS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
				<p>Existing water meter data software is outdated and requires a lot of manual data manipulation to obtain useful reports and metrics. With the recent Town-wide transmitter replacement program nearing completion, upgraded software would facilitate accessing water meter data in real-time and automating reports. A software upgrade could also help the Town transition to in-house water and wastewater billing at a future date.</p> <p>If this request is not approved, staff would continue to manually download and prepare reports using water meter data, and there would be a continued reliance on an external service provider for water and wastewater billing.</p> <p>Staff recognize that any software purchases are also subject to review and approval by the IT steering committee.</p>				Public Works, Engineering & Environmental Services
27	FY24 Q4	In Progress	Water Meter Data Analytics Software	Note that subsequent annual license fees are estimated at 25,000 per year.	Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services
28	FY24 Q4	In Progress	By-law Review and Update - Road Closure	By-law Review and Update - Road Closure	Department Initiated	Medium	PW	Public Works, Engineering & Environmental Services
29	FY24 Q4	In Progress	By-law Review and Update - Road Occupancy	By-law Review and Update - Road Occupancy	Department Initiated	High	PW	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
30	FY24 Q4	Not Started	Water Supply By-Law Review	Review and update the Town's water by-law, focusing on some gaps in requirements around water meters and construction water usage. Look at backflow by-law as well - remove OBC reference and consider adding provision for fees for non-compliance	Department Initiated	Medium	WATER	Public Works, Engineering & Environmental Services
31	FY24 Q4	In Progress	Examine Town Phone Calls Consolidation to Customer Service	Review consolidation and updating of the Town phone directory to streamline customer experience. Customer Service option to be presenting at the top of the menu to encourage citizens to channel all inquiries to CS team to log and refer to the appropriate department as needed. Evolution to all inquiries directed to CS and simplified IVR. This would be like a 311 style simplified phone menu, provide the option for CS or dial the extension of the party	Department Initiated	Medium	INFORMATION TECHNOLOGY	Customer and Corporate Services
32	FY24 Q4	Complete	Tree Donation - Community Program - NVCA Agreement	Donated funds to enhance the Town's urban forest. The goal is to increase trees on public property through collaboration with NVCA and other community groups. Prepare and sign 3 year agreement with NVCA	Department Initiated	Medium	PRC PARKS	Parks Recreation & Culture
33	FY24 Q4	In Progress	Update Bylaws, Policies and Guidelines Framework	Implement a corporate-wide governance rules framework including a central information catalogue of all governance documents to provide efficient and effective ability to identify and access this record set.	Department Initiated	High	CLERKS	Legislative Services
34	FY24 Q4	In Progress	Explore Options for public Capital Project Status (formerly: Questica - Open Book)	Public Facing Point	Department Initiated	High	FINANCE	Finance

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
35	FY24 Q4	In Progress	Heritage Drive - Investigate Opportunity to Register as a Right of Way	Investigate the opportunity to register Heritage Drive to the end of development lands as a ROW.	Budget - Operational	Low	PW	Public Works, Engineering & Environmental Services
36	FY24 Q4	Not Started	Collingwood/TOBM Boundary Line Agreement	Initiate the process for a mutual boundary line agreement for Long Point Road. Collingwood/ToBM signed a boundary road maintenance agreement which identifies how road maintenance activities will be complete/shared/paid for by each party. This agreement will consider planning aspects and engineering requirements and responsibilities for the road as a capital item. For example, as development occurs in this area, how will either municipality inform each other, our role in approving upgrades, how will development pay for development, etc.	Department Initiated	Low	PW	Public Works, Engineering & Environmental Services
37	FY24 Q4	In Progress	2024 Implementation of Community Safety and Well-Being Plan	Presented to the SIC on June 7 for endorsement by SIC and then Council	Council - Resolution	Low	PRC WELL-BEING & INCLUSION	Parks Recreation & Culture
38	FY24 Q4	On Hold	Roundabout Gateway Feature - Grey Rd 19 / Simcoe Rd 34 & Mountain Rd	THAT Council direct Staff to participate in a design exercise with Grey County, County of Simcoe and Town of the Blue Mountains for a Town of Collingwood gateway/entry feature within the roundabout, with a follow up report to Council including an opinion on shared capital cost and annual operating cost contributions. Dependent on Grey County roundabout project	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services
39	FY24 Q4	Complete	New Park - Summit View Park - CONSTRUCTION	construction of new park with playground elements in subdivision on west side of High St, north side Poplar Sideroad	Budget - Capital	Low	PRC PARKS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
40	FY24 Q4	In Progress	County MCR - 2022	<p>Continue to monitor MCR progress, provide municipal comments as required, update Official Plan to conform with County OPA</p> <p>Passed at July 18, 2022 Council meeting Recommendation that the report as amended be forwarded to the County of Simcoe as the Town of Collingwood's formal comments on the proposed growth management Official Plan Amendment, final forecasts and associated land needs assessment representing the outcome of Phase One of the Municipal Comprehensive Review, subject to any further comments and ratification by Council at its July 18 meeting.</p>	Council - Resolution	Low	PLANNING	Planning, Building and Ec. Dev
41	FY24 Q4	In Progress	Procurement Procedures, training & communication	<p>With the new By-Law in place, the procurement team will be updating out templates, developing new policies and training to assist staff in projects</p> <p>Next Steps:</p> <ul style="list-style-type: none"> - Provide limits to Finance to implement GP financials at end of Q3 - Procurement Manual (finalize and roll out to staff) - SP Procurement Request Form and Tracking Table - Lunch and Learn(s) in October 2022 (Admins and staff with purchasing authority) 	Department Initiated	High	PROCUREMENT & RISK	Legislative Services
42	FY24 Q4	In Progress	Update Parking By-law	Develop an updated Parking By-law that includes provisions to prohibit parking in bike lanes and on municipal boulevards where there is a raised curb.	Council - Resolution	Medium	BYLAW	Legislative Services
43	FY24 Q4	In Progress	Division Service Agreements w/CS	Outline and document division agreements between CS and divisions for which CS provides support. Including level of support to be provided & resources.	Department Initiated	Medium	CUSTOMER SERVICE	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
44	FY24 Q4	In Progress	Recruitment - Develop a Managers Hiring Guide	Ensure consistent application of best practices and conflict of interest disclosures	Department Initiated	Medium	HR	Customer and Corporate Services
45	FY24 Q4	In Progress	Development - OLT Appeals	Ongoing OLT Appeals with required reporting and receiving of direction from Council.	Legislative Requirement	High	PLANNING	Planning, Building and Ec. Dev
46	FY24 Q4	Complete	WTP Intake Pipe Condition Assessment	Retain a roster consultant to draft a TOR for pipe condition assessment and draft a road map of steps for a second intake pipe. OLD - Contractor services to conduct an in-pipe condition assessment of the 750 m long intake pipe for the water treatment plant. RFP/RFQ to be issued in early/mid 2022.	Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services
47	FY24 Q4	In Progress	WTP Expansion & Upgrades Interim UV - Warranty		Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services
48	FY24 Q4	In Progress	Traffic Calming infrastructure 2023 - design Findlay Drive	Installation of traffic calming infrastructure following the completion of applications through the policy 2024 - Findlay street design & tendering. Staff report to council in Summer 2024.	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
49	FY24 Q4	In Progress	High Street Road Reconstruction Tenth Street to Poplar Sideroad - Class EA	Municipal Class EA to determine the road needs and cross-section for High Street from Tenth Street to Poplar Sideroad. - Update old ESR documents with updated regulations - Updated traffic counts and studies - Review servicing of surrounding subdivisions and updated stormwater management strategy - Updated Environmental impact studies	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
50	FY24 Q4	On-Going	Street light Installation	Capital budget item related to new streetlights Resident initiated street light requests; engineering reviews and approves if supportive.	Budget - Capital	Low	ENG	Public Works, Engineering & Environmental Services
51	FY24 Q4	Complete	Data Indices Research and Recommendation	-research various indices and make an internal recommendation on which to pursue -could include consultant or staff support if a funding source could be identified (grant, etc)	Department Initiated	Medium	EC DEV	Planning, Building and Ec. Dev
52	FY24 Q4	In Progress	Boulevard Parking / Beautification - Option 3 (Part 1: Road Occupancy)	THAT Staff Report PW2022-09 Boulevard Parking and Beautification Update be received; AND THAT Council support Option 3 contained herein; AND THAT Staff bring forward for Council's consideration the necessary amendments to the existing By-laws, including Parking and Road Occupancy By-laws to include the recommended changes as contained in Option 3.	Council - Resolution	Medium	PW	Public Works, Engineering & Environmental Services
53	FY24 Q4	In Progress	Amend MOU b/t the Town and BIA re: Infrastructure	Recommendation to amend the approval processes for the installation of permanent infrastructure in the Downtown within the Memorandum of Understanding between the BIA and Town of Collingwood is subject to the approval of the BIA.	Council - Resolution	Medium	CLERKS	Legislative Services
54	FY24 Q4	Not Started	Communications Collaboration Committee MOU / Service Level Agreements	Develop a Communications Collaboration Committee with Service Level Agreements, including all service areas, including the Library.	Council - Resolution	Medium	COMMS	Customer and Corporate Services
55	FY24 Q4	In Progress	Letter to Utility Company CEOs Re: Damaged Equipment	NOW THEREFORE BE IT RESOLVED THAT the Mayor provide a letter to the CEOs of each corporation owning a utility within the Town deemed to be in an unacceptable condition including double polling requesting they immediately repair or replace the affected infrastructure.	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
56	FY24 Q4	In Progress	PSB tenant responsibility report between the Town and the OPP	POL-020-2022 THAT the Collingwood Police Services Board request Treasurer Quinlan to bring back a report with respect to the contractual arrangements for janitorial costs and tenant responsibility between the Town and the OPP and responsibilities of the Board.	Council - Resolution	Low	FINANCE	Finance
57	FY24 Q4	In Progress	Carry out Feasibility Study for bicycle facility on Cameron and Collins Street	Council resolution 0 Sept 20/22 - By-law No. 2022-081, being a by-law to authorize the execution of an agreement between the Corporation of the Town of Collingwood and His Majesty the King in Right of Canada for the feasibility study for new bicycle facility on Cameron and Collins Street, Collingwood, Ontario, be enacted and passed this 20th day of September, 2022.	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
58	FY24 Q4	Not Started	Investigate creating a new by-law, such as a lot grading and/or site alteration by-law	<p>Investigate creating a new by-law, such as a lot grading and/or site alteration by-law, that would better address drainage issues arising from development, construction or the altering of grades or water flows that impact neighbouring properties, Councillor Hamlin</p> <p>WHEREAS Council deems it expedient to support and manage growth and prosperity, including enacting and passing by-laws related to land and to development to provide more certainty and the community's development visions;</p> <p>AND WHEREAS existing Town by-laws or policies limit the Towns ability to effectively address drainage issues arising from new developments, construction or the altering of grades or water flows that create issues on neighbouring properties;</p> <p>NOW THEREFORE BE IT RESOLVED THAT Council request staff investigate updates to current by-laws or new by-laws, policies or regulations that would better address drainage issues arising from development, construction or the altering of grades or water flows that impact neighbouring properties.</p>	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
59	FY24 Q4	Not Started	76 Hurontario St, Trott Block - Heritage Conservation and Maintenance Agreement - Major Redevelopment and Restoration Tax Incentive Grant	Approval of a Major Redevelopment and Restoration Tax Incentive Grant for the Owner of 76 Hurontario Street, subject to the Owner entering into a Heritage Conservation and Maintenance Agreement with the Town to the satisfaction of the Director, Planning, Building & Economic Development and Town Solicitor. · THAT By-law No. 2022-092, being a by-law to authorize the execution of a Site Plan Control Agreement for a commercial addition at 76 Hurontario Street, be enacted and passed this 19th day of December, 2022.	Council - Resolution	Low	FINANCE	Finance
60	FY24 Q4	In Progress	PRC Facilities - MURF Feasibility Study	Council - July 31, 2023 AND THAT Council direct staff to collaborate with staff from the Town of the Blue Mountains regarding a blending of resources to accomplish a feasibility assessment that incorporates both municipalities' needs. Complete a feasibility study for a new Multi Use Recreational Facility with Library. Project 9705 - \$125,000	Council - Resolution	Medium	PRC FACILITIES	Parks Recreation & Culture
61	FY24 Q4	In Progress	Transit - Administration - Blue Mountain Link Agreement	The Blue Mountain Line Transit agreement has expired and requires to be updated, agreed to and approved. This agreement will include a revised costing and fees schedule and include a portion for overhead Administration and Terminal allocations	Department Initiated	Medium	TRANSIT	Public Works, Engineering & Environmental Services
62	FY24 Q4	In Progress	Review and update all Standard Operating Guidelines	Complete review and update every five years (2018)	Department Initiated	Medium	FIRE	Fire

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
63	FY24 Q4	In Progress	Collective Agreement Negotiations - CPFFA	collective agreement negotiations for agreement that expires Dec 31/23	Legislative Requirement	High	HR	Customer and Corporate Services
64	FY24 Q4	In Progress	Update Town Land Needs (Annually-2024)		Department Initiated	Medium	CLERKS	Legislative Services
65	FY24 Q4	In Progress	Connaught Storm Sewer - easement and new storm sewer grates	Condition assessment determined condition good. Infrastructure required easement over private property. New grates to be selected and design	Budget - Capital	Low	ENG	Public Works, Engineering & Environmental Services
66	FY24 Q4	In Progress	Biennial Bridge Inspections - 2024	Inspection of bridge and culverts as per regulatory requirements	Legislative Requirement	Low	ENG	Public Works, Engineering & Environmental Services
67	FY24 Q4	In Progress	Highway 26 Watermain Replacement - Warranty	Replacement/repair of watermain between Silver Creek Drive and Princeton Shores.	Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
68	FY24 Q4	In Progress	Facility Roof Replacements	<p>Repairs & Maintenance (Buildings & Equipment) – as part of the Facility Condition Assessment review it was noted that many roofs within the Town need to be repaired and assessed. 2024 includes engineering design for several flat roofs for construction in 2025.</p> <p>Project 913B - Multi-year roofing program - 2023 (\$125K) 2024 (\$75k) 2025 (\$260K) EBMA roof is included separately in project 9712 (\$1,200k in 2028).</p> <p>Shingled roofs on Police storage building, Wastewater Administration building and small roof over murals at EBMA are to be replaced in Q3/2023. Additional repairs at various facilities are also being targeted (43 Stewart Rd., Curling Club).</p>	Budget - Capital	Medium	F&F	Customer and Corporate Services
69	FY24 Q4	In Progress	Business Development Centre HVAC Replacement	<p>The existing HVAC unit is estimated to be 37 years old, and uses an outdated refrigerant. (R-22) Newer systems are more efficient and we will look for an alternative to natural gas in order to reduce GHG emissions.</p> <p>Project 913D - Design in 2023 (\$10k) for installation in 2024 (\$50k)</p> <p>Project design initiated with Walter Fedy. Design likely to be hybrid design of heat pump with natural gas back-up.</p>	Budget - Capital	Medium	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
70	FY24 Q4	In Progress	Review Flexible Work Arrangements	- compressed work weeks - remote/hybrid work arrangements	Department Initiated	Medium	HR	Customer and Corporate Services
71	FY24 Q4	Complete	Seek Additional Small Business Enterprise Centre (SBEC) Funding	-core funding for SBEC has not increased from the Province for at least a decade -Opportunity to advocate to County of Simcoe, area municipalities, and Province of Ontario for additional funding on an ongoing basis. - 2024 funding secured from province and an increase in funding secured from neighboring municipalities. - Continue to identify additional sources of funding and advocate for an increase in provincial funding along with more stable funding agreements.	Department Initiated	Medium	EC DEV	Planning, Building and Ec. Dev
72	FY24 Q4	Not Started	2025 - 4 Year Plan			Medium	FINANCE	Finance
73	FY24 Q4	In Progress	Town wide speed study	RES-239-2021 THAT Council request that staff include in the 2022 budget deliberations the cost to retain a consultant to provide a comprehensive report considering speed reductions in the Town of Collingwood including a review of the matters identified in the Public Works Memo dated June 21, 2021 pertaining to Option 3. AMENDMENT: THAT Council request consultation commence with the community, such as through Engage Collingwood, to confirm the community's desires, thoughts, and ideas with respect to speed limits in the Town of Collingwood.	Council - Resolution	High	ENG	Public Works, Engineering & Environmental Services
74	FY24 Q4	In Progress	Update Utility Billing Agreement and Approach with EPCOR	Price for billing has gone down - need to include in updated agreement.	Department Initiated	Low	FINANCE	Finance

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
75	FY24 Q4	In Progress	Collingwood Arts Centre Next Steps - Phase 3	<p>Council - July 22, 2024</p> <p>THAT Staff Report PRC2024-07, Collingwood Arts Centre Feasibility Study Phase 3 Report, be received;</p> <p>AND THAT Council approves an expenditure of \$40,000 from the Arts and Culture Legacy Fund to extend the consulting services contract with Colliers Project Leaders to complete a prioritization and scope reduction exercise with respect to the options presented in the June 2024 Collingwood Arts Centre Business Case.</p> <p>AND THAT the timing provide for input from the Downtown Vision process and that an upset limit would be determined through this prioritization and scope reduction exercise.</p> <p>Council - July 31, 2023</p> <p>WHEREAS the town of Collingwood has identified the need to move into Phase 3 of the Collingwood Arts Centre Feasibility Study; AND WHEREAS the involvement of various stakeholders, including the Mayor, Council members, staff, industry professionals, BIA, and the public, will ensure the development aligns with the needs and vision of the public community;</p> <p>NOW THEREFORE BE IT RESOLVED, that a Steering Committee for the Collingwood Arts Centre be formed, as per the following structure:</p> <ul style="list-style-type: none"> • The Mayor of the Town of Collingwood or a designated representative; • One (1) member of the Collingwood Town Council; • Director of PRC and Other Appropriate Town Staff as may be required at the direction of the CAO • Three (3) representatives from the local arts or relevant industry; • Three (3) members of the public with a demonstrated interest in arts and culture. <p>BE IT FURTHER RESOLVED that this Steering Committee shall work collaboratively with the consultant to Steer the Phase 3 Business Case of the Collingwood Arts Centre such that it aligns with Council's direction,</p>	Council - Resolution	High	PRC CULTURE & Parks Recreation EVENTS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
76	FY24 Q4	In Progress	First Street/Pretty River Parkway Street Side Enhancements	<p>First Street/Pretty River Parkway Street Side Enhancements - Capital works for street side enhancements and revitalization of street scape including Streetlight/Traffic Light Pole and hydrant painting.</p> <p>Project to be phased over two year period.</p> <p>Added to 2023 Capital Budget work based on Council Motion, July 25 2022 - Staff present costs through the 2023 budget process to improve Street Light, Fire Hydrant and other infrastructure aesthetics on First Street and Pretty River Parkway. Cost shown reflect the removal and offsite sandblasting and painting of 115 street light poles, fire hydrant revitalization and replacement of other infrastructure (signs etc). Phased over 2 years - 2023 & 2024.</p>	Budget - Capital	Low	PW	Public Works, Engineering & Environmental Services
77	FY24 Q4	In Progress	Sanitary Sewer Grouting and Manhole Repairs - 2024	<p>Annual project to CCTV camera sanitary sewers within Town, and provide non-intrusive repairs (grouting, sewer lining, etc). Program to work side by side the Infiltration & Inflow study once complete, to provide more efficient repairs to leaking and required maintenance of sewers.</p> <p>RFP being drafted for multi year agreement with procured contractor.</p>	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
78	FY24 Q4	Complete	Hurontario Inspections	<p>New initiative to inspect all commercial/residential units from First street to sixth street bi-annually.</p>	Department Initiated	High	FIRE PREVENTION	Fire

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
79	FY24 Q4	In Progress	Youth Engagement - Direct Line to Council / Council Recognition Initiative	<p>Council - May 15, 2023 THAT Staff Report C2023-14, CBSP Goal: Youth Engagement in Governance – Next Steps, be received; AND THAT Council authorize proceeding with the following youth engagement options:</p> <ol style="list-style-type: none"> 1. Seek collaborative approaches with other groups to extend existing Youth Council(s) 2. Identify Collaborative Projects to engage Youth / Youth Activists 3. Direct Line to Council / Council Recognition Initiative 4. Youth Mayor Initiative <p>AND FURTHER THAT Members of Council interested in assisting in any of the above initiatives to contact Clerk Services.</p>	Council - Resolution	Low	CLERKS	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
				Implementation from 2023-2030 Plan update in 2028.				
				Corporate Climate Action Plan Implementation 2024 GHG Reduction Pathway Feasibility Study - Complete GHG Reduction Pathway Retrofits BDC HVAC - complete by end of year Cover over therapy pool - completed in September Dual Fuel boiler at WWTP - LED Lighting Retrofits - Complete by end of year Develop Climate Lens Assessment - Initiated Near Net-Zero Emission Designs for new builds - Consulted on 2 projects (Wilson Sheffield Washroom, Arts Center) Zero Emissions Fleet - Purchase of 2 fully electric trucks and 3 (?) hybrids Corporate vehicle charging stations - Central Park Arena and Stewart Road On-Demand transit - implemented on modified schedule				Customer and Corporate Services Planning, Building and Ec. Dev
80	FY24 Q4	In Progress	2024 Implementation of Corporate Climate Action Plan	Transit fleet electrification study with Metrolinx - initiated Increased environmental protection lands under the OP	Department Initiated	Low	F&F	Customer and Corporate Services Planning, Building and Ec. Dev
81	FY24 Q4	In Progress	Development - Update Planning/Building NVCA MOU	MOU expired, legislative changes require review, likely utility to update the MOU	Department Initiated	Low	PLANNING	Building and Ec. Dev
82	FY24 Q4	Cancelled	Coast Guard Training	Annual training involving Canadian Coast Guard and Collingwood Fire Department. Involves rescue techniques and joint protocols with between both agencies.	Department Initiated	Medium	FIRE	Fire
83	FY24 Q4	On Hold	Acting Captain Testing	As per the collective agreement, an acting captain process shall be conducted every two years. This is part of the fire departments succession planning model.	Department Initiated	High	FIRE	Fire

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
84	FY24 Q4	In Progress	Update/Create Various Procedures and Policies	Storage Container Policy AGCO approvals procedure Revisions to issued permits procedure Hazardous Materials Procedure	Department Initiated	Low	BUILDING	Planning, Building and Ec. Dev
85	FY24 Q4	In Progress	EMS (Quality Care Training)	Re-certification - All suppression staff receive annual specialized EMS training conducted by Simcoe County Paramedics	Legislative Requirement	High	FIRE TRAINING	Fire
86	FY24 Q4	Complete	1/2 Ton Truck Replacement	Replacement of Car#2 which is scheduled in the asset management plan (8years).	Budget - Capital	Medium	FIRE	Fire
87	FY24 Q4	Complete	Vulnerable Occupancy Inspections	All vulnerable occupancies must be inspected annually for OFM compliance (hospitals, Long Term Care)	Legislative Requirement	High	FIRE PREVENTION	Fire
88	FY24 Q4	In Progress	Fire Training Trailer	Construct a container to assist firefighters with annual live fire training.	Department Initiated	Medium	FIRE TRAINING	Fire
89	FY24 Q4	In Progress	Emergency Control Group Training	Conduct annual EMG training to comply with Emergency Management Ontario Regulations	Legislative Requirement	High	FIRE	Fire
90	FY24 Q4	Complete	Surface Water Training	Conduct annual surface water training to comply with NFPA/OFC Legislation	Legislative Requirement	Low	FIRE TRAINING	Fire
91	FY24 Q4	In Progress	Annual School Evacuation Drills	conduct annual evacuation drills (mandatory under the Fire code & the FPPA)	Legislative Requirement	Low	FIRE PREVENTION	Fire
92	FY24 Q4	Not Started	Inspection of all Apartment Buildings (complexes)	Bi-Annual full inspections of all apartment buildings to ensure compliance with fire code.	Legislative Requirement	High	FIRE PREVENTION	Fire
93	FY24 Q4	In Progress	Public Works - Excess Fill and Soil Management	Excess Fill requirements for Policy and Standard Operating Procedures, includes testing of the fill stockpile at Public Works yard and creation of a soils management plan as per O.reg 406/19. The Public Works yard has been the end delivery and storage for fill for many years from a range of corporate activities and the pile needs to be properly addressed.	Budget - Operational	Medium	PW	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
94	FY24 Q4	Complete	Public Works - Communication and Information Access	Outfitting of all PW staff members with the technology (smart phone/tablet) to be able to access corporate and departmental information with ease and while working in the field. This will also allow for increased communications with Supervisory and Management Staff as staff currently do not have these tools or availability to the information without reliance on personal devices.	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services
95	FY24 Q4	On-Going	Traffic Controller upgrades	Procurement and upgrading of Traffic Signal Controllers. Capital Budget has been programmed to complete 2 controllers per year to allow systems to remain up to date and prevent major intersection failure Annual Program and will be ongoing for many years	Budget - Capital	Low	PW	Public Works, Engineering & Environmental Services
96	FY24 Q4	In Progress	Concrete Sidewalk Works 2024 - Contract Admin and Completion of Works	Concrete Sidewalk Works 2024 - Contract Admin and Completion of Works	Budget - Capital	Medium	PW	Public Works, Engineering & Environmental Services
97	FY24 Q4	In Progress	Arborist Services Procurement	Procurement of Arborist and tree cutting services for PW, PR and Bylaw	Budget - Operational	Medium	PRC PARKS	Parks Recreation & Culture
98	FY24 Q4	On Hold	Private roads - standards and assumption policy	Based on a legal opinion obtained, there is a recommendation that the municipality develop a form of 'private road standards' and a policy or procedure on when the municipality would assume a private road (conditions that would limit or protect from this situation)	Department Initiated	Low	ENG	Public Works, Engineering & Environmental Services
99	FY24 Q4	Complete	Trail construction Harbourview Park Trail	remove existing asphalt, widen trail to 4 metres, asphalt trail	Budget - Capital	Low	PRC PARKS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
100	FY24 Q4	Complete	Irrigation for downtown gardens	install irrigation for BIA gardens to save on staff time and provide better growing environment for plant material	Budget - Capital	Medium	PRC PARKS	Parks Recreation & Culture
101	FY24 Q4	In Progress	Vehicle Replacement - Water Div Backhoe, Trailer	Replace end of life rubber tire backhoe with new backhoe (\$250k) and additional trailer for excavator attachments (\$25k) Project 9610	Budget - Capital	Medium	F&F	Customer and Corporate Services
102	FY24 Q4	In Progress	Install an acoustic ceiling in the mezzanine at Central Park Arena	The acoustics in the mezzanine are horrible, you can barely hear presenters talk when there are patrons in the lobby and players on the ice. This is the biggest complaint we get from our user groups. The need for a ceiling in this room is paramount if we wish to continue renting it out to user groups. Project 9711 - 2024 (\$45K)	Budget - Capital	Low	PRC FACILITIES	Parks Recreation & Culture
103	FY24 Q4	In Progress	Replace Outdoor Rink Boards & Gates	Purchase and install new boards, gates and structural supports to replace the 20 plus year old boards that were purchased used in 2004. The condition of the boards, gates and structural framing components have come to the end of their lifecycle and need to be replaced. Project 9714 - 2024 (\$300K)	Budget - Capital	Medium	PRC FACILITIES	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
104	FY24 Q4	In Progress	Outdoor Rink Roof - Phase 1	<p>Engage a Engineering firm to design a roof structure for the outdoor rink. The installation of a roof over the outdoor rink would reduce hydro consumption and lengthen the outdoor rink season for the community who use this popular facility.</p> <p>March 2024 - First site meeting. Walked the grounds with the Engineer from CC Tatham to ensure that we were on the same page.</p> <p>April 22/24 - Notified CC Tatham that we need to partake in a Heritage Impact Assessment as the project is next to the Curling Club.</p>	Budget - Capital	Medium	PRC FACILITIES	Parks Recreation & Culture
105	FY24 Q4	In Progress	Museum Washroom Conversion - Phase One	<p>Hire an Architect / Engineer to complete drawings / design to convert one of the large washrooms into a useable space. Here are some benefits if we repurposed one of the public washrooms:</p> <ul style="list-style-type: none"> -A much-needed, quiet area for researchers to access the museum's collection. -A space for museum staff to work with large collections and meet prospective donors. -A separate, enclosed room for class visits and small working groups, enabling large groups to be broken into smaller groups within the building. 	Budget - Capital	Low	PRC FACILITIES	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
106	FY24 Q4	On-Going	Service Collingwood Portal - Article & Case Creation	Continuation of work in 2023 to build knowledge articles and create case types for the various service requests received by the Town on the Service Collingwood Portal which is linked to the CS software. This includes the customer facing articles, internal staff facing articles, case creation and associated work order(s) creation for each case. On-going effort to migrate any website paper/fillable PDF forms to online cases when it makes the most sense.	Department Initiated	Low	CUSTOMER SERVICE	Customer and Corporate Services
107	FY24 Q4	Complete	IT Desktop/Laptop Asset Replacements	40 Desktops 13 Laptops 3 Laptops (out of Cycle) 4 Library (3 All-in-One, 1 standard desktop Genealogy)	Budget - Capital	Low	INFORMATION TECHNOLOGY	Customer and Corporate Services
108	FY24 Q4	In Progress	Implementation of the Administrative Monetary Penalty System (AMPs) / By-law and Related Policies	Prepare an Administrative Monetary Penalty System (AMPs) By-law and Related Policies and Documents in order to implement an AMPs in Collingwood.	Budget - Operational	Medium	BYLAW	Legislative Services
109	FY24 Q4	In Progress	Internal Multifactor Authentication (Pilot program)	Implementation of an internal multifactor authentication solution (Pilot program)	Budget - Operational	Medium	INFORMATION TECHNOLOGY	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
110	FY24 Q4	In Progress	Policy - Prepare Zoning By-law Amendment for STAs and Support for Licensing Program	Prepare Zoning By-law Amendment to allow STAs in Collingwood Council - September 23, 2024 Staff Report P2024-23 Municipally Initiated Short-Term Accommodation Zoning By-law Amendment (Town-Wide) ACTION: THAT the amending Zoning By-law, attached as Appendix A to this Report be enacted and passed concurrently with the upcoming Staff Report and By-law for the Final STA Phase 2, to be considered by Committee of the Whole/Council later this Fall.	Council - Resolution	Medium	PLANNING	Planning, Building and Ec. Dev
111	FY24 Q4	In Progress	Crossing Guard Review & Policy	Hire a consultant to conduct a review of the Crossing Guard Program, including the potential need for additional crossing guard locations. The review will assess whether the Town should remove existing crossing guards, add new ones, and/or explore alternative options, such as the installation of Pedestrian Crossover (PXOs). This review will also encompass the development of a crossing guard policy to ensure that school crossing guard services are provided at appropriate locations, based on consistent standards and sound judgment to support active and safe transportation options for students.	Department Initiated	Low	ENG	Public Works, Engineering & Environmental Services
112	FY24 Q4	In Progress	Collective Agreement Negotiations - IBEW-W	IBEW-W agreement expires Aug/24	Legislative Requirement	High	HR	Customer and Corporate Services
113	FY24 Q4	Not Started	2024 Programs & Services - Next Steps	Further maturation of Sub-services, defining outputs, hours and costs. KPIs defined and etc.	Department Initiated	Medium	FINANCE	Finance
114	FY24 Q4	Not Started	2025 Rates & Fees Update		Department Initiated	High	FINANCE	Finance

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
115	FY24 Q4	Not Started	2025 Operational & Capital Budget		Department Initiated	High	FINANCE	Finance
116	FY24 Q4	In Progress	Parkland Dedication Bylaw		Department Initiated	Low	FINANCE	Finance
117	FY24 Q4	Not Started	Q3-24 Quarterly Operational/Capital/Salary Financial Review		Department Initiated	Medium	FINANCE	Finance
118	FY24 Q4	Not Started	Chart of Accounts Review and Update		Department Initiated	Low	FINANCE	Finance
119	FY24 Q4	Not Started	Taxation Modernization - Efficiency Review	Pap recalculation / Arrears notices in electronic format; Encouragement to increase E-billing sign-ups	Department Initiated	Medium	FINANCE	Finance
120	FY24 Q4	Not Started	2023 Annual Reserves Statements		Department Initiated	Medium	FINANCE	Finance
121	FY24 Q4	In Progress	Update MuniPaas/Saleforce with Procurement Specific Modules	The town procured MuniPaas/Saleforce with a competitive process for customer service. The software has the ability to be updated with modules to allow it to be used for many specific tasks. The purchasing team would like to take advantage of this system to create a single tool to request a procurement project start, check status, draft RFX documents, evaluate, award, and contract manage all procurement projects.	Department Initiated	Low	PROCUREMENT & RISK	Legislative Services
122	FY24 Q4	In Progress	Facility LED Lighting Retrofits - 2024	Lighting retrofit audits are in progress with \$600K spend target for 2023, \$275k in 2024. \$591k spent in 2023 including incentives. 2024 includes WWTP, bollards and single fixture at Museum, 4 fixtures at Library, Pumping Stations, Reservoirs, Park buildings, Town Hall clock tower.	Budget - Capital	Medium	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
123	FY24 Q4	In Progress	I&I - WWTP SOPs	Pending Budget Approval. Engineering services to develop SOPs to try to mitigate sewer backups during high flow events by looking at how the influent wet well logs are operated and when an overflow event at Black Ash Creek and Minnesota SPS should be initiated.	Budget - Operational	High	WASTEWATER	Public Works, Engineering & Environmental Services
124	FY24 Q4	In Progress	WWTP - Raw Sludge Pump Replacements	Pending Budget Approval. All three pumps are past their useful life and can no longer be maintained. Engineering services are required to evaluate alternative pumps and design piping adjustments to accommodate new pumps.	Budget - Capital	Medium	WASTEWATER	Public Works, Engineering & Environmental Services
125	FY24 Q4	In Progress	Deliver Downtown Visioning Master Plan	<p>June 2023 - Council AND THAT Council authorize proceeding with a Request for Proposal for the development of an effective high-level Community Based Strategic Plan in a phased approach with the Downtown Visioning and Plan development; AND THAT Council support establishing a Steering Committee that will include up to 4 members of Council, key staff members and stakeholders/community members as deemed appropriate to assist in leading the market research survey, and the development of the Strategic Plan and Downtown Plan;</p> <p>November 20, 2023 - Council THAT Council refer the request regarding the future of 84 Hurontario Street to the Downtown Visioning and Master Plan Exercise, and further encourage the public that have ideas regarding the future of the Town owned property to participate in the upcoming public consultations on the future of the Downtown.</p>	Budget - Operational	High	CLERKS	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
126	FY24 Q4	On Hold	Hurontario Street Reconstruction - Design & Tender	<p>DC Background Study #6, 56, 86% DC eligible costs</p> <p>The arterial road improvements to the 780 m section of Hurontario Street from Hume Street to Collins Street will consist of constructing a continuous centre turn lane throughout to better serve the abutting street connections. The improvements will include satisfying the requirements of a 3 lane urban road cross section. The benefit to existing is based on removing and replacing the existing asphalt along its current alignment.</p> <p>This project also consists of replacing the Hurontario Street sewer from Lockhart Road to Collins Street. The Hurontario trunk sewer will provide sewage conveyance capacity for servicing developments in the south end of Collingwood. The costing was based on installation of a 375mm diameter sewer and full road reconstruction.</p> <p>Also upgrade watermain from HUme to Sixth and cycling facility connectivity from sixth to hume.</p>	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
127	FY24 Q4	In Progress	Whistleblower Policy - 2024 Review	Staff to bring forward a Departmental Update (or Report, if changes needed) on our experiences with the Whistleblower Policy in its initial years. CAO committed to do so as a routine matter during Sept. 11th 2023 Council meeting when external third party deputed to Council offering services.	Department Initiated	Medium	HR	Customer and Corporate Services
128	FY24 Q4	In Progress	Recruitment - MLEO III (to enforce/support Licensing Program)	Recruit MLEO III to help address public concerns and ensure compliance with the Town's STA Licensing By-law	Budget - Operational	Medium	BYLAW	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
				<p>Council - September 25, 2023</p> <p>THAT Staff Report C2023-18, titled "Taxi Licensing By-law and Ride Share Review", be received; AND THAT Council authorize the elimination of taxi regulation effective January 1, 2024 to lessen the financial and administrative barriers and improve equity within the local taxi and ride share industry, while continuing to promote the use of our enhanced municipal transit opportunities including the contract with Ace Transportation Group Inc. (Ace Cabs) for accessible taxi service; AND THAT Council direct staff to provide notice to the local taxi operator/industry, Collingwood Police, and the public.</p> <p>COW-066-2023</p> <p>THAT by the end of 2024, staff report back to Council to a status update on other municipalities who are regulating personal transportation vehicles and whether there is interest with other municipalities in south Georgian Bay to undertake a minimum regulation that would include but not be limited to criminal record checks, vehicle safety and insurance requirements.</p>				
129	FY24 Q4	In Progress	Report back: Taxi and Ride Sharing Licensing		Council - Resolution	Low	BYLAW	Legislative Services
130	FY24 Q4	In Progress	Braniff Room Upgrades	Purchase of new modular tables and chairs; electrical to accommodate a charging station; replacement of videoconference camera; wireless integration of remote meeting devices	Department Initiated	Low	CLERKS	Legislative Services
131	FY24 Q4	In Progress	Develop Tourism Master Plan	Develop a Tourism Master Plan to provide strategic direction for supporting the tourism sector and allocation of revenues from a potential MAT.	Department Initiated	Medium	EC DEV	Planning, Building and Ec. Dev

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
132	FY24 Q4	In Progress	Highway 26 Watermain - Process review and enhancement	Ensure that all properties remaining are aware that the amounts are still outstanding. GIS updated information as well as Tax Roll.	Department Initiated	Medium	FINANCE	Finance
133	FY24 Q4	Not Started	Facility Naming Policy Review	Review and update the Facility Naming Policy	Department Initiated	Low	CCS ADMIN	Customer and Corporate Services
134	FY24 Q4	Complete	ADUs compliance blitz	During our annual Alarmed for Life Campaign (April-October) suppression crews will distribute pamphlets relating to the steps necessary to maintain a legal ADU (accessory dwelling unit).	Department Initiated	High	FIRE	Fire

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
135	FY24 Q4	Complete	Policy - Approval of New 2023 Official Plan	<p>2023 Official Plan adopted on December 11, 2023 and record forwarded to County of Simcoe. Legislated approval process anticipated to take approximately six months. Continued staff resources required.</p> <p>THAT Staff Report P2023-32, “Official Plan Update – Adoption of New Official Plan” dated December 11, 2023 be received; AND THAT the Major Landowner Redesignation requests outlined in this Report will require stand-alone Official Plan Amendment applications in accordance with Council endorsed criteria and have therefore not been incorporated into the new Official Plan; AND THAT Council enact and pass By-law No. 2023-095, being a by-law to adopt the new Town of Collingwood Official Plan dated December 2023, which also has the effect of repealing the 2004 Town of Collingwood Official Plan and all amendments thereto; AND THAT it is recognized that Indigenous engagement continues and any additional modifications to the new Official Plan required to protect Indigenous rights and interests would be initiated by the County of Simcoe prior to approval, in consultation with the Town; AND THAT the Town requests that any major modifications to the new Official Plan that are considered necessary by the County of Simcoe be presented to Council in an open public session for endorsement prior to approval of the new Official Plan.</p>	Legislative Requirement	High	PLANNING	Planning, Building and Ec. Dev
136	FY24 Q4	In Progress	Update ECDM Plan and Complete Broader Public Sector Reporting	5 year update to ECDM plan and annual BPS reporting	Legislative Requirement	Medium	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
137	FY24 Q4	Not Started	Surplus Allocation Policy	<p>Council - January 8, 2024</p> <p>THAT Council direct Staff to review and provide an updated Surplus Allocation Policy to provide additional flexibility to members of council to widen the options for allocation of the projected annual surplus in coming years budget and to report back by the end of Q2 2024</p>	Council - Resolution	Medium	FINANCE	Finance
138	FY24 Q4	Complete	Affordable Housing - Government of Canada's Housing Accelerator Fund (HAF) Grant Program	<p>Council - January 8, 2024</p> <p>NOW THEREFORE, BE IT RESOLVED THAT staff be directed to: 1. As part of the fast-tracked zoning by-law amendment recommended in the Affordable Housing Master Plan, propose as-of-right permission for up to four residential units on municipally serviced residential parcels within all appropriate residential zones and such amendment be initiated no later than Q1 2024; 2. As part of the amendment, identify appropriate zoning regulations and development criteria, considering matters such as setbacks, access, amenity space, and parking, for Council's consideration; 3. Request the County of Simcoe to undertake modifications to the adopted Town of Collingwood 2023 Official Plan, which would update the policy framework to permit up to four residential units on municipally serviced residential parcels, subject to the requirements of the zoning by-law; 4. Forward this resolution to the Hon. Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada for consideration as part of Collingwood's Housing Accelerator Fund (HAF) grant application.</p>	Council - Resolution	High	PLANNING	Planning, Building and Ec. Dev

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
139	FY24 Q4	Not Started	GHG Emission Reduction Study - Implementation	Implement projects recommended from the GHG Emission Reduction Study - \$100k Study scheduled to be complete by end of Q1, 2024. These funds are to advance projects recommended in study.	Budget - Capital	Medium	F&F	Customer and Corporate Services
140	FY24 Q4	In Progress	Update A-03 Recruitment Policy	Update policy regarding internal/external postings, transfers/secondment opportunities, reference/background checks, etc. per best practices and legal due diligence	Department Initiated	Medium	HR	Customer and Corporate Services
141	FY24 Q4	Complete	Recruitment - Compliance Officer		Department Initiated	Medium	WATER	Public Works, Engineering & Environmental Services
142	FY24 Q4	In Progress	Vehicle replacement - WW pickup 2024		Budget - Capital	Medium	WASTEWATER	Public Works, Engineering & Environmental Services
143	FY24 Q4	In Progress	WTP - Highlift pump refurbishment	asset management, refurb of Highlift pump (two each year)	Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
144	FY24 Q4	Complete	2024 Truth & Reconciliation Programming	Programming will include the Yonnhe'ón:we Indigenous Arts Series which is a collaboration with Collingwood's Poet Laureate, Jillian Morris, inclusive of three events in 2024. Yonnhe'ón:we translates to everlasting life, celebrating the life-giving and life-promoting nature of stories through the diverse mediums of contemporary Indigenous storytelling. Event dates for 2024 include February 15 & 22 (film, discussion, performer), May 30 (Indigenous artist panel discussion), November 6-9 (performance). Funds will also support programming and events that engage the community in support of National Day for Truth & Reconciliation (Sept 30).	Budget - Operational	Medium	PRC ADMIN	Parks Recreation & Culture
145	FY24 Q4	In Progress	Report back to Council on Phase 1 of STA Program	Staff will report back to the Council with an update on Phase 1 of the STA Program. This update will include any necessary revisions to the Licensing By-law and a plan for implementing Phase 2 of the Licensing Program.	Council - Resolution	Medium	BYLAW	Legislative Services
146	FY24 Q4	In Progress	2024 corporate training plan	Coordinated corporate training plan for staff, management and health & safety training opportunities	Department Initiated	Medium	HR	Customer and Corporate Services
147	FY24 Q4	Complete	Water / Wastewater Rates Study	Under guidance from Hemson Consulting an updated Water and Wastewater Study	Department Initiated	High	FINANCE	Finance
148	FY24 Q4	In Progress	Actuarial Report - Employee Future Benefits	Updated actuarial report for employee future benefits (done every 3 years).	Department Initiated	Low	FINANCE	Finance
149	FY24 Q4	In Progress	Implementation of Action Plan to Address Employee Engagement Survey Results	New corp training plan, in person events, enhanced communication, facility update plans, HS training and mental health training	Department Initiated	High	HR	Customer and Corporate Services
150	FY24 Q4	In Progress	Request for Reconsideration of Tennis Club Permit Fees	Council - February 21, 2024 THAT the request for reconsideration of Tennis Club Permit Fees be referred to Staff.	Council - Resolution	Low	PRC ADMIN	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
151	FY24 Q4	Complete	Consultation proportion of on-demand accessibility taxicabs	Consult the Town's Accessibility Advisory Committee, the public and persons with disabilities to determine the proportion of on-demand accessible taxicabs required in the community.	Legislative Requirement	Medium	TRANSIT	Public Works, Engineering & Environmental Services
152	FY24 Q4	In Progress	Recruitment - Manager, Growth & Development		Department Initiated	High	ENG	Public Works, Engineering & Environmental Services
153	FY24 Q4	Complete	Recruitment - Manager, Infrastructure Projects		Budget - Operational	High	WATER	Public Works, Engineering & Environmental Services
154	FY24 Q4	Not Started	Artificial Intelligence (AI) Policy/Guidelines	Research public sector best practices in the use of AI and determine if policy/guidelines are required to uphold the spirit and intent of Town policy. Support innovation and working "smarter" while maintaining public trust in the professionalism of Town staff and experts.		Medium	INFORMATION TECHNOLOGY	Customer and Corporate Services
155	FY24 Q4	In Progress	Town Hall Accommodation - Short Term	Project 9136 - Short term retrofits for in-year staff accommodation improvements. Items may include painting, lunch room upgrades, washroom renovations, desks and furnishings, customer service reconfiguration.	Budget - Capital	Medium	F&F	Customer and Corporate Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
156	FY24 Q4	In Progress	Drainage Review - Cranberry Marsh and Creek Watershed	<p>Council - April 8, 2024</p> <p>WHEREAS the Cranberry Marsh and Creek watershed is reported to be approximately two feet (.60 meters) higher than the average level in the last 10 years and has been this way for two years now;</p> <p>AND WHEREAS this high-water level is dangerously threatening the adjacent boardwalk and causing many trees bordering the marsh to die due to the high water level;</p> <p>AND WHEREAS there are many stakeholders bordering the marsh (condominium corporations, resident’s associations, Cranberry Golf Resort, trail users etc.) who are alarmed at the high-water level and are very concerned about the spring run-off expected within weeks;</p> <p>AND WHEREAS there are a number of regulatory bodies (Town of Collingwood, MNR, NVCA and others) who may have authority to effect change and take corrective action to resolve all or parts of this situation;</p> <p>AND WHEREAS residents’ groups, condominium corporations, Cranberry Golf Resort and others have expressed concern and agreement to take what steps they can (within their ability) as this is a shared responsibility of all stakeholders surrounding and utilizing the marsh;</p> <p>BE IT RESOLVED THAT the Council of the Town of Collingwood direct staff to report back on remedial steps that can be taken to lower the water level of the Cranberry Marsh as soon as possible in order to avoid a possible flood this spring and that furthermore staff consider recommendations to get all stakeholders together to discuss long term solutions by all parties to ensure a manageable water level going forward.</p>	Council - Resolution	Low	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
157	FY24 Q4	Complete	Space Allocation - 3rd Floor of Library	<ul style="list-style-type: none"> Convert Copy Room into Office Space o Repurpose the "copy room" by removing all planning records and photocopy equipment to make space for a table and chairs for seasonal by-law officers. o Relocate planning records to the hallway outside the planning offices or to the file storage room near building services (or other area) o Move photocopy equipment to the file storage room near building services. o In 2025, consider remodeling the "copy room" to create four dedicated office spaces. o Convert Adam's existing office into two separate offices for Amanda Fone and Scott Gordon. o Purchase new desk and chair. o Move Adam into the office currently shared by Amanda Fone and Jenn Rae. o Jenn Rae will need to relocate and possibly share office space with Summer. o Benefits: Ensures the building/planning meeting room remains available. o Timing: The move of records and equipment can likely be completed within one day. 	Department Initiated	High	BYLAW	Legislative Services
158	FY24 Q4	In Progress	Community Safety Zone/ School Zone Signage	<ul style="list-style-type: none"> Implementation of reduced speed limits signage and school zone signs To be completed in phases Half of locations complete by Fall 2024 Remainder - Fall of 2025 	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
159	FY24 Q4	Complete	Traffic Calming - ask to Collingwood OPP	Council - April 22, 2024 AND THAT Council ask the Collingwood OPP Detachment Board to continue to follow up on the statistics and implementation of the Detachment priority of the enforcement of speed limits throughout Town.	Council - Resolution	Low	CLERKS	Legislative Services
160	FY24 Q4	Not Started	Collingwood EMO Compliance, 2023 - Bylaw Amalgamation	Integrating Town of Collingwood series of emergency management related bylaws into one.	Department Initiated	Low	FIRE	Fire
161	FY24 Q4	In Progress	Bartlett Blvd watermain relining - construction		Budget - Capital	Medium	WATER	Public Works, Engineering & Environmental Services
162	FY24 Q4	In Progress	Second Street Bridge - Construction	Located at Second St and Oak St, the OSIM bridge inspections note that this bridge (Bridge 8 & 9) requires restoration to extend its useful life in the next 5 years. Additionally, erosion has occurred next to the sidewalk on Oak Street near the bridge structures. Erosion protection and bridge deck rehabilitation is proposed, including intersection improvements of the four way stop at this intersection.	Budget - Capital	Medium	ENG	Public Works, Engineering & Environmental Services
163	FY24 Q4	In Progress	Pretty River Channelization - Phase 3	Lead by NVCA, continued work on channelization clearing. 2024 work to include clearing section 4, structural analysis of dyke integrity and report on recommendations		Low	ENG	Public Works, Engineering & Environmental Services
164	FY24 Q4	In Progress	Implement Structure Changes	Implement the proposed structure changes for 2024. *Addition of 0.6 FTE for a permanent By-law Manager position & Vacant / Future Decision of Council 1 FTE (MLEO III)	Council - Resolution	Medium	BYLAW	Legislative Services
165	FY24 Q4	Complete	Dog Licensing	Procure a solution to support dog licensing	Council - Resolution	Medium	BYLAW	Legislative Services

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
166	FY24 Q4	In Progress	Staff Report - Options to reconstitute a Liaison Committee for ongoing dialogue EPCOR	Council - July 29, 2024 THAT Council herein request a Staff Report regarding options to reconstitute a liaison committee or other similar type forum for ongoing dialogue with EPCOR including identifying options for important collaborative efforts under it's mandate or terms of reference; AND THAT consideration be given to the potential benefit and interest of including the other municipalities in this area that are serviced by EPCOR.	Council - Resolution	Low	CLERKS	Legislative Services
167	FY24 Q4	In Progress	MURF - Terms of Reference for Steering Committee	Council - July 29, 2024 THAT Council request staff develop a Terms of Reference for a Steering Committee for the next steps of a potential Multi-Use Recreation Facility (MURF) to come back concurrently with the Staff Report on the results of MURF Joint Feasibility Study.	Council - Resolution	Low	PRC ADMIN	Parks Recreation & Culture
168	FY24 Q4	Complete	Recruitment of Director, Finance / Treasurer		Department - Initiated	High	CAO	Administration
169	FY24 Q4	In Progress	Recruitment of Director of Infrastructure			High	CAO	Administration
170	FY24 Q4	In Progress	New Park - Shipyard Piazza Block 9 - DESIGN	First phase of the Shipyards Public Realm Plan includes the design and construction of the parcel of land between Harbour House and BMO.	Budget - Capital	High	PRC PARKS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
171	FY24 Q4	In Progress	Outdoor Rink Roof - Funding Application	Council - October 7, 2024 Outdoor Rink Roof - Pre-budget Approval, CSRIF Application. Council support the installation of the Outdoor Rink roof in the amount of \$1,930,000 in the 2025 budget; AND FURTHER endorse the submission of an application to the Community Sport and Recreation Infrastructure Fund by the deadline, for the installation of the Outdoor Rink roof. PRC and Finance to submit application by Oct 29	Council - Resolution	High	PRC ADMIN	Parks Recreation & Culture
172	FY24 Q4	Not Started	Letter of Support: Collingwood Blues' support to Host the World Junior A Hockey Championship Tournament in 2025	Council - September 23, 2024 THAT Council direct Staff to send a letter to Hockey Canada on behalf of the Collingwood Blues Organization to support the bid to host the World Junior A Hockey championships for 2025, and further direct Staff to work with the bid Committee.	Council - Resolution	Low	PRC CULTURE & EVENTS	Parks Recreation & Culture
173	FY24 Q4	Not Started	Heritage - Heritage Property Tax Relief and Heritage Grant program by-laws	Council - September 9, 2024 THAT the Collingwood Heritage Committee supports staff undertaking a review to update the Heritage Property Tax Relief and Heritage Grant program by-laws with the intention of improving customer service and streamlining administration in time for processing of 2025 applications. *Collingwood Heritage Committee Minutes Thursday, July 4, 2024 *	Council - Resolution	Low	PLANNING	Planning, Building and Ec. Dev
174	FY24 Q4	Complete	Trails - construction of new trails 2024	new trail construction - widen and asphalt Georgian Trail section from Birch St to bridge to Arboretum		Low	PRC PARKS	Parks Recreation & Culture

Item #	End Quarter	Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporate Priority	Lead Division	Department
175	FY24 Q4	In Progress	Letter of Support: Sister City Boon, NC	Council - October 7, 2024 Community Announcements Councillor Jeffery noted sister city Boon, NC and the devastation they have experienced due to the hurricane who extended encouragement from Council and our community as they go through this devastating time	Council - Verbal	Low	PRC CULTURE & EVENTS	Parks Recreation & Culture
176	FY24 Q4	In Progress	Recruitment - Project Manager, Infrastructure Projects	Backfill of existing position of Project Manager Infrastructure Projects. To advance priority Water and Wastewater, stormwater, active transportation and roads projects for the Town as well as asset management support and assistance with long term planning of infrastructure projects including but not limited to, Stewart Rd Reservoir & Pumping Station (Tender, Construction), New Water Treatment Plant Intake (Studies/EA, Design, Construction),		High	WATER	Public Works, Engineering & Environmental Services

Appendix C: 2025 and beyond of Council Resolutions

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					Priority	Division
1	10/18/2022		On-Going	Poplar Regional Health Wellness Village MZO Monthly Updates for Council	Add to the agenda management tracker: THAT the CAO update Council, in camera if necessary, and the public at minimum on a monthly basis regarding progress on the Poplar Regional Health Wellness Village MZO.	Council - Resolution	High	CAO
2	9/3/2024		On-Going	Youth Mayor		Council - Resolution	Medium	CLERKS
3			In Progress	Agreement for Municipal Policing Enhancement with Ontario Provincial Police	Council - July 22, 2024 Agreement for Municipal Policing Enhancement with Ontario Provincial Police (Staff Report CAO2024-05) THAT By-law No. 2024-057, being an By-law to authorize the execution of an Agreement for the provision of additional services under Section 17(2) of the Community Safety and Policing Act between The King in Right of Ontario as represented by the Solicitor General and the Corporation of the Town of Collingwood, be enacted and passed this 22nd day of July, 2024	Council - Resolution	Low	CAO
4			Not Started	Update development agreements - keep Collingwood clean and minimize litter / strengthen construction management plans	Council - July 29, 2024 Keep Collingwood Clean Citizens Group provided a deputation to Council on June 17th, 2024 AND THAT Council support staff in strengthening construction management plans to ensure that developers are accountable for maintaining a construction site where litter is contained and disposed of appropriately, subject to the satisfaction of the municipal solicitor, and that within normal communications with the business community that they are encouraged to keep Collingwood clean and to minimize litter;	Council - Resolution	Low	ENG
5			In Progress	Facility Naming: W. J. (Scotty) Carmichael Collingwood Sports Hall of Fame Room	September 16, 2024 - Council Meeting WHEREAS the Town of Collingwood has a Facility Naming Policy in place for the naming of Town owned facilities; AND WHEREAS Clerk Services received a petition to rename the Sports Hall of Fame Room located in the Eddie Bush Memorial Arena which was considered in an In-camera Session of Council on July 15, 2024 and all requirements of the Facility Naming Policy has been met; THEREFORE BE IT RESOLVED THAT Council hereby accepts the petition to rename the Sports Hall of Fame Room located in the Eddie Bush Memorial Arena and approve the name of the facility as "W. J. (Scotty) Carmichael Collingwood Sports Hall of Fame Room".	Council - Resolution	Low	PRC FACILITIES
6			On-Going	Radio Campaigns for Public Planning Meetings	Council inquired in 2024 about the Town doing radio campaigns for all Public Planning Meetings. This new request is estimated to cost \$15,000 annually.	Council - Verbal	Low	COMMS

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
7			Not Started	Upgrade Sound System at Eddie Bush Memorial Arena	<p>Council - October 7, 2024</p> <p>Therefore be it resolved that Council direct staff to include in the 2025 budget capital funds necessary to update the sound system and potential video streaming equipment in the Eddie Bush Memorial Arena and to provide the utmost safety to the users of the arena; And further that staff be directed to consult with the major user groups of the arena to scope the correct equipment that can be compatible to standards required for sound systems for Provincial, National and International broadcasting of events at the Eddie Bush Memorial Arena.</p>	Council - Resolution	Low	PRC ADMIN
8	1/1/2023	FY25 Q1	In Progress	Research and make recommendations regarding implementation of a Municipal Accommodation Tax (MAT)	<p>-Brought to Council April 2023. Council endorsed recommendation to pursue, report back by September 2023 with implementation recommendation, including governance structures.</p> <p>P2023-08 - Consideration of Municipal Accommodation Tax (MAT)</p> <ul style="list-style-type: none"> • Recommendation that staff report be received for information and that Council direct staff to investigate the implementation of a MAT, including community and industry stakeholder consultation, and staff report back no later than September 2023 on potential options, including associated governance structures and processes. <p>-Completed market study to estimate amount of potential Municipal Accommodation Tax.</p> <p>- Undertake consultation with tourism accommodators and the public on a MAT. Survey closed in Q4 2023. Framework to be presented in Q1 2024 for input.</p> <p>-Work with Finance on collection strategies + revenue impacts, Clerks and Bylaw on a bylaw to enforce and aid in any potential legal structures needed to accept the MAT.</p> <p>-Early estimates show a potential MAT of over \$2M per year to be allocated in alignment with the Tourism Master Plan.</p> <p>-a minimum of 50% to a not for profit for tourism purposes</p> <p>-a maximum of 50% to municipality</p>	Council - Resolution	Medium	EC DEV
9	7/30/2024	FY25 Q1	Not Started	SCAP - 24 month monitoring/reporting update	<p>Updated SCAP approved January 30, 2023 indicating next comprehensive update would be 24 months from the effective date (i.e. completed by January 30, 2025)</p> <p>2024 budget request</p>	Council - Resolution	Medium	PLANNING
10	2/5/2024	FY25 Q1	In Progress	Website redevelopment	<p>Website redevelopment to ensure greater and streamlined access to the information the community wants. RFP to be completed in Q2 for launch in Q3. Looking at 'All-in-one' solution for website and Engagement Platform.</p>	Council - Resolution	High	COMMS

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
11	2/1/2025	FY25 Q1	Not Started	Committee/Board - Training on 2024-2028 CBSP	<p>Council July 10, 2023</p> <p>WHEREAS the Committee of Adjustment is an independent, quasi-judicial body appointed by Council under the Planning Act that hears and renders decisions on consents (i.e. new lot creation, lot additions, private easements, etc.) and minor variances in cases where a proposal cannot meet the provisions of the Zoning By-law; AND WHEREAS the process of making decisions on consents and minor variances is required to take into account the consistency and conformity of the development proposal to the applicable planning instruments, but does include some latitude for the Committee to have regard to more subjective matters such as the surrounding neighbourhood context, compatibility, and aesthetic impacts; AND WHEREAS the Committee of Adjustment and other advisory committees would benefit from education and familiarity with the Community Based Strategic Plan, as that Plan provides a baseline knowledge of the values of our community, and in this way may inform committee decisions, where possible; THEREFORE BE IT RESOLVED THAT the Council requests staff to provide training on the Community Based Strategic Plan to the Committee of Adjustment and other advisory committees.</p>	Council - Resolution	Medium	CLERKS
12	12/2/2024	FY25 Q1	In Progress	Ste. Marie Street (south of Hume) parking report	<p>November 20, 2023 - Council</p> <p>THAT Staff bring back a report to Council with options to help identify the existing parking spots between Hume Street and Hamilton Street on the West side of Ste. Marie Street, and future consideration of line painting of parking stalls, parking meters and two-hour parking limit.</p>	Council - Resolution	Low	ENG
13	3/1/2024	FY25 Q1	In Progress	Review of automatic walk signals	<p>November 20, 2023 - Council</p> <p>THAT Staff look into the notion of converting all traffic signals to include automatic walk signalization verses the on-demand feature;</p> <p>AND THAT Staff report back to Council on the consistent operation of advanced green lights.</p> <p>AND THAT Staff consider the advanced timing of the walk signal.</p> <p>AND THAT Staff report back to Council with a phased in approach of the review of all traffic signals.</p>	Council - Resolution	Low	ENG

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
14	1/2/2024	FY25 Q1	In Progress	Development - Implement Dormant File Closure Procedure for One Year	<p>Recommendation</p> <p>THAT Staff Report P2023-19 “Dormant File Closure – Staff Delegated Authority” originally presented on June 5, 2023 and amended on November 20, 2023, be received;</p> <p>AND THAT Council enact and pass an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, to provide staff the delegated authority to close dormant site plan control files;</p> <p>AND THAT the effective date of the amending by-law be March 4, 2024 to provide the development community approximately three months to take action on dormant files or to request voluntarily closure;</p> <p>AND THAT the closure of dormant site plan control files be implemented in accordance with the Dormant File Closure Procedure, attached to this Report as Appendix A;</p> <p>AND THAT all other planning files where decisions have not been rendered and two years or more have elapsed since he application(s) was deemed complete, be prioritized for review and expedited for consideration by Council or for voluntary closure, as staff resources permit;</p> <p>AND THAT staff notify the proponents with existing dormant site plan control files and the development community at large of the impending process changes;</p> <p>AND THAT staff provide updates at approximately six months and one year after the implementation of the recommendations in this report to assess the impact of the process changes, with the one-year review at minimum to consider expansion of the dormant file process to other application types and/or the imposition of file reactivation fees, in consideration of further input from the Development Community.</p>	Council - Resolution	Low	PLANNING
15	1/1/2025	FY25 Q1	Not Started	Traffic Calming Review 2024	<p>Review Traffic Calming Policy / Speed Reduction to 40km/h, Councillor Jeffery</p> <p>*motion updated on May 6, 2024</p> <p>Recommendation: WHEREAS Council strongly supports enhancing safety and has recently approved extended Community Safety Zones and School Zones throughout Town, as well as the inclusion pedestrian crossovers in annual budgets;</p> <p>AND WHEREAS 2023 applications from the public to reduce speed under the Traffic Calming Policy did not result in additional areas for traffic calming implementation;</p> <p>AND WHEREAS the Master Mobility and Transportation Plan (MMTP) and Speed Limit Review Study are in flight and include consideration of speed limit reductions, and a town-wide safety screening, with anticipated completion in Fall 2024;</p> <p>BE IT RESOLVED THAT Staff include a review of the Traffic Calming Policy in the MMTP, considering evaluation criteria adjustments that provide opportunity for more permanent infrastructure in areas where it is needed, and an updated review of Automated Speed Enforcement including implementation plan and costs;</p> <p>AND THAT should speed limits or policy parameters be changed in the areas of previously-submitted public traffic calming requests since policy initiation in 2021, that the areas be re-assessed after the limit change;</p> <p>Annual review of traffic calming</p> <p>THAT Council receive Staff Report PW2021-10</p> <p>AND FURTHER THAT the Adoption of Traffic Calming Policy is subject to an annual review.</p> <p>AND THAT Council delegate authority to the Director of Public Works, Engineering & Environmental Services to approve or reject traffic calming requests based on the adopted Traffic Calming Policy.</p>	Council - Resolution	Medium	ENG

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
16	11/14/2022	FY25 Q2	In Progress	Backflow Prevention By-Law Review	<p>Review and update of Backflow Prevention By-law to align with industry best practice. Council - March 4, 2024 THAT Staff Report PW2024-04, Drinking Water System Backflow Prevention and Cross Connection Control Sub-service Update, be received. AND THAT Staff report back to Council with proposed amendments to the Backflow Prevention and Cross Connection Control By-Law No. 2017-056 to implement the following options: • Option 2 – Redirection of Administration Fees to System User Rates, • Option 3 – Clarify that the Applicability of the By-law to Premises is Based on Activities, • Option 5 – Reduce the scope of the By-law to remove Residential properties with irrigation systems, and • Option 6 – Modify penalties to include fees and charges for minor non-compliances. AND THAT the 2024 Water Rate Study incorporate administrative costs associated with the implementation of the backflow prevention and cross connection control By-law.</p>	Council - Resolution	Medium	WATER
17	2/1/2025	FY25 Q2	Not Started	Review Committee Board Recruitment Policy (diversity)	Investigate options to increase diversity	Council - Verbal	Low	CLERKS
18	7/18/2025	FY25 Q2	In Progress	Urban Forestry - Tree Canopy Preservation and Augmentation Approach	<p>Establish a strategy or framework on how to address the ongoing concerns regarding the tree canopy and development vs individual property owners rights/expectations. Provide initiating report to Council showing current requirements and starting action on this item Cost and scope the work for a consultant or expert to: Compare best practices in other 'gold standard' municipalities, including the measurements used for reporting tree cover, Draft options for a tree preservation bylaw and a public consultation plan, and Options for a future comprehensive update of the Urban Design Manual. May 30, 2022 Council resolution AND FURTHER THAT the specific proposed criteria for canopy design, of 20% coverage at planting, versus the current practice of 30% calculated coverage at maturity be evaluated as part of the Town's Tree Canopy Preservation and Augmentation Approach, along with other municipal best practices with a view to drafting a Private Tree Bylaw and a comprehensive update of the Town's Urban Design Manual. May 30, 2022 Council resolution re: Blue Fairways & Tree Canopy WHEREAS a number of concerns have been expressed by residents of Briarwoods in regard to the proposed site development plan, and site preparation of Blue Fairways 5 and 6, which have not to date been addressed to the satisfaction of the residents, including the tree canopy design standards as currently outlined in the Town's Urban Design Guidelines, the tree removal plan, the site development plan and the plan to address traffic impacts; AND WHEREAS with regard to the tree canopy coverage criteria, the Operational Plan as updated for Q2 2022 will be addressing the Town's current Tree Canopy Preservation and Augmentation Approach, with a view to comparing best practices in other 'gold standard' municipalities, including the measurements used for reporting tree cover, drafting options for a tree preservation bylaw and a public consultation plan, and recommending options for a future comprehensive update of the Urban Design Manual, AND WHEREAS the residents are concerned that the proponent's initial site development plan is not consistent with the design of previous phases, specifically with regard to the positioning of the two four-storey apartment buildings; AND WHEREAS additional concerns have been raised regarding the age and content of the Traffic Impact Study for this project, specifically in accounting for the additional residential developments now proposed for the immediate surrounding area. THEREFORE BE IT RESOLVED THAT Council directs Staff to ensure that these concerns of residents be specifically considered as part of the review process relative to site plan, traffic, and canopy cover; Council - September 25, 2023 THAT staff be directed to guide the consulting team undertaking the Tree Preservation suite of projects, toward specifically addressing the minimum tree caliper requirements for new development through an evidence-based and scientifically driven approach, providing key recommendations for appropriate updates to the Town's development standards with the goal of maximizing the soonest-possible benefits to the overall tree canopy of the Town.</p>	Council - Resolution	High	PRC PARKS

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
19	11/1/2023	FY25 Q2	On Hold	Parkland Dedication By-Law Review and Update	Per discussion at Council December 19, 2022 and approvals for 120 Hume St and 26 Elm St Endswell. Re: alternative valuation without an appraiser	Council - Verbal	Low	PLANNING
					Town of Collingwood selected to host 2025 OSUM Conference. Council - June 5, 2023 Nov 6: RECOMMENDATION: THAT Council support staff prioritizing workplans in 2024 and 2025 to assist Councillor Doherty and the OSUM organizing committee to ensure a successful event in 2025, and report back to Council on additional funds for consideration in the 2025 budget needed to support the event. Council - April 22, 2024 AND THAT Council grant pre-budget approval of \$20,000 within the 2025 budget for the hosting of the Ontario Small Urban Municipalities Conference in Collingwood in 2025, and direct staff to assist in the fulfillment of hosting requirements as identified by the Association of Municipalities of Ontario.			PRC CULTURE & EVENTS
20	9/23/2024	FY25 Q2	In Progress	2025 OSUM Conference		Council - Resolution	Low	
21		FY25 Q2	In Progress	Review and Update By-law Services Policy and Service Level Matrix	Initiate a comprehensive revision/update of the by-law services policy and service level matrix, including creating a Code of Conduct for enforcement officers	Council - Resolution	Medium	BYLAW
					THAT Council limit after-hours Canine Control to 8:00 PM, 7 days a week, and request that Staff monitor the new service level and report back to Council after 12 months. THAT Council support the continuance of the Coyote Management Plan, and direct staff to update the policy as necessary in accordance with wildlife industry standards and best practices. THAT Council direct Staff to pilot a project to include entering into an agreement with an authorized contractor(s) for the removal and disposal of sick/distempered raccoons on public property, without the need of by-law services involvement.			
22	2/1/2025	FY25 Q2	In Progress	Canine Control Service Level, Coyote Management Policy, Distempered Raccoons.		Council - Resolution	Medium	BYLAW

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
23		FY25 Q2	Not Started	Urban Forestry - Policy Development - Native Maple Tree Planting Priority	<p>Council April 23, 2023</p> <p>WHEREAS the native Canadian maple tree is iconic to Canada and our arboreal emblem and is an integral part of our history;</p> <p>AND WHEREAS since 1968 the maple leaf has been the symbol of Canada as part of our national flag and has been prominent in Canada’s history for a long time;</p> <p>AND WHEREAS Canada’s native maple tress provide glorious fall colours which are the envy of many and are sought after by fall-colour bus and train tours operators and others who appreciate the fall colours;</p> <p>AND WHEREAS the Tree Canopy Health and Augmentation Project Update report to council in April 2023 wants to ensure the “right tree in the right place”;</p> <p>AND WHEREAS Maple Leaves Forever is a nationally registered Canadian charitable foundation that advocates and supports the planting of native Canadian maple trees and works with many organizations across Canada to cultivate, grow and plant native maple trees in Canada;</p> <p>THEREFORE BE IT RESOLVED THAT Council recognize the importance of our native maple tree and commit to always plant native maple trees whenever a maple is suited for in any municipal planting projects.</p>	Council - Resolution	Medium	PRC PARKS
24		FY25 Q2	In Progress	Urban Forestry - Policy - Tree Replacement town-wide	<p>Council - July 22, 2024</p> <p>THAT an appropriate policy regarding tree replacement town-wide for municipally owned and controlled properties be instituted to enforce trees to be replaced at a two to one ratio or using a scientific method that ensures similar environmental benefits.</p>	Council - Resolution	Low	PRC PARKS
25	9/1/2024	FY25 Q2	In Progress	Keep Collingwood Clean - install cigarette receptacles, increase signage and education	<p>Council - July 29, 2024</p> <p>BE IT RESOLVED THAT Council direct Staff work with representatives of the Keep Collingwood Clean Citizen Group, and BIA as appropriate, to propose initiatives in the 2025 budget for Council’s consideration including installing cigarette receptacles, where permitted, and increase signage and education for no smoking in designated public places in accordance with the Smoke Free Ontario Act and in particular around the Enviro Park at Sunset Point Park, Central Park, and outside of the Eddie Bush Arena (subject to Staff’s review on the matter);</p> <p>Supported by Council resolution.</p>	Council - Resolution	Low	PRC PARKS
26	1/13/2025	FY25 Q2	Not Started	Central Park Arena - Sound System Upgrades	<p>9711 - \$25,000</p>	Council - Resolution	Medium	PRC FACILITIES
27	5/30/2025	FY25 Q2	Not Started	EBMA - Sound System Upgrades	<p>9712 - \$25,000</p> <p>Supported by Council Resolution</p>	Council - Resolution	Medium	PRC FACILITIES
28	11/1/2024	FY25 Q2	Not Started	Heritage - Emergency Preparedness Policy	<p>Council - September 9, 2024</p> <p>THAT the Collingwood Heritage Committee recommend that Council approve an increase of \$20,000 to the overall Heritage Grant Program 2025 Budget.</p> <p>Budget Ask - THAT the Collingwood Heritage Committee recommend that Council provide sufficient 2025 budget support to implement a heritage emergency preparedness policy.</p> <p>*Collingwood Heritage Committee Minutes Thursday, July 4, 2024 *</p>	Council - Resolution	Low	PLANNING

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
29	2/10/2025	FY25 Q3	Not Started	Create a policy/process for reviewing and evaluating requests to change parking regulation (e.g., request to add or remove a no parking zone)	Create a policy/process for reviewing and evaluating requests to change parking regulation (e.g., request to add or remove a no parking zone) as a result of Council Resolution: THAT Council refer the no parking requests for Robertson Street and Maple Street to staff for consideration during the next parking by-law review.	Council - Resolution	Medium	ENG
30	3/1/2025	FY25 Q3	Not Started	SPARC 2025		Council - Verbal	Low	CLERKS
31	10/1/2024	FY25 Q3	In Progress	Community Efficiency Funding (CEF) Study	<p>Council - September 23, 2024 THEREFORE BE IT RESOLVED THAT Council direct that an application by the Town of Collingwood in partnership with the Clean Air Partnership be made to the Community Efficiency Financing grant to complete a feasibility study to explore the potential of a Home Energy Loan Program.</p> <p>A Community Efficiency Financing (CEF) Feasibility Study explores local housing archetypes and innovative finance models and suggest ways to make it more affordable for homeowners to retrofit homes through energy-efficiency measures and renewable energy installations. Benefits of CEF include reduction in community GHG emissions, improving utility affordability by making homes more energy efficient, and increasing home comfort, health and resident well-being. FCM's Green Municipal Fund supports CEF feasibility studies by providing up to 80% in grant funding.</p> <p>Residential emissions are the second largest contributor (23.2%) of community GHG emissions, and the completion of a CEF Feasibility Study is a recommendation that will be included in the Community Climate Action Plan and would help enable residents to afford needed home retrofits to reduce utility use GHG emissions.</p> <p>CCAT along with other Climate Action Teams in the region, are putting together a cohort of municipalities to support a regional CEF Feasibility Study. It is expected that a deputation by CCAT to provide Council direction to staff to begin this process will come forward before the end of 2024.</p> <p>Estimated total project cost is \$50,000. 80% Grant contribution \$40,000, 20%Town contribution \$10,000.</p>	Council - Resolution	Low	F&F

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
32	12/18/2023	FY25 Q4	In Progress	Policy - Comprehensive Zoning Bylaw Update (Overall Project)	<p>Required to implement Community Based Strategic Plan, meet community needs, implement legislative changes and coordinate with the outcomes of the Official Plan. Also covers RES-372-18: THAT Council instruct staff to prepare a list of proposed Zoning By-law amendments for Council's review. Can not legislatively begin until after Official Plan is adopted. Council - February 5, 2024 THAT staff and the successful consulting team be directed to investigate commercial parking standards as they may be applied to major intersections or other identified high-traffic areas within mixed use corridors through the Comprehensive Zoning Bylaw Update to ensure that sufficient on-site parking is available to support the proposed uses, in the context of the overall desire of the community and policy direction in the adopted 2023 Official Plan to move toward a shift where active transportation and transit are preferred options to the personal vehicle.</p> <p>Council - April 22, 2024 THAT in recognition of the benefits of urban agriculture, staff be directed to explore a permissive framework for backyard hen coops or other small-scale livestock rearing (e.g. bees, goats, rabbits, etc.) in the Town of Collingwood through the Zoning By-law Update project and pending the nature of the public input and consultant advice received, staff be further directed to report back to Council on the options, necessary by-law amendments, requirements to establish a licensing program(s), and/or enforcement resources needed.</p>	Council - Resolution	High	PLANNING
33		FY25 Q4	On-Going	Youth Engagement - Seek collaborative approaches with existing Youth Groups	<p>Council - May 15, 2023 THAT Staff Report C2023-14, CBSP Goal: Youth Engagement in Governance – Next Steps, be received; AND THAT Council authorize proceeding with the following youth engagement options: 1. Seek collaborative approaches with other groups to extend existing Youth Council(s) 2. Identify Collaborative Projects to engage Youth / Youth Activists</p>	Council - Resolution	Low	CLERKS
34		FY25 Q4	On-Going	Youth Engagement - Identify Collaborative Projects to engage Youth / Youth Activists	<p>Council - May 15, 2023 THAT Staff Report C2023-14, CBSP Goal: Youth Engagement in Governance – Next Steps, be received; AND THAT Council authorize proceeding with the following youth engagement options: 1. Seek collaborative approaches with other groups to extend existing Youth Council(s) 2. Identify Collaborative Projects to engage Youth / Youth Activists 3. Direct Line to Council / Council Recognition Initiative 4. Youth Mayor Initiative AND FURTHER THAT Members of Council interested in assisting in any of the above initiatives to contact Clerk Services.</p>	Council - Resolution	Medium	CLERKS
35	9/8/2025	FY25 Q4	On Hold	Corporate Advertising Feasibility Study	<p>Council Resolution - February 27, 2023 PW2023-05 Transit Advertising Update Recommendation to receive report and direct staff to create a Corporate Advertising Policy within a future Operational Plan, proceed with an open-market request for proposal and report back to Council with an update of the outcome. RFP for services to review feasibility of all opportunities for advertising within municipal facilities, transit, programs and events, including cost to implement and revenue projections.</p>	Council - Resolution	Low	COMMS

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
36	11/7/2023	FY25 Q4	In Progress	Affordable Housing - 2024 AHMP Implementation Projects	<p>Implementation of 26 initiatives identified in the AHMP generally endorsed by Council on November 6, 2023. This initiative includes updates and modifications to the Rapid ADU Deployment Program and a fast tracked ZBA. Overall work plan anticipated to be brought forward in February 2024.</p> <p>January 22, 2024 - Council</p> <p>AND THAT 7882-7888 Poplar Side Road and 29 and 45 Birch Street be submitted in response to the County of Simcoe's Call for Proposals for Municipal Lands for Affordable Housing Development based on parameters set out in the recommendation.</p> <p>AND THAT staff be directed to proceed with a Request for Expression of Interest for development and operator partners to support small-scale demonstration or pilot projects for innovative housing types on Town-owned or privately held remnant or small parcels of land;</p>	Council - Resolution	High	PLANNING
37	1/2/2025	FY25 Q4	In Progress	Build awareness and understanding, combatting racism, discrimination, exclusion and intolerance.	<p>Council - April 22, 2024</p> <p>AND THAT Council direct staff to continue working to building initiatives and actions aimed at building awareness and understanding, combatting racism, discrimination, exclusion and intolerance.</p>	Council - Resolution	Low	PRC WELL-BEING & INCLUSION
38		FY25 Q4	Not Started	Prepare Community Benefits Charges Strategy	<p>October 7, 2024 - Council</p> <p>THAT staff be directed to move forward with a full Community Benefits Charges Strategy.</p>	Council - Resolution	Low	FINANCE
39	1/6/2025	FY25 Q4	Not Started	Inventory Accessible Parking Spaces - Municipal Lot EBMA	<p>Council - September 9, 2024</p> <p>THAT Council direct Staff to inventory the accessible parking spaces in the Municipal Parking Lot adjacent to the Eddie Bush Arena;</p> <p>AND THAT Staff determine the appropriate number of accessible parking spaces and required locations.</p> <p>*Accessibility Advisory Committee Minutes Thursday, June 20, 2024*</p>	Council - Resolution	Low	F&F
40		FY26 Q4	In Progress	International Development Programming through the FCM - PMI-WILL	<p>Partnerships for Municipal Innovation Women in Local Leadership (PMI-WILL) ongoing project until December 31, 2026</p> <p>Mission 1: June 2023</p> <p>Mission 2: February 2024</p> <p>Mission 3: July 2024</p> <p>Council - September 20, 2021</p> <p>THAT Staff Report CCS2021-01 International Development Programming through the Federation of Canadian Municipalities (FCM), be received;</p> <p>AND THAT Council support an application in response to a FCM future call for municipal community participants in an international program that aligns with the priorities of the Community Based Strategic Plan.</p> <p>THAT Council support the participation of Councillor Doherty in the Federation of Canadian Municipalities (FCM) partnership for municipal innovation, Women in Local Leadership, delegation taking place in Ghana, Africa during the month of June 2023.</p>	Council - Resolution	Medium	CCS ADMIN

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
					<p>THAT Staff Report PRC2021-06 Herbert Wilson Legacy be received;</p> <p>AND THAT Council approve the naming of park lands adjacent to the Admiral Collingwood Public School and bordered by Dey Drive and Kirby Avenue, the "Wilson-Sheffield Park" in recognition not only of the contributions of these Collingwood families and a history that dates back to the Underground Railroad, but specifically the contribution of the Wilson family via the legacy left by Herbert Wilson.</p> <p>AND THAT Council approve a budget upset limit of \$35,000 to support the installation of a memorial in the boulevard of 6th Street near Maple Street. Such memorial to be established in consultation with Carolynn and Sylvia Wilson, and in recognition of the story represented by their father's passing and the historical lesson we hope to never forget as we continually reach for inclusion.</p>			
41		FY26 Q4	In Progress	Herbert Wilson Memorial	AND THAT Council direct an apology letter be sent to the Wilson Family on behalf of the Town.	Council - Resolution	High	PRC PARKS
					<p>THAT staff bring forward a comprehensive review of the Town's Heritage Programs including committee composition and staff resources in the 2023 Budget.</p> <p>[Council deferred to 2024 in budget SIC Dec. 5th] RES-416-2022</p> <p>THAT Council receive the Development & Operation Services Standing Committee Report from its meeting held December 12, 2022, and hereby approve the recommendations contained within the report and the associated bylaws, as presented.</p> <p>Heritage Committee Minutes</p> <p>THAT staff consider during the upcoming review of the Heritage by-law, consider the addition of aluminum clad wood windows to the list of types of windows permissible for use on heritage buildings.</p> <p>March 27, 2023 - Council Collingwood Heritage Committee</p> <p>THAT the Collingwood Heritage Committee request that Council undertake a review of the Heritage Grant Program, with special attention to re-evaluating the maximum amount of \$3,000 per project;</p> <p>AND THAT the Heritage grant funding be reviewed as part of the 2024 budget deliberations</p>			
42	3/2/2026	FY26 Q4	On Hold	Heritage - Comprehensive Review of Heritage Programs		Council - Resolution	Low	PLANNING

Item #	Date Work		Status	Short Title	Item (Long Title or Full Resolution)	Source	Corporat Lead	
	Starts/Started	End Quarter					e Priority	Division
43	5/1/2024	FY26 Q4	In Progress	Development Process and Fees Review - Implementation	<p>Council - April 22, 2024</p> <p>THAT staff be directed to return to Council, as resources permit, not later than six months, prior to implementation of any recommendations that require or would benefit from endorsement or further direction to facilitate action as outlined in Staff Report P2024-09.</p> <p>Necessary to accurately estimate the cost-of-service delivery, identify process efficiencies and confirm the appropriate fee structure. Fees currently provide far below the costs of the planning oversight, with the remainder paid through municipal taxes</p>	Council - Resolution	Medium	PLANNING



Staff Report T2024-22

Committee 2024-11-04

Council 2024-11-18

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Jennifer Graham, Treasurer
Prepared By: Jennifer Graham, Treasurer
Subject: 2024 Q3 Financial Review

Recommendation

THAT Staff Report T2024-22, **2024 Quarter Three (Q3) Financial Report** be received for information.

1. Executive Summary

As of Q3 2024, Collingwood is in a strong financial position with an estimated projected year-end surplus of \$596,000, driven by higher-than-anticipated revenues and cost savings. Key variances include:

- **Revenue Gains:** Strong performance in parking, water, and environmental services.
- **Cost Savings:** Unfilled positions and delayed expenses across departments.
- **Capital Spending:** \$26.5 million of the \$71.1 million capital budget has been spent, aligning with expected mid-year activity.
- **Salaries & Benefits:** Tracking slightly below budget at 72.8%, expected to remain under by marginal amount by year-end.
- **Investments:** Portfolio benefiting from economic conditions and anticipated interest rate cuts, supporting stable returns with capital protection.

Overall, Collingwood remains on target for a positive year-end, with financial management and strategic investments aligned to sustain stability and growth.

2. Analysis

Operating Variance Analysis (Actual vs Budget) – Appendix A

As we progress through the third quarter of 2024, the Town of Collingwood remains in a strong financial position.

The table below details the net impact of each program on year-to-date financial performance (*Note that Non-Tax Supported Adjustments include the reversal of budgeted transfers to/from reserves to support the monitoring of each department's performance). Generally, at this point in the year, departments would be expected to be at approximately 75% of budgeted expenditures.

The Town is in a favorable position at Q3 and projected to be at year end. This is largely due to higher-than-anticipated revenues in various programs, including substantial gains in parking, water services, and environmental services, combined with savings from unfilled positions and delayed expenditures.

Program	2024 Annual Budget (in '000's)	2024 YTD Actual (in '000's)	YTD Variance (\$)	YTD Variance (%)	2024 Projection to Year End (in'000's)	Projection Variance (%)
Taxation Revenue	\$ 42,074	\$ 41,846	(\$ 228)	99.5%	\$ 42,037	99.9%
Development & Growth	(3,392)	(2,354)	1,038	69.4%	(3,392)	100.0%
Community Safety Standards	(11,534)	(8,662)	2,871	75.1%	(11,620)	100.7%
Community Health & Well-being	(4,848)	(3,453)	1,394	71.2%	(4,605)	95.0%
Arts Culture & Heritage	(3,324)	(2,563)	761	77.1%	(3,324)	100.0%
Community Access & Mobility	(7,711)	(4,216)	3,496	54.7%	(7,441)	96.5%
Municipal Governance and Civic Engagement	(2,596)	(1,789)	807	68.9%	(2,560)	98.6%
Corporate & Customer Services	(8,670)	(5,631)	3,039	64.9%	(8,500)	98.0%
Building Department *	(315)	(295)	20	93.6%	(360)	114.2%
Parking Authority *	201	489	288	243.7%	400	199.4%
Environmental / WW Services *	2,259	2,978	719	131.8%	2,859	126.6%
Water Services *	697	2,816	2,119	403.9%	2,150	308.4%
Total **	\$ 2,842	\$ 19,167	\$ 16,325		\$ 5,645	198.6%
Non-Tax Supported Adjustments	(2,842)	(5,988)	(3,146)	210.7%	(5,049)	177.7%
Grand Total	\$ 0	\$ 13,179	\$ 13,179		\$ 596	

Analysis by Program (Excluding Non-Tax Supported Services)

1. Taxation Revenue

The Taxation Revenue program is on track to meet budget projections with minor

variances. The current shortfall of \$228K is anticipated to be offset as payments in lieu are fully accounted for and supplementary tax revenues for October and November are realized. Additionally, pending court revisions may further impact the year-end total, which is projected to close at 99.9% of the annual budget.

2. Development & Growth

Currently, Development & Growth is under budget due to timing of entries to and from reserves as well as non-tax funding allocations (\$543k and \$295k respectively). These are expected to align by year-end, bringing the program on target with the budgeted amount.

3. Community Safety Standards

The Community Safety Standards program is showing a variance of \$2.87M, or 75.1% of budget. The Short-Term Accommodation (STA) program expenses were less than budgeted, which will reduce reserve drawdowns at year end. Remaining expenses in this category are expected to align closely with budget, with offsetting variances in various areas leading to a projected slight increase over budget by year-end.

4. Community Health & Well-being

The program reflects a favorable variance primarily due to increased revenue across services and a reduction in some salary expenses. This positive trend is projected to continue, with a year-end budget savings of approximately 5%, bringing the program to 95% of the annual budget.

5. Arts Culture & Heritage

Expenses and revenues are generally in line with budgeted amounts for Arts Culture & Heritage. Year-end projections indicate that this program will close on target with minimal variance, as no significant expenditure deviations are anticipated.

6. Community Access & Mobility

This program is underspent due to delays in significant contracted services for general repairs and paving (\$1.25M), fuel, gas and oil (\$225k), debenture costs allocations (\$210k), and salaries and benefits (\$900k) contributing to a current YTD variance of \$3.5M, or 54.7% of the budget. These delayed expenses are expected to materialize, though slightly below the budgeted amount, resulting in a conservative projected year-end savings of 3.5%.

7. Municipal Governance and Civic Engagement

Municipal Governance and Civic Engagement expenses are pacing behind the annual budget due to timing variances. It is anticipated that these expenses will align with projections by year-end, with a minor favorable variance of approximately 1.4%.

8. Corporate & Customer Services

The Corporate & Customer Services program is trending below budget, largely due to anticipated higher-than-expected investment income and slightly lower expenditures in several areas. These factors are projected to contribute to a 2% year-end budget savings.

Non-Tax Supported Services

9. Building Department

The Building Department shows a variance due to reduced building permit revenue, which is expected to remain below budget for the year. As a result, a larger-than-anticipated reserve drawdown will be needed to balance the program, leading to a year-end projection 14.2% above the original budget.

10. Parking Authority

Parking Authority revenue is outperforming expectations with increases in all areas, including parking fees at Sunset Point, municipal lots, and streets, and issuance of fines, contributing to a YTD variance of 243.7%. This is projected to result in a significant favorable year-end variance of nearly 100%.

11. Environmental and Wastewater Services

Environmental and Wastewater Services have experienced a significant increase in Public Disposal Fees revenue (\$460k exceeding budget at year to date) and a reduction in certain expenses such as utilities \$200k and salaries and benefits \$480k, coupled with delayed timing of expenditures related to contracted services, debenture timing, engineering fees, and studies. This has led to a favorable variance of 31.8% to date, and this trend is expected to continue, projecting a year-end result of 126.6% of the budgeted amount.

12. Water Services

Water Services have benefited from significant increased revenues in Commercial (at 81% of \$1.36M budget at year to date) and Process water (at 187% of \$51k budget

year to date). There are decreased expenses across several categories, some of which are due to timing, internal note allocations (\$350k) and engineering fees (\$195k), and others a result of savings, contracted services (\$850k) - the water intake pipe inspection came \$360k under budget due to the pipe being in much better shape than anticipated and not requiring any major repairs, and the ability to use staff (water distributors) for work on valve box adjustments resulting in additional savings of \$100k. Vacancies in staff, notably in supervisory/management/compliance positions contributed to salaries and benefits under budget (\$846k) leading to a significant YTD surplus. Year-end projections suggest revenues will remain high, concluding the year at approximately 308.4% of the budget. The surplus, while significantly higher than budget, is very close to the average annual transfer each year since 2018 and the projection for 2024 in the 2019 Water and Wastewater Study.

The Town's year-to-date operating variances indicate a favorable position across most departments, primarily driven by revenue gains in key areas and timing-related savings. The year-end forecast anticipates the Town will remain within budget, with a projected surplus of \$596K. This surplus is based on best estimates and conservative assumptions, accounting for known factors and anticipated expenditures through year-end. However, **this projection is subject to change** as adjustments are made and unforeseen needs arise, ensuring that resources are managed effectively as we close out 2024.

Capital Variance Analysis – Appendix B

The total Capital Budget for 2024 is \$71.1 Million, as at the end of Q3 \$26.5 Million has been spent, noting that generally the capital works program commences in Q2 and Q3 of each year. Project status by service information can be found in Appendix B. The table below shows the summary information by department.

Program	2024 Annual Budget	2024 YTD Actual	YTD Variance (\$\$)	YTD Variance (%)
Development & Growth	\$ -	\$ -	\$ -	0.0%
Community Safety Standards	230,000	136,572	(93,428)	59.4%
Community Health & Well-being	8,664,063	3,317,613	(5,346,450)	38.3%
Arts Culture & Heritage	175,500	4,117	(171,383)	2.3%
Community Access & Mobility	13,439,015	4,488,574	(8,950,441)	33.4%
Municipal Governance and Civic Engagement	1,385,000	2,415,113	1,030,113	174.4%
Corporate & Customer Services	1,633,500	484,284	(1,149,216)	29.6%
Building Department *	65,000	58,446	(6,554)	89.9%
Parking Authority *	50,000	-	(50,000)	0.0%
Environmental / WW Services *	9,158,000	1,468,831	(7,689,169)	16.0%
Water Services *	36,268,100	14,197,975	(22,070,125)	39.1%
Grand Total ***	\$ 71,068,178	\$ 26,571,525	-\$ 44,496,653	

Salaries/Benefits Variance Analysis (Actual vs Budget) - Appendix C

In 2024, the total Salaries/Benefits budget is \$28.0M this includes the Salary Contingency (overall budget was reduced by \$390K) that reduced the overall budget to account for vacancies and natural attrition throughout the year. At then end of Q3, total salaries and benefits are slightly behind the year-to-date expectation at 72.8%, Appendix C includes detailed explanations by program. It is important to note that the budget is based on annual amount and although in some cases positions are not expected to be hired until later stages of the year a variance will be present at this point due to the annualization of the budget (i.e. the budget is not broken down on a quarterly basis).

	2024 Actual YTD as at Sept-30-2024	2024 Annual Budget	%	YTD Expectation	Variance	%	Budget Remaining	%
Salaries	\$ 15,512,151	\$ 21,476,810	72.2%	\$16,107,607	\$ 595,457	2.8%	\$5,964,659	27.8%
Overtime	520,880	428,125	121.7%	321,094	(199,786)	-46.7%	(92,755)	(21.7%)
Benefits	4,360,288	6,113,195	71.3%	4,584,897	224,609	3.7%	1,752,908	28.7%
Total	\$ 20,393,318	\$ 28,018,130	72.8%	\$21,013,598	620,279	2.2%	\$7,624,812	27.2%

Investment Analysis – Appendix D

This report provides an updated analysis of the Town’s investments in Principal-Protected Notes (PPNs), including current market values, protections at maturity, participation rates, Return on Capital (ROC), and auto-call features. For specific details of each holding, refer to Appendix E.

Economic Outlook and Interest Rate Impact

The Bank of Canada is expected to continue to implement sharp interest rate cuts over the next 12 months, reflecting economic softening and reduced inflationary pressures. Lower interest rates generally lead to increased market values for PPNs, as their fixed coupon rates and protections at maturity become more attractive. The anticipated impacts of rate reductions on PPN performance include:

1. **Increased PPN Market Values:** Declining interest rates typically enhance PPN market values, as their relative attractiveness increases.
2. **Increased Auto-Call Likelihood:** Lower rates could lead to an increased probability of early auto-calls, especially for PPNs linked to equity or performance benchmarks that may benefit in a favorable interest rate environment.

Update on Recent Transactions

Subsequent to September 30, 2024, the **BNS Canadian Bank PPN**, purchased on June 28, 2021, and managed by Scotia Wealth with an initial quantity of 80,000 units, was sold for a total of **\$9,152,000**. The proceeds from this sale were reinvested into a one-year Guaranteed Investment Certificate (GIC) offering an interest rate of **3.91%**. This reallocation aligns with the Town's strategy to secure a more stable return in the short term while enhancing cash flow predictability amid potential market volatility.

Portfolio Performance

The PPN portfolio is performing well under the current economic conditions, benefitting from expected interest rate cuts. The lower rates have increased the market values of the holdings and enhanced the attractiveness of their fixed coupon rates and protections at maturity. These conditions are favorable for the Town's investment portfolio, supporting increased potential returns while maintaining capital protection.

The Town's positive cash flow allows flexibility, enabling a strategic hold on investments to capitalize on favorable market conditions. Continuous monitoring will guide future adjustments to optimize returns.

Grant Update – Appendix E

In the third quarter, a total of \$70,065,311.96 in funding was approved, including \$70M from the Housing-Enabling Water Systems Fund for the Water Treatment Plant, \$35,000

to support barriered individuals at the Library, \$10,311.96 for a Student Programmer from Young Canada Works, and \$20,000 from Experience Ontario for Sidelaunch Days. Additionally, new funding applications totaling \$57,513 were submitted, including \$25,000 to Canada Post for the Book Vending Machine project and \$32,513 to Public Library Operating, Pay Equity, and First Nation Salary Supplement. Overall, there are 14 application-based funding agreements in process, four ongoing allocated funds, and two applications awaiting approval.

3. Input from Other Sources

Reviewed by Department Heads on October 29th, 2024.

Input from:

Lara Janzen, Financial Analyst

Stephanie Ottewell, Financial Analyst

Nicola Brockelbank, Payroll Coordinator

4. Applicable Policy or Legislation

Municipal Act

|

5. Considerations

2024-2028 Community Based Strategic Plan:

Sustainable Connected Vibrant Responsible

Services adjusted if any

Climate Change / Sustainability: [Choose an item.](#)

Communication / Engagement: [Choose an item.](#)

Accessibility / Equity, Diversity, Inclusion: [Choose an item.](#)

Registered Lobbyist(s) relating to content: [\[add content and meeting dates\]](#)

[Subject]

Click or tap to enter a date.202x-xx

Page 9 of 9

Next steps and future action required following endorsement:

Year End Financial results will be presented in April 2025.

6. Appendices and Other Resources

Appendix A: Operating Variance by Program

Appendix B: Capital Project Status by Service

Appendix C: Salaries Variance

Appendix D: Investment Analysis

SGS question: Do other municipalities do this? And if they do, why would we not? Seems low risk and reasonable – especially if we can find a way for people to pay automatically online : Grant Update

7. Approval

Prepared By:

Jennifer Graham, CPA CA, Treasurer

Reviewed By:

[Name, Title]

CAO Comments:

Endorsed on Oct. 30, 2024 to proceed to COW.

T2024-22 - 2024 Quarter 3 - Financial Report

Department	2024 Actual YTD as at Sep-30-2024	2024 Annual Budget	YTD Variance \$	YTD Variance %	2023 Actual YTD as at Sept 30-2023	Variance \$ \$ '24 vs '23	Variance % '24 vs '23
Taxation							
Revenue	(\$ 41,952,972)	(\$ 42,503,980)	\$ 551,008	98.7%	(\$ 40,373,083)	(\$ 1,579,889)	3.9%
Expenditure	106,750	430,000	(323,250)	24.8%	275,224	(168,474)	-61.2%
Taxation Total	(\$ 41,846,221)	(\$ 42,073,980)	\$ 227,759	99.5%	(\$ 40,097,859)	(\$ 1,748,363)	4.4%
Development & Growth							
Revenue	(\$ 1,349,318)	(\$ 2,344,162)	\$ 994,844	57.6%	(\$ 1,241,721)	(\$ 107,597)	8.7%
Expenditure	3,703,322	5,736,541	(2,033,219)	64.6%	4,450,154	(746,832)	-16.8%
Development & Growth Total	\$ 2,354,004	\$ 3,392,379	(\$ 1,038,375)	69.4%	\$ 3,208,433	(\$ 854,429)	-26.6%
Community Safety and Standards							
Revenue	(\$ 347,163)	(\$ 622,125)	\$ 274,962	55.8%	(\$ 158,336)	(\$ 188,827)	119.3%
Expenditure	9,009,517	12,155,739	(3,146,221)	74.1%	8,424,693	584,825	6.9%
Community Safety & Stds Total	\$ 8,662,354	\$ 11,533,614	(\$ 2,871,260)	75.1%	\$ 8,266,357	\$ 395,997	4.8%
Community Health & Well-being							
Revenue	(\$ 1,465,963)	(\$ 1,860,994)	\$ 395,031	78.8%	(\$ 1,472,830)	\$ 6,867	-0.5%
Expenditure	4,919,151	6,708,517	(1,789,366)	73.3%	4,624,086	295,065	6.4%
Community H&W Total	\$ 3,453,188	\$ 4,847,523	(\$ 1,394,335)	71.2%	\$ 3,151,256	\$ 301,933	9.6%
Arts, Culture & Heritage							
Revenue	(\$ 211,325)	(\$ 363,054)	\$ 151,729	58.2%	(\$ 184,601)	(\$ 26,724)	14.5%
Expenditure	2,774,301	3,686,635	(912,335)	75.3%	2,611,162	163,138	6.2%
Arts, Culture & Heritage Total	\$ 2,562,976	\$ 3,323,581	(\$ 760,606)	77.1%	\$ 2,426,561	\$ 136,414	5.6%
Community Access & Mobility							
Revenue	(\$ 1,027,005)	(\$ 985,495)	(\$ 41,510)	104.2%	(\$ 1,470,217)	\$ 443,212	-30.1%
Expenditure	5,242,516	8,696,688	(3,454,172)	60.3%	4,878,479	364,037	7.5%
Community Access & Mobility Total	\$ 4,215,511	\$ 7,711,193	(\$ 3,495,682)	54.7%	\$ 3,408,262	\$ 807,249	23.7%
Municipal Governance & Civic Engagement							
Revenue	(\$ 108,257)	(\$ 154,979)	\$ 46,721	69.9%	(\$ 37,165)	(\$ 71,092)	191.3%
Expenditure	1,896,915	2,750,903	(853,988)	69.0%	1,534,419	362,497	23.6%
Municipal Gov. & Civic Eng. Total	\$ 1,788,658	\$ 2,595,925	(\$ 807,266)	68.9%	\$ 1,497,254	\$ 291,405	19.5%
Corporate & Customer Services							
Revenue	(\$ 2,816,687)	(\$ 4,060,456)	\$ 1,243,769	69.4%	(\$ 3,438,378)	\$ 621,691	-18.1%
Expenditure	8,447,557	12,730,222	(4,282,665)	66.4%	6,863,490	1,584,067	23.1%
Corporate & Cust. Services Total	\$ 5,630,870	\$ 8,669,766	(\$ 3,038,896)	64.9%	\$ 3,425,112	\$ 2,205,758	64.4%

Appendix A - Operating Variance

T2024-22 - 2024 Quarter 3 - Financial Report

Department	2024 Actual YTD as at Sep-30-2024	2024 Annual Budget	YTD Variance \$\$	YTD Variance %	2023 Actual YTD as at Sept 30-2023	Variance \$\$ '24 vs '23	Variance % '24 vs '23
Building Department *							
Revenue	(\$ 532,398)	(\$ 857,000)	\$ 324,602	62.1%	(\$ 664,685)	\$ 132,286	-19.9%
Expenditure	827,487	1,172,210	(344,723)	70.6%	724,203	103,284	14.3%
Building Department Total	\$ 295,089	\$ 315,210	(\$ 20,122)	93.6%	\$ 59,518	\$ 235,570	395.8%
Parking Authority *							
Revenue	(\$ 892,888)	(\$ 635,000)	(\$ 257,888)	140.6%	(\$ 791,831)	(\$ 101,057)	12.8%
Expenditure	404,019	434,375	(30,356)	93.0%	221,613	348,862	157.4%
Parking Authority Total	(\$ 488,869)	(\$ 200,625)	(\$ 288,244)	243.7%	(\$ 570,218)	\$ 247,806	-43.5%
Wastewater Services *							
Revenue	(\$ 7,140,801)	(\$ 8,803,171)	\$ 1,662,371	81.1%	(\$ 6,465,729)	(\$ 675,072)	10.4%
Expenditure	4,162,468	6,543,923	(2,381,455)	63.6%	3,502,372	660,096	18.8%
Wastewater Services Total	(\$ 2,978,333)	(\$ 2,259,249)	(\$ 719,084)	131.8%	(\$ 2,963,357)	(\$ 14,976)	0.5%
Water Services *							
Revenue	(\$ 6,672,203)	(\$ 8,367,476)	\$ 1,695,273	79.7%	(\$ 6,388,737)	(\$ 283,465)	4.4%
Expenditure	3,856,406	7,670,346	(3,813,941)	50.3%	3,897,199	(40,794)	-1.0%
Water Services Total	(\$ 2,815,797)	(\$ 697,130)	(\$ 2,118,667)	403.9%	(\$ 2,491,538)	(\$ 324,259)	13.0%
Total - Defecit/(Surplus)	(\$ 19,166,571)	(\$ 2,841,793)	(\$ 16,324,778)	674.5%	(\$ 20,680,218)	\$ 1,680,105	-8.1%
Non-Tax Supported Adjustments *	\$ 5,987,910	\$ 2,841,793	\$ 3,146,117		\$ 5,965,594	(\$ 144,141)	
Grand Total - Defecit/(Surplus)	(\$ 13,178,661)	(\$ 0)	(\$ 13,178,661)		(\$ 14,714,624)	\$ 1,535,964	

T2024-22 - 2024 Quarter 3 - Financial Report

	2024 Actual	2024 Budget	Progress
Circulation & Curation of Library Materials Service	\$ 70,004	\$ 224,500	
9752 - I.T. Replacement - Training Room & Public Computers	6,295	7,000	In-progress
9757 - Library Heat Pump Replacement	47,628	150,000	On-going as required
9759 - Library Building Lifecycle	10,276	50,000	On-going as required
975H - Library - Meeting Rooms Audio/Video Equipment	-	10,000	Not started
975I - Security Camera Replacement	5,805	7,500	In-progress
Community Arts & Culture	\$ -	\$ 171,000	
970C - Simcoe Street Theatre Improvements	-	51,000	Project was grant dependent - funding never received.
970E - Amphitheatre Seasonal Washrooms	-	100,000	Delivery not expected until 2025, carried forward.
9739 - Heading Dockside Mural Replacement	-	20,000	Carried forward to 2026 due to ongoing renovations of building.
Community Recreation Spaces	\$ 661,441	\$ 1,064,000	
9705 - PRC Facility Equipment	88,186	12,000	Complete - note includes vehicle purchase to be reallocated to project below
970H - Facilities Vehicles	75,588	160,000	1 vehicle delivered, 2 budgeted.
9711 - Central Park Arena - Facility Maintenance / Improvements	38,998	70,000	Heat exchange and mezzanine work.
9712 - EBMA - Facility Maintenance / Improvements	147,781	135,000	Complete.
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	69,780	370,000	Engineering for roof over outdoor rink.
9716 - Curling Facility - Facility Maintenance / Improvements	78,087	75,000	Complete.
9718 - Museum Building - Facility Maintenance / Improvements	44,596	70,000	Engineering for washroom project.
9760 - Museum Gallery Retrofit	4,117	4,500	Works in-progress
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	31,135	42,500	Works in-progress
9763 - Multi-Purpose Facility Feasibility Study	83,173	125,000	Works in-progress
Community Standards	\$ 58,479	\$ 75,000	
9263 - New By-law Vehicle	58,479	75,000	Complete.
Corp Fleet & Other Asset Mgmt	\$ 290,930	\$ 1,185,000	
9104 - Facility LED Lighting Retrofit	196,034	275,000	Complete
9105 - Roof Replacements	-	75,000	Not started
9106 - BDC HVAC Replacement	10,100	70,000	Data Analysis / Development
9107 - Fleet EV Charging Stations	-	25,000	Data Analysis / Development
9108 - GHG Reduction Project Design	-	100,000	Data Analysis / Development
9121 - Town Hall Refurbishment Program	4,463	60,000	Works in-progress
9136 - New Accommodation Townhall - Retrofit	25,882	100,000	Works in-progress
9210 - Collingwood Police Building	44,304	60,000	Works in-progress
9364 - New Accommodation - P/W Building and Shop renovations	-	400,000	Data Analysis / Development
9366 - 545 10th Line Lifecycle - Shop Improvements	10,148	20,000	Works in-progress
Council Representation	\$ 9,354	\$ 15,000	
9103 - Audio/Video Equipment Braniff Room	9,354	15,000	Complete
Fire Services	\$ 78,093	\$ 155,000	
9202 - Fire Master Plan	3,391		
9203 - Fire - Vehicle Replacements	-	80,000	
9205 - Edraulic Tools	66,124	65,000	Complete
9208 - Training Trailer	844	-	
9209 - Storage Unit	7,734	10,000	Data Analysis / Development

	2024 Actual	2024 Budget	Progress
Governance Support	\$ 2,405,760	\$ 1,370,000	
910B - Agenda Management Software	-	20,000	With Procurement
910C - Land Acquisition Funds	-	1,300,000	On-going as required
910D - Procurement Software	-	30,000	Data Analysis / Development
9129 - Strategic Land Acquisition	2,405,760	20,000	On-going as required
Information Technology	\$ 193,354	\$ 348,500	
9125 - Server Asset Management	46,626	50,000	Data Analysis / Development
9141 - Computer Hardware	6,366	9,000	On-going as required
9143 - Computer Software	-	2,500	On-going as required
9144 - Networking - WAN & LAN Infrastructure	94,689	117,000	Data Analysis / Development
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	-	120,000	Tender Complete
9148 - Desktop/Laptop Replacements	45,673	50,000	In-progress
Ontario Building Code Administration & Enforcement Service	\$ 58,446	\$ 65,000	
9230 - Building Fleet	58,446	65,000	With Procurement
Parks, Trails & Amenities	\$ 2,590,285	\$ 7,380,063	
9703 - Shade Shelters	-	30,000	
9704 - Trail Development	120,445	150,000	Works in-progress
9708 - Neighbourhood Park Replacement/Enhancements	100,190	200,000	In-progress
9710 - Trail Bridges - (Hen and Chickens)	157,862	475,000	Works in-progress
9713 - Fisher Field Improvements	22,504	185,000	Works in-progress
971U - Shipyards Side Launch Way	-	150,000	Carried forward to 2027.
9723 - Harbour East Wall Docking phases	-	100,000	With Procurement
9724 - Wilson Sheffield Park	169,357	850,000	Works in-progress
9728 - PRC Summit View Park	1,417,057	1,750,000	Works in-progress
9720 - Heritage Park Improvements	3,054		
9721 - Sunset Point Raised Crosswalk	100,000	100,000	Complete
9731 - Parkway Medians	1,150		
9733 - Asphalt Walkways	-	15,000	On-going as required
9741 - Truck Replacements	-	130,000	Not started
9743 - Town Signage	5,227	10,000	On-going as required
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	72,358	86,000	Complete
9745 - Parks Equipment	33,901	59,000	In-progress
9747 - St. Marie St North Block 9 Park - Public Realm Plan	60,034	2,000,000	Works in-progress
9773 - Heritage Drive Reconstruction and Parking	115,031	95,000	Works in-progress
9776 - Healing Forest	4,858	15,000	Works in-progress
9782 - Active Transportation	40,211	60,000	On-going as required
9784 - Urban Forestry Equipment	77,414	50,000	In-progress
9786 - Harbourview Park Floating Docks	6,749	45,063	Not started
9787 - Old Village Park Washroom	-	450,000	Carried forward to 2025.
9788 - Irrigation Downtown Gardens	79,653	100,000	In-progress
978XX - Sunset Point Volleyball Improvements	-	100,000	Project was grant dependent - funding never received.
978XY - Pump Track Installation	3,231	175,000	Carried forward to 2025.

T2024-22 - 2024 Quarter 3 - Financial Report

	2024 Actual	2024 Budget	Progress
Roads & Active Transportation	\$ 4,457,908	\$ 13,006,265	
9301 - Cameron St - Walnut to Hurontario	3,533	18,000	Works in-progress
9304 - Sixth Street Trunk Watermain - High to Hurontario	31,882	525,000	Works in-progress
9306 - Hurontario St - Hume to Findlay	84,056	198,000	Works in-progress
9308 - Third St Bridge Rehabilitation	20,474	89,000	Works in-progress
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	10,025	100,000	Works in-progress
9302 - Public Works Staff Communication and Information Improvements	12,156	10,075	Works in-progress
9311 - Stanley Street Drainage Improvements	11,120	200,000	Works in-progress
9312 - First Street/Pretty River Parkway Street Side Enhancements	-	490,000	Data Analysis / Development
9324 - Provision for Development-Related Vehicles	-	387,000	Awarded
9329 - Pedestrian Traffic Signals & PXOs	156,841	230,000	Works in-progress
9330 - Traffic Calming Improvements	3,882	180,000	
9331 - Peel Street - Hume to Bush	427	85,000	
9332 - Large Tools & Office Equipment Replacement PW 04	4,582	10,000	
9334 - Traffic Signal Controller Upgrades	36,139	60,000	Works in-progress
9352 - Sidewalk Repairs	6,233	120,000	Awarded
9371 - High St - 10th St to Poplar Sideroad	21,729	635,000	In-progress
9377 - Guide Rail Repairs	78,221	225,000	Data Analysis / Development
9378 - Connaught Storm Sewer	7,134	70,000	Data Analysis / Development
9379 - Pretty River Channelization	-	58,000	
9380 - Asphalt Resurfacing PW 09	1,282,427	2,050,000	Works in-progress
9382 - Vehicle Replacement PW 02	668,959	713,040	Works in-progress
9387 - Bridge Rehabilitation	760,337	1,476,150	Works in-progress
9388 - Mountain Road Widening	1,182,904	3,445,000	Works in-progress
9389 - Minnesota Storm Sewer Repair	28,190	1,272,000	Works in-progress
9390 - High St - 2nd to 5th	392	200,000	
9393 - Community Safety Zone Improvements (CSZ)	40,250	100,000	Works in-progress
9433 - Streetlight Installation	6,017	10,000	On-going as required
9483 - Meter Replacement	-	50,000	On-going as required
Talent Mgmt (HR)	\$ -	\$ 100,000	
9132 - HRIS	-	100,000	Data Analysis / Development
Transit Service	\$ 30,666	\$ 482,750	
9423 - Bus Shelters	-	7,750	On-going as required
9424 - Bus replacement and Refurbishment	30,666.06	475,000	Works in-progress

T2024-22 - 2024 Quarter 3 - Financial Report

	2024 Actual	2024 Budget	Progress
Wastewater	\$ 1,468,831	\$ 9,158,000	
9505 - Sanitary Renewal Program	75,888	162,000	In-progress
9506 - Sanitary Sewer Grouting and Manhole Repairs	-	50,000	Data Analysis / Development
9509 - Digester #2 Repairs	105,646	4,500,000	Works in-progress
950Q - WWTP - Boiler Replacement	-	1,215,000	Not started
9511 - WW Vehicles	60	71,000	In-progress
9532 - Sewage Pumping Station Refurbishments	11,191	70,000	On-going as required
9550 - Wastewater Treatment Plant Refurbishment	72,083	739,500	Works in-progress
9553 - Inflow & Infiltration	19,285	200,000	Works in-progress
9554 - Paterson SPS Pump Replacements	10,517	5,000	Works in-progress
9558 - Osler Bluff Lagoon	4,112	150,000	In-progress
9582 - WWTP Blower Replacement	-	115,000	Not started
9583 - WWTP Screw Pump Rehabilitation	1,170,049	1,880,500	Works in-progress
Water Treatment & Distribution	\$ 14,197,975	\$ 36,268,100	
9610 - Vehicles & Equipment	86,633	380,500	Works in-progress
9611 - Large Tools	11,182	30,000	Works in-progress
9612 - 100mm Watermain Replacement	195,076	1,873,000	Works in-progress
9613 - Booster Pumping Station Refurbishments	22,283	742,000	Works in-progress
9620 - Carmichael Reservoir Upgrades	2,025,183	3,430,000	Works in-progress
9621 - In Ground Reservoirs	21,880	445,000	Works in-progress
9624 - Water Tower Refurbishments	6,783	432,600	Works in-progress
9625 - Water Meter Data Analytics Software	-	50,000	Data Analysis / Development
9627 - New Water Meters/Transmitters	-	-	
9640 - Water Treatment Plant Refurbishment	56,919	295,000	Works in-progress
9641 - Water Treatment Plant Expansion	11,216,925	27,255,000	Works in-progress
9642 - Stewart Road Reservoir and Booster Pumping Station	-	110,000	On hold
9643 - Membrane Replacements	16,181	-	
9644 - Water SCADA Improvements	88,601	100,000	Works in-progress
9645 - New Residential and General Water Services	23,218	92,000	On-going as required
9646 - Water Services Replacement	2,376	122,000	On-going as required
9648 - New Watermains	4,562	205,000	
9649 - Watermain Replacement	107,295	641,000	Works in-progress
9650 - Hydrants	24,754	25,000	Works in-progress
9652 - Valve Additions and Replacements	3,844	40,000	Works in-progress
9653 - Interim Additional Capacity	284,281		Works in-progress
Grand Total	\$ 26,571,525	\$ 71,068,178	

The expectation is that salaries should approximate 75% of budget at end of Q3.
 Variances that are +/- 2% of expectation have been investigated and noted below.
 Note: \$390k salary reduction is budgeted at a corporate level and not included in analysis below.

	2024 Actual YTD as at Sept-30-2024	2024 Annual Budget	%	YTD Expectation	Variance	%	Budget Remaining	%	NOTES
Development & Growth									
Salaries	\$1,947,972	\$2,618,803	74.4%	\$1,964,102	\$ 16,130	0.6%	\$670,831	25.6%	
Overtime	\$12,015	\$37,500	32.0%	28,125	16,110	43.0%	\$25,485	68.0%	
Benefits	\$506,946	\$772,467	65.6%	579,350	72,405	9.4%	\$265,521	34.4%	
Total	\$2,466,933	\$3,428,770	71.9%	2,571,578	104,645	3.1%	\$961,837	28.1%	1
Environmental Management, Conservation & Sustainability									
Salaries	\$533,882	\$851,217	62.7%	\$ 638,413	\$ 104,531	12.3%	\$317,335	37.3%	
Overtime	\$40,396	\$62,000	65.2%	46,500	6,104	9.8%	\$21,604	34.8%	
Benefits	\$131,637	\$251,385	52.4%	188,539	56,902	22.6%	\$119,749	47.6%	
Total	\$705,914	\$1,164,602	60.6%	873,452	167,537	14.4%	\$458,688	39.4%	2
Community Safety & Standards									
Salaries	\$3,056,565	\$4,290,003	71.2%	\$3,217,502	\$ 160,938	3.8%	\$1,233,438	28.8%	
Overtime	\$204,834	\$164,500	124.5%	123,375	(81,459)	-49.5%	(\$40,334)	(24.5%)	
Benefits	\$891,664	\$1,262,825	70.6%	947,119	55,455	4.4%	\$371,161	29.4%	
Total	\$4,153,063	\$5,717,328	72.6%	4,287,996	134,934	2.4%	\$1,564,266	27.4%	3
Community Health & Well-Being									
Salaries	\$3,490,815	\$5,012,471	69.6%	\$3,759,353	\$ 268,538	5.4%	\$1,521,656	30.4%	
Overtime	\$130,021	\$92,500	140.6%	69,375	(60,646)	-65.6%	(\$37,521)	(40.6%)	
Benefits	\$937,329	\$1,336,414	70.1%	1,002,310	64,982	4.9%	\$399,085	29.9%	
Total	\$4,558,165	\$6,441,384	70.8%	4,831,038	272,874	4.2%	\$1,883,220	29.2%	4
Arts, Culture & Heritage									
Salaries	\$1,395,945	\$1,876,880	74.4%	\$1,407,660	\$ 11,715	0.6%	\$480,935	25.6%	
Overtime	\$8,294	\$1,500	553.0%	1,125	(7,169)	-478.0%	(\$6,794)	(453.0%)	
Benefits	\$363,795	\$490,344	74.2%	367,758	3,964	0.8%	\$126,550	25.8%	
Total	\$1,768,034	\$2,368,725	74.6%	1,776,544	8,509	0.4%	\$600,690	25.4%	5
Community Access & Mobility									
Salaries	\$1,712,996	\$2,621,238	65.4%	\$1,965,929	\$ 252,932	9.6%	\$908,242	34.6%	
Overtime	\$107,610	\$39,125	275.0%	29,344	(78,266)	-200.0%	(\$68,485)	(175.0%)	
Benefits	\$582,571	\$669,026	87.1%	501,770	(80,801)	-12.1%	\$86,455	12.9%	
Total	\$2,403,178	\$3,329,390	72.2%	2,497,042	93,865	2.8%	\$926,212	27.8%	6
Municipal Governance & Civic Engagement									
Salaries	\$1,000,105	\$1,362,266	73.4%	\$1,021,700	\$ 21,594	1.6%	\$362,161	26.6%	
Overtime	\$3,974	\$9,500	41.8%	7,125	3,151	33.2%	\$5,526	58.2%	
Benefits	\$280,088	\$378,386	74.0%	283,789	3,702	1.0%	\$98,298	26.0%	
Total	\$1,284,167	\$1,750,152	73.4%	1,312,614	28,447	1.6%	\$465,985	26.6%	7
Corporate & Customer Service									
Salaries	\$2,373,869	\$3,233,931	73.4%	\$2,425,448	\$ 51,579	1.6%	\$860,062	26.6%	
Overtime	\$13,736	\$21,500	63.9%	16,125	2,389	11.1%	\$7,764	36.1%	
Benefits	\$666,259	\$952,348	70.0%	714,261	48,002	5.0%	\$286,088	30.0%	
Total	\$3,053,864	\$4,207,779	72.6%	3,155,834	101,970	2.4%	\$1,153,914	27.4%	8

Notes																						
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Appendix D - Investment Analysis

T2024-22 - 2024 Quarter 3

- Financial Report

Principal Protected Notes

Purchase Date	Managed By	Quantity	Description	Book Value	Market Value - 09.30.24	First Call Maturity	Final Maturity	Participation at Maturity	Protection at Maturity	Annual ROC	Autocall Coupon
4/12/2021	National Bank	100,000.00	BMO C/B AC DP 1 /D/N - PPN	\$ 10,000,000	\$ 11,449,300	4/17/2025	4/17/2028	100%	100%	-	19%
6/14/2021	National Bank	50,000.00	BMO C/B AC DN 4 /D/N - PPN	5,000,000	5,342,500	6/16/2029	6/16/2031	100%	100%	-	60%
6/14/2021	National Bank	50,000.00	BMO C/B PP DN 16/D/N - PPN	5,000,000	5,359,550	-	6/16/2031	255%	100%	-	-
3/3/2022	National Bank	100,000.00	NBC C/BARFR S1 /D/N - PPN	9,000,000	8,788,000	-	3/10/2025	70%	100%	5%	-
3/3/2022	National Bank	70,000.00	NBC C/BARFR S2 /D/N - PPN	6,300,000	6,146,000	-	3/8/2029	167.50%	100%	5%	-
3/4/2022	National Bank	50,000.00	BMO SEW C/B AC10/D/N - PPN	5,000,000	5,067,500	3/9/2027	3/9/2029	100%	100%	-	33%
3/10/2022	National Bank	50,000.00	RBC PP EQ DAC 2 /D/N - PPN	5,000,000	4,967,000	2/27/2027	2/27/2032	100%	100%	-	32%
3/10/2022	National Bank	70,000.00	RBC PP SCB 44 /D/N - PPN	7,000,000	6,383,300	-	2/24/2032	271%	100%	-	-
6/28/2021	Scotia Wealth	80,000.00	BNS Canadian Bank PPN	8,000,000	9,072,800	6/28/2025	6/28/2028	100%	100%	-	20%
6/28/2021	Scotia Wealth	25,000.00	BNS Canadian Bank PPN	2,500,000	2,699,250	-	6/28/2026	128%	100%	-	-
Total				\$ 62,800,000	\$ 65,275,200						

Guaranteed Investment Certificates

Purchase Date	Managed By	Quantity	Description	Book Value	Market Value	Final Maturity	Annual Yield
1/10/2022	National Bank	5,000,000	CIBC GIC 3.49%AN 11JA27	\$ 5,000,000	\$ 5,125,736	2/11/2027	3.49%
2/24/2022	National Bank	15,000,000	CWB NCI GIC 2.91%AN25FB25	15,000,000	15,260,704	2/25/2025	2.91%
7/26/2023	CG Wealth Mgr	5,184,705.75	GIC DUCA - 5.8% (Cashable)	5,184,706	5,578,686	6/16/2025	5.80%
Total				\$ 25,184,706	\$ 25,965,126		

GRANT ANALYSIS

Title	Project	Department	Budget	Project Budget	Anticipated Funding	Funding Status
ICIP - Rural and Northern Stream	Mountain Road	Public Works	2021-3 Capital Budget	15,669,132.00	4,166,499.33	Funding Approved
ICIP - Public Transit Stream	Bus Replacements	Transit	Ongoing Capital Budget	1,276,000.00	3,465,942.45	Funding Approved
Canada Community Building Fund (Formerly Federal Gas Tax)	Multiple, list attached	Finance, PRC Facilities, Engineering, Public Works, OPP	Annual Capital	853,500.00	1,355,608.08	Funding Approved
Community Safety and Policing 2022-23 to 2024-25	High School Resource Officer	CAO	included in contract presented for 2022 operating budget	84,313.41	84,313.41	Funding Approved
Rural Transit Solutions Fund	On-Demand Transit System Transition	Transit	transit study staff report	200,000.00	150,000.00	Funding Approved
Active Transportation Fund	Feasibility Study for bike lane on Cameron & Collins Streets	PRC/Engineering	capital - Cameron Street - Walnut to Hurontario	40,000.00	40,000.00	Funding Approved
Connecting Links Program 2023-24	Hwy 26 from Simcoe County Road 34 to Cranberry Trail West	Engineering/Public Works	2023-24 capital	2,615,950.00	2,120,170.00	Funding Approved
OPP RIDE 2022-24	Reduce Impaired Driving Everywhere	CAO	included in contract for budget	26,966.72	25,700.00	Funding Approved
FCM Green Municipal Fund	GHG Reduction Feasibility Study	Fleet & Facilities	2023 operating	250,000	200,000	Funding Approved
Zero Emissions Transit Fund	Feasibility Study and Fleet Transition Plan	Transit	2024 operating budget	86,940.00	69,552.00	Funding Approved
Housing Accelerator Fund	Funds provided for each unit created above and beyond our normal units	Social/Affordable Housing/Finance	Anticipated spending towards WTP expansion and temporary solutions		19,932,800	Application Rejected

T2024-22 Quarter Three Financial Review
Appendix E: Grant Update

Simcoe County, Social and Community Investment	Thrive Together Collingwood	Library	2024 budget year	31,670	31,670	Funding Approved
Inclusive Community Grants	Accessible Pathways in Fisher Field Sport Park	PRC	2024 Capital budget	197,000	60,000	Application Rejected
Community Emergency Preparedness Grant	Water Tower Standby Generator	Environmental Services	2023 Capital Budget	61,850	50,000	Application Rejected
Young Canada Works	Museum Summer Staff	Museum	2024 Operating Budget	30,936	\$4,981.19	Funding Approved
Blue Mountain Village Association	Book Vending Machine	Library	2024 Capital Budget	50,000	5,000	Application Rejected
Canada Post	Book Vending Machine	Library	2024 Capital Budget	50,000	25,000	Application Submitted
Simcoe County Community Investment Fund	Social Work Support	Library	2024 Operating Budget	35,000	35,000	Funding Approved
Young Canada Works	Collections Support, Museum	Museum	2024 Operating Budget	10,311.97	5,155.98	Application Rejected
Young Canada Works	Student Programmer, Museum	Museum	2024 Operating Budget	20,623.94	10,311.96	Funding Approved
Ontario Inclusive Communities Grant	Old Village (Legion) Washrooms	Parks	2024 Capital Budget	450,000	60,000	Application Rejected
Public Library Operating, Pay Equity and First Nation Salary Supplement	Library salaries	Library	2024 Operating Budget	32,513	32,513	Application Submitted
Housing-Enabling Water Systems Fund	Water Treatment Plant	Water	2024 capital budget (and beyond)	327,668,750	70,000,000	Funding Approved
Experience Ontario	Sidelaunch Days	PRC Events	2024 Operating Budget	56,000	20,000	Funding Approved



Staff Report PW2024-14

Committee 2024-11-04

Council 2024-11-18

Amendments

Submitted To: Committee of the Whole | Council

Submitted By: Peggy Slama, Director, Public Works, Engineering and Environmental Services

Prepared By: Sheldon Hancock, Engineering Technologist, Growth and Development

Subject: Van Dolder's Industrial Subdivision Assumption

Recommendation

THAT Staff Report PW2024-14, Van Dolder's Industrial Subdivision Assumption, be received;

AND THAT Council approve the assumption of the road, municipal services and stormwater pond within the Van Dolder's Industrial Subdivision;

AND THAT Council enact and pass a by-law to assume the road, municipal services and stormwater pond within the Van Dolder's Industrial Subdivision and dedicate Greco Court as a highway upon Staff confirmation clause 46.21 is complete.

Amendments

None.

1. Executive Summary

The report provides details on the development of Van Dolder's Industrial Subdivision as a registered subdivision in the west area of the Town of Collingwood. All infrastructure works, including the pond, have been completed in line with the subdivision agreement. Staff are in the process of confirming clause 46.21, regarding a one-time cash-in-lieu payment for a future watermain extension to the north end of the property.

The report recommends the Town assume the road for public use and dedicate it as a highway and assume all municipal services including the stormwater management pond for maintenance through the passing of an assumption by-law. With Council agreement and direction, Staff would bring forward the assumption by-law when clause 46.21 is confirmed as complete.

2. Analysis

The Van Dolder's Industrial Subdivision is located north of Mountain Road, east of Tenth Line and west of Balsam Street and High Street.

The Town of Collingwood entered into a subdivision agreement with 1104558 Ontario Ltd. (who are represented by Van Dolder's Home Team Custom Exteriors) in October 2018. The subdivision consists of 6 industrial blocks, 1 which was designated as a stormwater management block. The blocks are located on Greco Court. Each of the industrial lots have or will be developed through an individual site plan application.



Staff have inspected all municipal works constructed in association with this development, worked with the developer on any deficiencies and are satisfied that the works have been completed in accordance with applicable standards and the executed Subdivision Agreement. Staff are satisfied that the developer has fulfilled their obligations under the terms of the Agreement.

There is one clause in the agreement unique to this subdivision, which Staff are in the process of confirming with Finance and the Developer's representative. Clause 46.21 speaks to a one-time cash-in-lieu payment for a future extension of watermain to the north end of the property. Staff would bring forward the assumption by-law when payment is confirmed.

Town acceptance of final assumption would transfer ownership of the municipal works to the Town as outlined in the Subdivision Agreement. The works to be owned by the Town include the roads and underground infrastructure of sanitary (excluding private forcemain), water and stormwater linear systems and the stormwater management pond.

Financial Impacts

Final assumption involves the release of final securities related to the municipal works. Securities are money provided by the developer and held by the Town to be used if work is not completed to Town approved standards. As Staff are satisfied with the completed works, the final securities will be released to the Developer following the passing of the assumption by-law.

The Town will be responsible for all regulatory compliance, operation and maintenance activities and asset management related to the assumed infrastructure. Annual service budgets will see an increase over time to cover these costs.

Conclusion

Staff have inspected all municipal works constructed in association with this development and are satisfied that the works have been completed in accordance with applicable standards and the executed Subdivision Agreement. Staff are

satisfied that the developer has fulfilled their obligations under the terms of the Agreement and recommend Council enact and pass a by-law to assume the road, municipal works and stormwater pond within the subdivision and dedicate Greco Court as a highway upon Staff confirmation clause 46.21 is complete.

3. Input from Other Sources

Reviewed by Department Heads at their meeting on October 25, 2024.

4. Applicable Policy or Legislation

Municipal Act, 2001

5. Considerations

2024-2028 Community Based Strategic Plan: Advances pillar(s) below:

- Sustainable Connected Vibrant Responsible
- Services adjusted if any Not Applicable
- Climate Change / Sustainability: Not Applicable
- Communication / Engagement: Not Applicable
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

Council enact and pass a by-law to assume the municipal infrastructure within the Van Dolder's Industrial Subdivision.

6. Appendices and Other Resources

Appendix A: Plan 51M-1154

7. Approval

Prepared By:

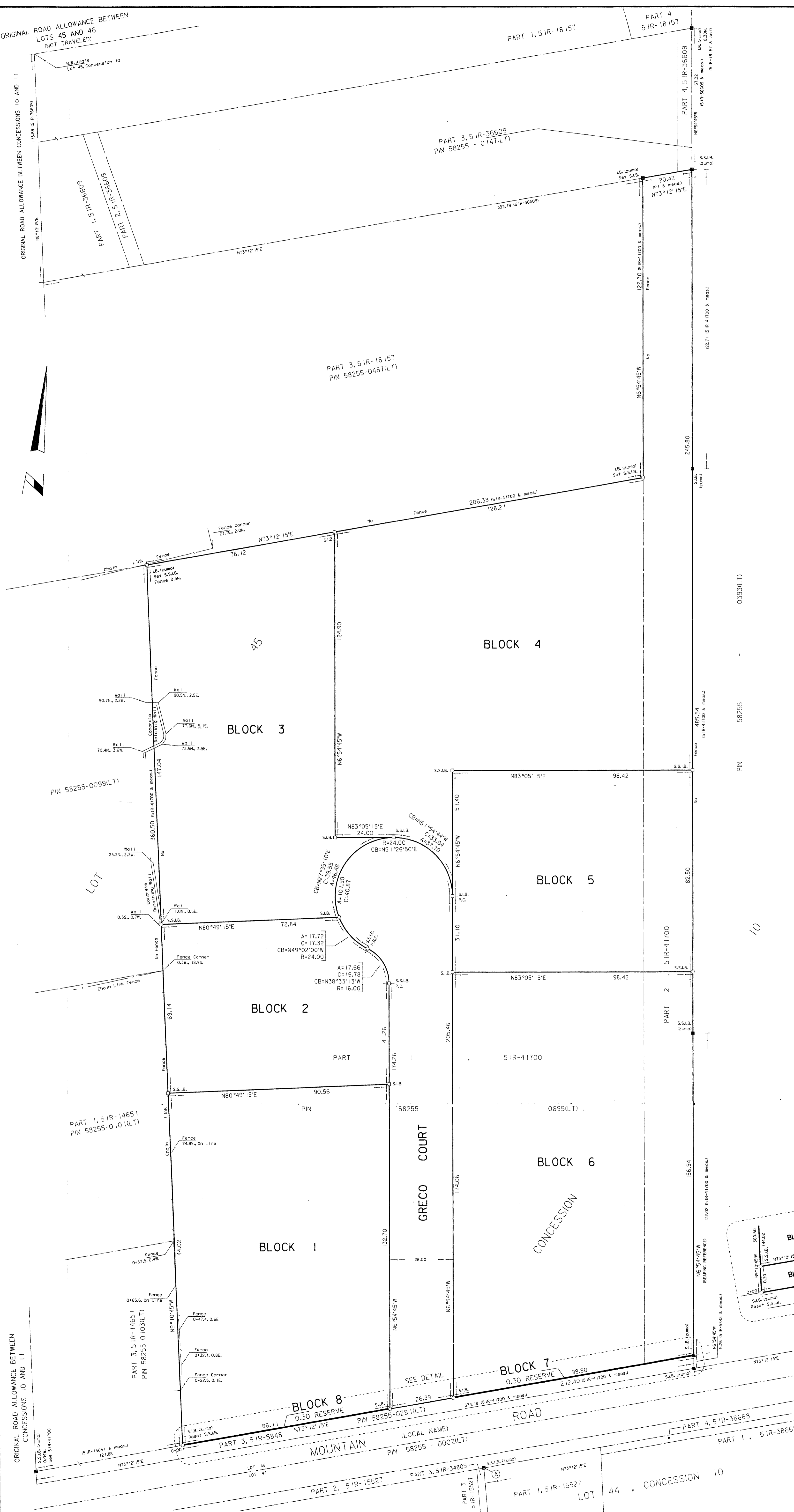
Sheldon Hancock, Engineering Technologist, Growth & Development

Reviewed By:

Peggy Slama, Director, Public Works, Engineering and Environmental Services

CAO Comments:

- Endorsed by CAO Skinner on October 30, 2024 to proceed to COW.



PLAN 5 IM- 1154

I CERTIFY THAT THIS PLAN IS REGISTERED IN THE LAND REGISTRY OFFICE FOR THE LAND TITLES DIVISION OF SIMCOE (No. 51) AT 13:17 O'CLOCK ON THE 15th DAY OF November 2018 AND ENTERED IN THE PARCEL REGISTER FOR PROPERTY IDENTIFIER 58255-0695(LT) AND THE REQUIRED CONSENTS ARE REGISTERED AS PLAN DOCUMENT No. 521556074

"C. MURPHY"
REPRESENTATIVE FOR LAND REGISTRAR

THIS PLAN COMPRISES ALL OF PIN 58255-0695(LT)

APPROVED UNDER SECTION 51 OF THE PLANNING ACT, R.S.O. 1990, C.P. 13, AS AMENDED

THE CORPORATION OF THE TOWN OF COLLINGWOOD

THIS 31 DAY OF October, 2018

Nancy Farrer
NANCY FARRER
I HAVE THE AUTHORITY TO BIND THE CORPORATION

PLAN OF SUBDIVISION OF PART OF LOT 45 CONCESSION 10 (FORMERLY TOWNSHIP OF NOTTAWASAGA) TOWN OF COLLINGWOOD COUNTY OF SIMCOE

SCALE 1:750

NOTES:

DISTANCES AND COORDINATES ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BEARINGS HEREON ARE UTM GRID, ZONE 17, NAD 83 (CSRS) 1997 AND ARE REFERRED TO THE BEARING OF THE EASTERLY LIMIT PART 2, 5 IR-41700 BEING N6°54'45"W IN ACCORDANCE THEREWITH.

FOR BEARING COMPARISONS, A ROTATION OF 0°30'15" COUNTER-CLOCKWISE WAS APPLIED TO THE BEARINGS ON PLANS 5 IR-5848, 5 IR-14651, 5 IR-15527, 5 IR-18157 AND 5 IR-36609 TO CONVERT TO UTM BEARINGS. DISTANCES ON THIS PLAN ARE HORIZONTAL GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999616.

- ⊕ DENOTES SET
- ⊙ DENOTES FOUND
- ⊕ S.I.B. DENOTES STANDARD IRON BAR
- ⊕ I.B. DENOTES IRON BAR
- ⊕ S.S.I.B. DENOTES SHORT STANDARD IRON BAR
- ⊕ C.C. DENOTES CUT CROSS
- ⊕ C.P. DENOTES CONCRETE PIN
- ⊕ W.I. DENOTES WITNESS
- meas. DENOTES MEASURE
- P.C. DENOTES POINT OF CURVATURE
- P.R.C. DENOTES POINT OF REVERSE CURVATURE
- R.P. DENOTES REGISTERED PLAN
- N, S, E, W DENOTES NORTH, SOUTH, EAST, WEST
- P1 REFERS TO PLAN 5 IR-41700

OWNER'S CERTIFICATE

THIS IS TO CERTIFY THAT:

- BLOCKS 1 TO 6, (BOTH INCLUSIVE), BLOCKS 7 AND 8, THE 0.30 RESERVES AND THE STREET, NAMELY GRECO COURT HAVE BEEN LAID OUT IN ACCORDANCE WITH MY INSTRUCTIONS.
- THE STREET IS HEREBY DEDICATED TO THE CORPORATION OF THE TOWN OF COLLINGWOOD AS PUBLIC HIGHWAY.

DATED THIS 31 DAY OF OCTOBER 2018

TIM VAN DOLDER
(PRESIDENT)
I HAVE THE AUTHORITY TO BIND THIS CORPORATION

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 5TH DAY OF OCTOBER 2018

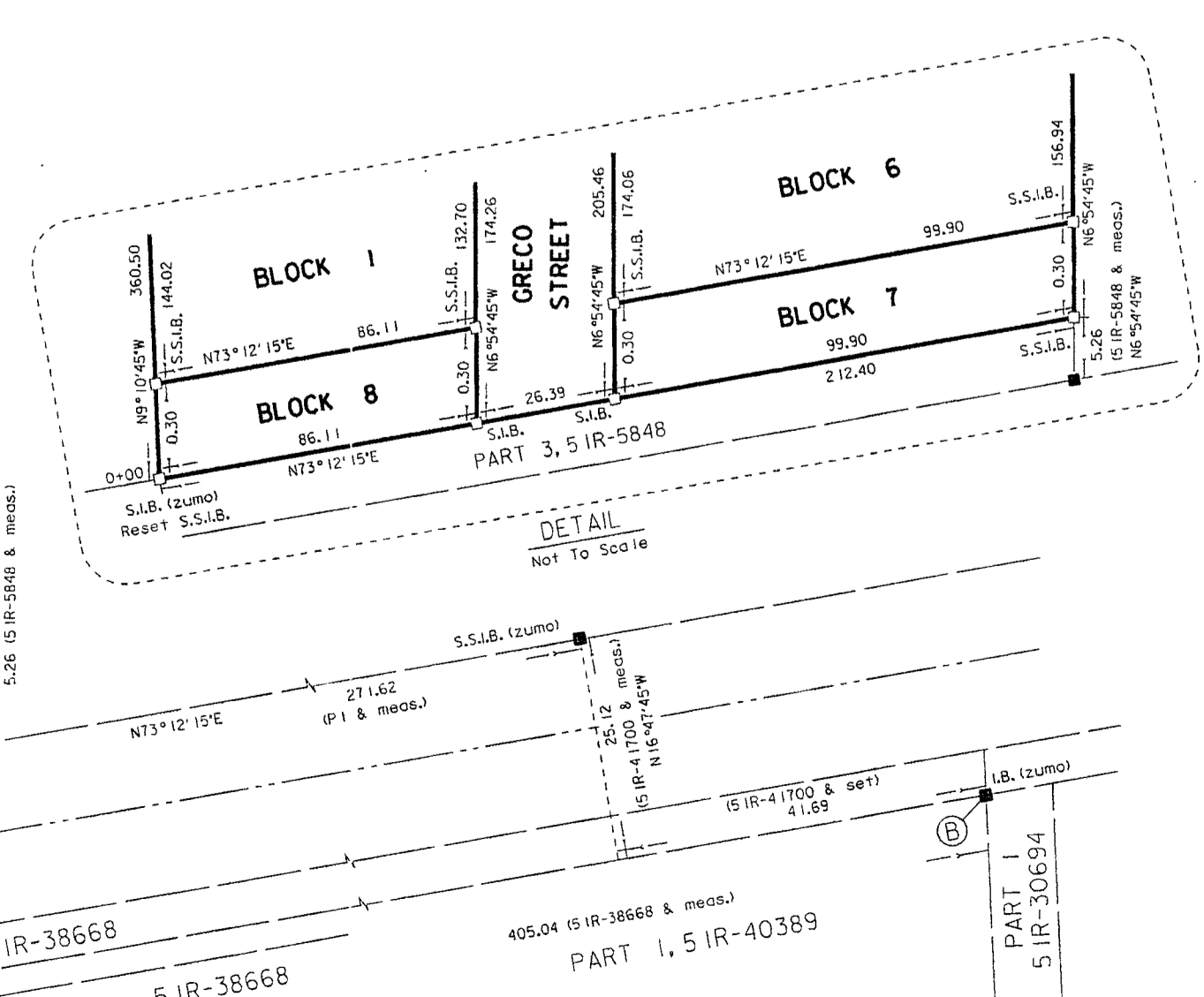
OCTOBER 9, 2018

R. THOMSEN
ONTARIO LAND SURVEYOR
COLLINGWOOD

OBSERVED REFERENCE POINTS: UTM ZONE 17, NAD83 (CSRS) (1997) COORDINATES TO RURAL ACCURACY PER SEC. 14(2) OF O. REG. 216/10.

POINT ID	NORTHING	EASTING
A	4927704.99	559816.56
B	4927821.99	560204.17

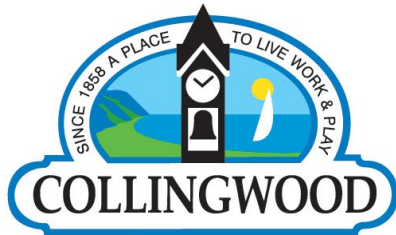
COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN



ZUBEK, FEMO
PATTEN & THOMSEN
LIMITED

ONTARIO LAND SURVEYORS
200 MOUNTAIN ROAD
UNIT 4
COLLINGWOOD, ONTARIO L9Y 4V5
PHONE: (705) 445-4910

JOB No. 76-18-9 SURVEY FOR: 1104558 ONTARIO LTD.



Staff Report P2024-28

Committee [Click or tap to enter a date.](#)

Council [Click or tap to enter a date.](#)

Amendments

Submitted To:	Committee of the Whole Council
Submitted and Prepared By:	Summer Valentine, Director of Planning, Building and Economic Development
Subject:	Delegation of Authority for Land Use Planning Matters – Implementation of Development Process and Fees Review Report Recommendations

Recommendation

THAT Report P2024-28, “Delegation of Authority for Land Use Planning Matters – Implementation of Development Process and Fees Review Report Recommendations” dated November 4, 2024, be received;

AND THAT an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, be enacted and passed as outlined in this Report to facilitate staff delegated approval under the *Planning Act* for the following matters:

- Subdivision Plans and Condominium Description matters, more specifically:
 - Part lot control;
 - Deeming by-laws;
 - Execution of development agreements, including pre-servicing agreements, and final registration/approval;
 - Minor “redline” amendments;
- Consents matters, more specifically:
 - Validation and cancellation certificates;

AND THAT within the amending by-law to By-law 2020-059 the following matters be addressed for the purposes of clarifying and consolidating the existing staff delegated authority:

- Condominium exemptions, subject to criteria as outlined in Report [P2021-36](#) and By-law 2013-034 as amended by By-law 2021-082;
- Servicing Capacity Allocation extensions for site plans, in accordance with the approved Policy, dated January 30, 2023;

AND THAT for the purposes of consolidated staff delegated authority in By-law 2020-059, as amended:

- By-law 2013-034 as amended, being a by-law to designate signing authority under the *Planning Act*, be repealed in its entirety; and
- Sections 6, 7 and 8 of By-law 2010-082 as amended, being a by-law to establish site plan control, be repealed;

AND THAT staff be directed to undertake a municipally-initiated official plan amendment that specifies the types of zoning by-laws that are considered minor in nature in respect of which there may be a delegation of authority to staff, including but not limited to the removal of a holding symbol, the authorization of a temporary use, and housekeeping matters.

1. Executive Summary

Municipalities and development review and approvals staff are facing mounting resource pressures including higher volumes and more complex *Planning Act* applications, shorter legislative timelines, elevated interest from the public, strong growth pressures, constantly evolving regulatory and policies contexts, and aggressive housing supply targets. Juxtaposed against this reality is the backdrop of the ethical and professional responsibility to plan for complete, livable healthy, affordable and sustainable communities, making the day-to-day administration of development

applications a rewarding challenge, yet a challenge nonetheless. In an effort to review existing resource levels, identify gaps and recommend streamlining actions, Council undertook a Development Process and Fees Review project and received two comprehensive and independently authored final reports in the Spring of 2024. Staff were directed to work through the recommendations on a priority basis, as resources permit, returning to Council where further decision points or stakeholder engagement is desirable. The following Report responds to a set of Governance and Stakeholder Relations Strategic Recommendations from the Phase One Report regarding proposed new delegation of authority to staff for operational or minor decisions, saving time and money, and freeing up Council to focus on overarching policy and regulatory matters, as well as larger and more substantive applications. Within this context, it is important to emphasize that delegation of planning matters or decision to staff does not reduce the level of rigour of review against good planning principles, generally including detailed staff reports or memoranda justifying the recommendations, which would be posted online for transparency. Further, elevation of controversial, atypical or challenging files to Committees or Council remains an option.

2. Analysis

Background

What is delegation of authority?

The Ontario Professional Planners Institute (OPPI) characterizes delegated authority as follows: “The *Planning Act* defines the tools that municipalities can use to manage land use planning in Ontario. It also allows municipal councils to delegate certain decisions to a committee or staff, such as decisions in respect of approval of adopted lower-tier official plan amendments, site plan, plans of subdivision and consents. Delegated authority is enabled through a municipal delegation by-law, which stipulates the parameters needed to maintain trust between council and their delegate. Delegated authority does not impact the public engagement requirements of the *Act*.” The delegation of authority to staff does not change the process or rigour of review of applications or decisions against the principles of good planning embedded within the

applicable policy and regulatory instruments, municipal standards, and/or other relevant guideline documents. This Report is focused on authority that has or can be delegated to staff under the *Planning Act*.

What activities are currently delegated to staff as part of the development review and approvals process?

A survey conducted by OPPI in 2021 indicated that approximately one-third of respondent municipalities delegate draft plan of subdivision, consents and validation certificates. The same survey suggested that when delegation was used, between 2 to 4 months were reduced from the approvals process. The matters within the development review and approvals process that are currently delegated to Town staff are outlined in the following table, including whether the delegated authority is required or voluntary under the *Planning Act*.

Delegated Authority	<i>Planning Act</i> Reference	Status under <i>Planning Act</i>	Town By-laws, as Amended
Site Plan Control	Section 41	Required	By-laws 2020-059, 2010-082
Condominium Exemptions	Section 51.2	Voluntary	By-law 2013-034
Emergency 30-Day Extensions	Section 51.2	Voluntary	By-law 2020-059
Correspondence, agreement execution or documents required to implement an action/decision of Council, Committee of Adjustment or staff delegation associated with the development review and approvals process	Sections 51.2, 54	Voluntary	By-law 2020-059, 2013-034
Minor Amendments to Subdivision Agreements	Section 51.2	Voluntary	By-law 2020-059
Issue Planning Notices	N/A	N/A	By-law 2020-059
Sign Minutes of Settlement	N/A	N/A	By-law 2020-059
Closure of Dormant Applications	N/A	N/A	By-law 2020-059

N/A = Not Applicable, Planning Act silent or no explicit authority noted, authority may be under other legislation.

Importantly, delegated authority does not equate to less rigor or oversight. Decisions under the *Planning Act* must be consistent with or conform to the relevant policy, legislative and regulatory instruments, and represent good planning, whether such decisions are made by Council, a Committee of Council, or an Officer (i.e. staff). Notably, staff delegated decisions are subject to the same appeal rights as such decisions that are made by Council or Committees and must be defensible if challenged. Depending on the nature, scope and complexity of the delegated decision, full reports or memoranda are produced to guide the staff determination and function as clear written records of when and why decisions were rendered. Staff delegated decisions may also result in certificates or executed agreements. Reports for major delegated staff development review and approval matters, including a planning analysis as the primary rationale for the recommendation, are posted publicly on the [Town website](#). Records of minor matters are provided to applicants and would be publicly available upon request.

Why is additional delegated authority desirable?

[Ontario's Housing Supply Action Plan](#), first introduced in 2019, has evolved to focus around a commitment to construct 1.5 million new homes by 2031. The Province has enacted multiple Bills designed to achieve that goal, guided in large part by the [Ontario Housing Affordability Task Force Report](#), which sets out a series of recommendations to help address housing supply and affordability challenges in Ontario. One of the recommendations of the Task Force was to depoliticize the development review and approvals process and cut red tape by delegating technical decisions to municipal staff. In line with that recommendation, *Bill 13: Supporting People and Businesses Act* (2021) amended the *Planning Act* to allow Councils to delegate the authority to pass Zoning By-laws that are minor in nature to a Committee of Council or a municipal Officer. *Bill 109: More Homes for Everyone Act* (2022) resulted in mandatory delegation of Site Plan Control decisions to an Officer, with elevation to Council or a Committee of Council being prohibited. Most recently, *Bill 185: Cutting Red Tape to Build More Homes Act* (2024) led to *Planning Act* amendments requiring administration of new capacity allocation policies passed after Royal Assent to be undertaken by an Officer, with any

decision made by that person being final. Outside of these Bills, the *Planning Act* already provided for staff delegation, in full or in part, for Subdivision Control and Consent decisions.

Aligning with these Provincial legislative shifts, per [Report P2024-09](#), the Development Process and Fees Review (DAP) Report Phase One, received by Council on April 22, 2024 as a guiding document for continuous improvement within the development review, recognizes that staff delegation: "...reduces the number of "low/no controversy" DAP decisions that are made by Council, frees-up Planning staff time from preparing detailed reports on routine files, and enables Councils to focus on the strategic land use and DAP priorities of the municipality." In the context of the legislative amendment noted above, the DAP consulting team concludes: "The Province is clearly in support of maximizing delegated approvals across DAP."

With experience delivering more than 25 DAP-type reviews in the municipal sector over the past 15 years, the consulting team indicates that: "A diverse collection of Ontario municipalities has adopted delegated approvals in order to reduce application processing timeframes and accelerate the approvals pathway to Building Permits and Occupancy Permits for housing in the midst of a housing supply crisis in Ontario. In essence, elected Councils are indicating a willingness to trade control for measurable results when they opt for delegation. Performance Concepts/Dillon consistently recommends maximizing delegated approvals as a DAP "best practice" that mitigates OLT appeals risk and shortens the timeframes for getting shovels in the ground to build housing and contribute to the municipal tax base." In the Collingwood context, staff delegated authority de-couples planning applications from the Committee/Council cycles and allow decisions on certain matters to be accelerated by at least a month or more, factoring in report preparation and agenda review timelines. With *Planning Act* timelines for most municipal decisions ranging from 60 to 120 days depending on the application type, a time savings of 30+ days is significant.

The [Development Process and Fees Review Phase One Report](#) recommendations related to the leveraging of delegated authority are as follows and can be found on Page 72 of that Report (Governance and Stakeholder Relations (GS) Recommendations – Strategic 3-5).

Table 12: Leveraging Delegated Authority

No.	Strategic/ Tactical	As Is Finding	Recommendation	Expected Benefit
GS 3	Strategic	Delegation of Authority to Planning Director or their designate is not fully maximized.	Implement expanded use of delegated approvals, consistent with municipal sector "better practices". Priority should be given to delegating approval to the Planning Director (e.g., Draft Plan of Subdivision, Part Lot Control, Hold Removal, etc.) to avoid potential "no municipal decision" appeals to the OLT. Collingwood should include a discretionary Council bump-up option for overriding the delegated approval "default" approach. Collingwood should optimize all additional delegation opportunities permitted by Bill 13.	Improves approval timelines.
GS 4	Strategic	Opportunity to streamline approval process for Post-Draft Plan engineering review process by delegating approval/execution of Early Servicing Agreements.	Delegate authority to the Director of Engineering Services or their designate to approve/execute Early Servicing Agreements as part of the Post-Draft Plan of Subdivision "Future State" mapped process included in this Report.	Benefit to the developer and Town staff to have delegated authority since it has already undergone the public review process.
GS 5	Strategic	Opportunity to streamline the Subdivision Agreement process through director delegation.	Delegate authority to the Director of Planning to execute Development Agreements (e.g., Subdivision Agreements) including final approval and registration.	Benefit to the developer and Town staff to have delegated authority since it has already undergone the public review process.

While the DAP Phase One Report was received as a guiding document, through the recommendations in Report [P2024-09](#), Council resolved to direct staff to return to Council, as resources permit, prior to implementation of any recommendations that require or would benefit from endorsement or further direction to facilitate action. As any change to staff delegated authority under the *Planning Act* would require by-law amendments, this matter is being brought forward to Council for a decision.

The Town's Affordable Housing Master Plan supports the implementation of the DAP Review under Recommendation #2: Work Toward a Faster Decision. The Plan specifically indicates that "the Town of Collingwood should strive to speed up and simplify the development approvals process to increase housing supply. This could in turn reduce the cost of all new residential development without requiring direct subsidies." While the Plan generally defers to the results of the DAP project for detailed steps toward systematic improvement, it underscores the desirability of streamlining the process for low-risk or uncomplicated development applications.

Proposed New Staff Delegated Authority

In the spirit of implementing both Provincial direction and the Development Review and Approvals Phase One Report to support further streamlining of approval processes at the local level, staff have identified additional approval processes, which are typically

administrative in nature, limited in scope and/or minor in impact, that could be delegated to staff. Not only would this shift in delegated authority improve timelines while maintaining decision quality, it would also allow Council to focus on major applications that influence policy, define the principle of development, and/or result in larger community impacts due to complexity or scale, such as Official Plan Amendments, Zoning By-law Amendments, and Draft Plans of Subdivision. It is important to note that this Report is not recommending full staff delegated authority enabled by the *Planning Act*, but rather as a modest step, provides for routine decisions that align with Council approved policies and regulations to be processed and approved by an Officer. The proposed new staff delegated authorities are outlined below, with further information contained in the summary table regarding estimated application volumes, whether new fees are required, and how information would be publicly available.

Plans of Subdivision/Condominium Description Matters

1. *Part Lot Control*

Under Section 50(5) of the *Planning Act*, Council may pass a by-law to exempt certain lands from part lot control. Part lot control prevents the further division of land within a registered plan of subdivision without a planning approval process. The exemption of lands from part lot control is used to enable anticipated further land division within a registered plan of subdivision, for instance to create lots and facilitate the conveyance of townhouse or semi-detached units located within original approved blocks of land. Applications for part lot control by-laws tend to be straight forward and primarily administrative and staff would continue to produce documentation to substantiate delegated decisions. No public consultation is required, however the final by-law would need to be approved by Council. The ability for the identified officer to elevate complex or contentious files to Council would remain.

2. *Deeming By-laws*

Council is able to pass by-laws to designate any part of a registered plan of subdivision to deem the parcels as no longer part of the subdivision for the purposes of Section 50(3) of the Planning Act. A deeming by-law would allow for lots previously on a registered plan of subdivision to merge into a single parcel and come under common ownership. Without this tool, the merger of lots or blocks within a registered plan of subdivision is not possible and would remain separately conveyable. The municipality may also repeal deeming by-laws, essentially re-instating the original lotting pattern in the registered plan of subdivision. Staff have processed deeming by-laws where separate conveyance of registered lots or blocks would be undesirable, such as where there is a building planned that will straddle the lot line, or where a new proposal does not reflect the underlying lotting pattern. Staff have not processed any requests to repeal deeming by-laws and, though possible, such situations are considered to be rare and staff would treat the review similar to a request for consent.

Applications for deeming by-laws tend to be straight forward and primarily administrative and staff would continue to produce documentation to substantiate delegated decisions. No public consultation is required, however the final by-law would need to be approved by Council. The ability for the identified officer to elevate complex or contentious files to Council would remain.

3. *Execution of Development Agreements and Final Approval/Registration*

The subdivision and condominium processes involve two steps, first being draft approval of the plans/descriptions and the second being the execution of required agreements and final approval after the fulfilment of the conditions of draft approval. Presently, both stages require a Council decision and neither step includes a public process under Section 51 of the *Planning Act*. However, once the draft approved plan and conditions of draft approval have been set by Council, clearing the conditions, preparing the necessary agreements, including

pre-servicing agreements, reviewing final plans and associated reports, and registration are administrative and operational in nature. Given that staff and the applicant would have clear direction from Council on the requirements to advance the proposal to shovel readiness, it is recommended that the second step be delegated to an Officer(s) of the municipality. Senior staff would retain the ability to elevate complex or contentious files to Council. Should Council agree with this position, they would continue to retain the authority to approve servicing capacity allocation for each proposal, or phases thereof, through the merit-based Servicing Capacity Allocation Policy (SCAP) processes. Further, the delegation of authority would not alleviate the need for the applicant to obtain other required permits if applicable, such as for tree clearing, site alteration, or from agencies such as Conservation Authorities.

4. *Minor “Redline” Amendments*

As noted in the previous section of this Report, the subdivision and condominium processes involve two steps. From time to time, after the completion of the first stage (i.e. draft approval), but prior to the second step (i.e. final approval and registration), applicants may wish to make changes to their development proposal. Such revisions may be major or minor in nature and the Town has a fee structure that reflects this difference in scope. While it would remain appropriate for major amendments to continue to be brought forward for a Council decision given the potential for impacts to the proposal and the surrounding lands, staff would propose that minor or “redline” revisions be delegated to an appointed Officer. In such cases, staff would continue to produce reports to substantiate delegated decisions. No public consultation is required and the ability for the identified Officer to elevate complex or contentious files to Council would remain. To foster trust, consistency and clarity between a major and minor amendment, staff would suggest a set of criteria be endorsed.

To that end, staff recommend the following criteria be used to guide a decision of the appointed Officer regarding whether a proposed amendment to a draft approved plan of subdivision or condominium description is minor, with the final determination resting with the Officer:

- The amendment is consistent with or conforms to the relevant planning policy documents;
- The amendment complies with the comprehensive zoning by-law;
- The amendment would not require substantive changes to supporting documentation, development agreements, municipal servicing capacity allocation, and/or conditions of draft approval;
- Applicable agencies (e.g. County of Simcoe, Conservation Authority, School Boards, etc.) do not object to the amendment and/or are satisfied that their interests can be addressed;
- Any change in unit configuration or layout within a building(s) does not result in substantive changes to the building(s)'s footprint;
- Any change in the number of units, lots, or blocks is less than 10%, or in the case where there are fewer than 10 lots/blocks/units within the draft plan or description, the changes does not result in a substantive alteration of the development footprint;
- Any change to the draft plan or description excluding units but including and not limited to roads, amenities, landscaped areas, open spaces, operational facilities, and/or infrastructure, does not result in a material change to the development; and/or
- Any change deemed technical or administrative in nature.

For clarity, the proposed delegated authority and associated criteria would also apply to minor amendments to registered condominium descriptions as contemplated in Section 9 of the *Condominium Act*.

Consent Matters

5. *Validation and Cancellation Certificates*

Section 57(1) of the *Planning Act* allows the Committee of Adjustment to issue what is known as certificates of validation. These certificates state that a prior contravention of the subdivision control provisions of the *Act* is deemed to have never had the effect of preventing the conveyance of land or the creation of an interest in land. Put simply, a validation certificate corrects a *Planning Act* breach that has already occurred. While the authority to grant validation certificates currently rests with the Committee of Adjustment, applications for validation certificates are not governed by the same procedural rules, submission or notice requirements as other applications to the Committee. This follows logically because validation certificates do not create a new lot, rather they seek only to restore previously existing lot lines that were inadvertently lost. Also, the need for a validation certificate is often only discovered late in the process of a transaction and is subject to tight timelines that render the typical consent process onerous.

Similarly, there are rare cases when the owner of a property that was the subject of a consent wants it cancelled. Section 53(45) of the *Planning Act* permits the approval authority to issue a certificate of cancellation. The certificate of cancellation allows the merger of properties that were previously divided through a consent, essentially providing an alternative to the principle commonly referred to as “once a consent, always a consent”. This relatively new tool allows a property owner or agent to request a cancellation of consent for previously conveyed lands. This would effectively facilitate the merger of lots or parts of lots held in common ownership. The result is a larger parcel, not the creation of a new lot, meaning that there are limited planning considerations or external impacts.

In issuing a validation certificate, the appointed Officer would apply the same criteria as when considering a consent application. Additionally, *Ontario Regulation 144/95* requires the Validation Certificate to conform to (but not necessary comply with) any applicable official plan, zoning by-law or Minister's zoning order.

Both certificate types are very uncommon and likely most years there would be no applications. However, when they are received under delegated authority, staff would continue to produce documentation to substantiate decisions. No public consultation is required and the ability for the appointed Officer to elevate complex or contentious files to the Committee of Adjustment would remain. A fee currently exists for a Certificate of Validation but not a Certificate of Cancellation in the Town's Fees and Charges By-law. As such, staff have reviewed best practices from other municipalities and will be proposing an appropriate fee in the 2025 Town's Fees and Charges By-law.

Summary Table

Application Type	Part Lot Control	Deeming By-laws	Agreements and Final Approval	Minor Amendments	Consent Certificates
Number of Annual Applications	~2-4	~1-2	~4-5	~1-2	~0-1
New Fee Required	No - fees already in Town Fees and Charges By-law				Yes
Planning Act Authority	Section 51.2				Section 54
Status Under Planning Act	Delegation to staff (i.e. an Officer) is permitted but voluntary				
Public Meeting Required	No public meeting required under the <i>Planning Act</i>				
Ability to Elevate	Yes – Proposed amending By-law provides ability to elevate decisions to Council or Committee of Adjustment				
Publicly Posted Report	Yes – Reports or memoranda to be posted on existing webpage for delegated approvals				No*

* *Validation and cancellation certificates are very rare and are technical in nature, do not involve the creation of news lots or substantive analysis, and would be correcting an error or cancelling a previous action.*

By-law Consolidation and Clarification

Delegated authority for matters under the *Planning Act* are currently articulated within several by-laws. For ease of reference for the public, elected officials, and staff, it is recommended that such authorities be consolidated within By-law 2020-059, which contains most other staff delegated matters. Through the consolidation process, no new powers would be introduced. This would allow the repeal of an older by-law addressing signing authority and condominium exemptions, and a partial repeal of the existing by-law governing Site Plan Control.

Further, the SCAP provides the delegated authority to staff, where a site-specific capacity allocation decision has already been made by Council, to extend such allocation in accordance with criteria and timelines outlined in the Policy. This activity is accomplished through an amendment to an existing site plan control agreement, for which staff already have compulsory delegated authority under the *Planning Act*. However, for transparency and clarity, it is considered advantageous to clearly articulate that authority within By-law 2020-059.

Proposed Future Delegated Authority of Minor Zoning By-law Amendments

As noted in the background to this Report, Bill 13 allows for the delegation of minor zoning by-laws to staff. However, for such delegation to be operative, the municipality's official plan needs to specify the types of by-laws in respect of which there may be a delegation of authority. While the Town of Collingwood 2023 Official Plan contains general enabling policies, it does not list the types of "minor" zoning by-laws to which it applies. As guided by the *Planning Act*, by-laws considered to be minor include removal of a holding symbol (Section 36 of the *Act*) when provisions have been fulfilled and by-laws authorizing a temporary use of land, buildings or structures (Section 39 of the *Act*). An initial jurisdictional scan indicates that other municipalities also include housekeeping updates to the zoning by-law, such as to add clarity, correct inadvertent errors related to spelling, grammar, or numbering, and/or to delete, add or amend outdated or inconsistent provisions. None of these housekeeping matters impact the overall purpose, effect and intent of the Town's Zoning By-law and would be considered administrative.

As an official plan amendment is required, it is recommended that Council direct staff to initiate this work, which would include stakeholder engagement and a public meeting. A comprehensive report, providing further detail on the outline above would also be prepared prior to Council rendering a decision. Should the amendment be approved and no appeals received, staff would proceed to bring the required procedural amending by-law back to Council for enactment.

Alternative Options

The following represents three alternative options for Council's consideration. While staff stand behind the Recommendation in this Report to support the endorsed recommendations of the DAP Reports and as the most efficient option, we are agnostic should Council wish to choose a different path. The alternatives provided to Council will impact the level of streamlining, cost savings, and balance between control and trust in achieving the community vision, goals, and objectives of the governing land use planning documents.

1. Delegate Fewer Decisions to Staff

Council may elect to reduce the number of activities delegated to staff, omitting any or all from those listed in this Report. The results would be reduced streamlining, and fewer gains in cost or time savings. Council is urged to keep in mind that even if delegation to staff is pursued, other than site plan control matters, it may be rescinded at any time and the authorized Officer may also elevate any delegated decision to Council where they determine that there is a public interest to do so.

2. Delegate Authority to Committee of the Whole (COW)

Other than the consent-related certifications, all decisions listed in this Report could be delegated to a Committee of Council rather than a staff Officer. This would save approximately 14 days per application, with decisions being rendered by COW not requiring Council ratification. Though the streamlining results would be reduced, there would still be a net gain compared to the current situation. Delegation of authority to COW could be a pilot or interim step in advance of staff delegation, with a reminder that the activities listed in this Report are operational in nature or minor.

3. Delegate More Decisions to Staff

As noted above, the matters listed in this Report as initial candidates for staff delegated authority are administrative or generally low risk. Staff chose these

actions to balance the supportive input from the development industry with the hesitation of Council recorded through Development Process and Fees Review project consultation. However, the ultimate recommendation of the Phase One Report is to maximize staff delegated authority under the *Planning Act*. The *Act* allows for all activities related to subdivisions and condominiums to be staff-delegated including approval, amendments, and extensions. Further, all consent-related activities can be delegated to staff, rather than the Committee of Adjustment. These matters tend to be more complex, have the potential for greater community impacts, and/or require public engagement. Council may consider delegating decisions for some or all of these tasks now or in the future to amplify streamlining efforts.

Financial Impacts

No financial impacts to the municipality were identified directly with this Report. Indirect cost savings on reduced appeals of non-decision as well as for the development industry, potentially resulting in lower overall development costs, are possible outcomes. Staff's review of the *Planning Act* appears to indicate that Council's decision to delegate authority to an Officer is not subject to appeal to the Ontario Land Tribunal. However, any municipal by-law could be challenged in the courts pursuant to the *Municipal Act*.

Conclusion

Further delegation of authority to staff under the *Planning Act* as articulated in this Report is intended to streamline processes, save time and cost, and allow Council to focus on strategic policy and regulatory matters, as well as larger and more substantive applications. To achieve the goals and objectives herein, a variety of technical updates are required to a series of existing by-laws as outlined in the Recommendation. The proposed draft amending and repealing by-law is attached as Appendix A. The development industry is strongly supportive of additional delegated authority, the actions would achieve several recommendations from the Development Process and

Fees Review Phase One Report, and the delegated activities selected do not require public participation but will continue to be appropriately documented and available publicly to ensure transparency and accountability. The delegated authorities herein can be elevated to Council or the Committee of Adjustment in the case of unusual, complex, or contentious circumstances and can also be removed at the will of Council. For these reasons, staff are recommending that Council proceed as outlined in the Recommendation of this Report. Should this initiative be successful, Council may consider further staff delegation of authority of more substantive file types in the future.

3. Input from Other Sources

Consultation for this initiative was undertaken through the Development Process and Fees Review Project (DAP). The DAP consulting team facilitated a series of dialogue sessions with members of the Collingwood development industry, partner agencies, peer reviewers, staff involved in DAP, and Councillors. The project also involved an internal steering group, inclusive of senior staff from Planning, Building, and Engineering Services as well as Finance. Through this engagement, the consultants confirmed that: “The industry is strongly supportive of maximizing delegated approvals to compress decision timeframes and avoid perceived politicization of DAP. The industry confirmed the DAP staff team’s assertions that Collingwood is significantly under-resourced given ambitious Provincial regulatory timeframes and impending Subdivision-driven workload escalation. Finally, development stakeholders advocated for Town process streamlining and “who does what” role clarity.” Further Industry feedback indicated that Council involvement in technical aspects of certain files is not consistent with municipal sector best practices around delegated approvals and opportunities for reduced *Planning Act* decision timeframes. Conversely, the consultants also confirmed that some members of Council are not fully persuaded that efficiency of delegated authority approvals is merited.

As a balanced approach, municipal staff were supportive of the delegation of decisions related to routine or lower-risk applications or activities, where strong legislative, policy

and/or regulatory guidance exists. Public consultation was not undertaken, as delegation of authority to staff is operational in nature and does not affect the *Planning Act* requirements for public engagement. However, this Report will be available for public comment through the Committee of the Whole process and was advertised in the Development Community Newsletter.

A memorandum outlining the proposed staff delegation for consent-related matters will be forwarded to Committee of Adjustment members for information.

This Report was review by Department Heads on October 29, 2024, and the content responds to the input and advice received.

4. Applicable Policy or Legislation

Staff delegated authority outlined in this Report is enabled by the *Planning Act*, R.S.O. 1990, c. P. 13.

5. Considerations

- | | |
|---|--|
| <input checked="" type="checkbox"/> Community Based Strategic Plan: | Progresses towards achieving CBSP Goal |
| <input checked="" type="checkbox"/> Services adjusted if any | Streamlining |
| <input checked="" type="checkbox"/> Climate Change / Sustainability: | No net effect on climate change/sustainability |
| <input checked="" type="checkbox"/> Communication / Engagement: | Public Engagement has occurred |
| <input checked="" type="checkbox"/> Accessibility / Equity, Diversity, Inclusion: | Not Applicable |
| <input checked="" type="checkbox"/> Registered Lobbyist(s) relating to content: | Various development proponents to which delegation of authority to staff may impact their applications may be registered as lobbyists. |

Next steps and future action required following endorsement:

By-laws enacted/amended, internal procedures adjusted, new fees considered, and an official plan amendment pursued.

6. Appendices and Other Resources

7. Approval

Prepared By:

Summer Valentine, Director of Planning, Building and Economic Development

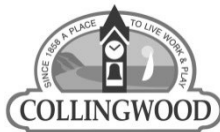
Reviewed By:

Sonya Skinner, CAO

CAO Comments:

Endorsed on Oct. 20, 2024 to proceed to COW

BY-LAW No. 2024-0##
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD



BEING A BY-LAW TO AMEND BY-LAW NO. 2020-059 BEING A
BY-LAW TO DELEGATE CERTAIN POWERS AND DUTIES TO
OFFICERS AND EMPLOYEES OF THE TOWN OF COLLINGWOOD,
BY-LAW NO. 2013-04 BEING A BY-LAW TO DESIGNATE
SIGNING AUTHORITY UNDER THE PLANNING ACT, AND BY-
LAW 2010-082 BEING A BY-LAW TO ESTABLISH SITE PLAN
CONTROL

WHEREAS the Municipal Act 2001, S.O. 2001, c. 25, Section 270(1), provides that a municipality shall adopt and maintain policies with respect to the delegation of its powers and duties;

AND WHEREAS the Municipal Act 2001, S.O. 2001, c. 25, Section 5(3), provides a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS the Planning Act R.S.O. 1990, c. P.13, Section 51.2(1), provides that if a council of a municipality is the approval authority under Section 51 in respect of the approval of plans of subdivision, the council may by by-law delegate all or any part of the authority to approve plans of subdivision to a committee of council or to an appointed officer identified in the by-law by name or position occupied;

AND WHEREAS the Planning Act R.S.O. 1990, c. P.13, Section 54(2), provides that a council of a lower tier municipality may by by-law delegate the authority for giving consents, or any part of such authority, to a committee of council, committee of adjustment, or to an appointed officer identified in the by-law by name or position occupied;

AND WHEREAS Council of the Town of Collingwood is directly accountable to constituents for legislative decision making fortified by by-laws and resolutions and through Town officers and employees, the administration of policies, procedures and operations;

AND WHEREAS Council herein entrusts specific officers and employees of the Corporation with certain delegated powers and duties necessary to carry out administrative and operational functions within their purview;

AND WHEREAS it is desirable to augment delegation of authority to Town officers to streamline the development review and approvals process;

AND WHEREAS Council has enacted multiple by-laws addressing delegated authority to Town officers for certain duties under the Planning Act R.S.O. 1990, c. P.13 including By-law Nos. 2010-082, 2013-034, and 2020-059, as amended;

NOW THEREFORE THE COUNCIL OF THE TOWN OF COLLINGWOOD HEREBY ENACTS AS FOLLOWS:

1. **THAT** the following Delegated Powers and Duties be added to Schedule "A" of By-law No. 2020-059:

#	Delegation	Delegate	Limitation
1	Authorizing by-laws to exempt certain lands from Part Lot Control under Section 50(5) of the Planning Act	Director of Planning, Building and Economic Development or documented designate	While the by-law content and decision are delegated to staff, Council is still required to enact and pass the by-law at a meeting of Council. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations
2	Authorizing by-laws to designate any part of a registered plan of subdivision to be deemed the parcels as no longer part of the subdivision for under Section 50(3) of the Planning Act	Director of Planning, Building and Economic Development or documented designate	While the by-law content and decision are delegated to staff, Council is still required to enact and pass the by-law at a meeting of Council. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations
3	Execution of development agreements and final approval/registration of draft plans of subdivision or condominium descriptions under Section 51 of the Planning Act	Director of Planning, Building and Economic Development, Director of Infrastructure, and/or documented designates	Council approves draft plans of subdivision and/or condominium descriptions with detailed conditions of approval. The fulfilment and clearance of the conditions, as well as the execution of required development agreements and the final approval/registration of plans are administrative in nature. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations. Servicing capacity allocation for subdivisions and/or condominiums remains at the sole discretion of Council
4	Minor "Redline" Amendments to draft plans of subdivision or condominium descriptions under Section 51 of the Planning Act, including minor amendments to registered condominium descriptions under Section 9 of the Condominium Act	Director of Planning, Building and Economic Development or documented designate	Delegated authority is scoped to minor amendments as defined by Council-approved criteria. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations
5	Issuance of validation or	Director of	Administrative tools to

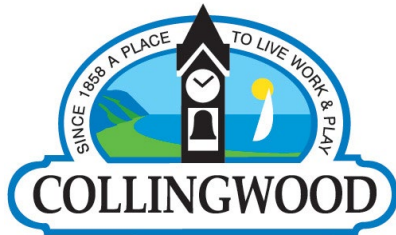
	cancellation certificates under Section 57(1) of the Planning Act	Planning, Building and Economic Development or documented designate	correct minor Planning Act breaches or to cancel a consent. The delegate retains the ability to elevate decisions to the Committee of Adjustment in the case of controversial or atypical situations
6	Authorizing condominium exemptions and issuing certificates under Section 9(3) of the Condominium Act	Director of Planning, Building and Economic Development or documented designate	Delegated authority is scoped as defined by Council-approved criteria. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations
7	Servicing capacity allocation extensions for site plans in accordance with the approved Servicing Capacity Allocation Policy	Director of Planning, Building and Economic Development or documented designate	Extension criteria and maximum length of time controlled by Council-approved policy. The delegate retains the ability to elevate decisions to Council in the case of controversial or atypical situations

2. **AND THAT** By-law 2013-034 as amended, being a by-law to designate signing authority under the *Planning Act*, be repealed in its entirety.
3. **AND THAT** Sections 6, 7 and 8 of By-law 2010-082 as amended, being a by-law to establish site plan control, be deleted.
4. **AND THAT** this By-law shall come into full force and effect on the date of final passage hereof at which time all by-laws that are inconsistent with the provisions of this By-law and the same are hereby amended insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 18th day of November, 2024.

MAYOR

CLERK



Staff Report C2024-10

Committee 2024-11-04

Council 2024-11-18

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Sara Almas, Director, Legislative Services/Clerk
Prepared By: Amanda Fone, Licensing and Compliance Officer
Subject: Short-Term Accommodation Licensing Service Update and Launch of Phase 2

Recommendation

THAT Staff Report C2024-10, “Short-Term Accommodation Licensing Service Update and Launch of Phase 2”, be received;

AND THAT Council enact and pass the updated Short Term Accommodation Licensing By-law to launch of Phase 2 of the Short-Term Accommodation Licensing Service as outlined herein;

AND THAT Staff be directed to monitor the outcomes of the STA Licensing Service and report back to Council within one year of the implementation with an update and any recommended adjustments.

Amendments

None.

1. Executive Summary

With an increasing interest in short-term accommodation (“**STA**”), the Town has developed a comprehensive approach to address concerns around these rentals while supporting residents who may rely on additional income to remain in their homes.

Since 2022, the Town has conducted a thorough review of STAs, including facilitating two public consultations. Community feedback has been instrumental in shaping the Town's Short-Term Accommodation Licensing Service (the "**Licensing Service**") to reflect local priorities. The consultations revealed broad support for licensing STAs to balance community needs, minimize impacts on long-term housing supply, and address concerns such as noise, parking, and safety.

In February 2024, Phase 1 of the Licensing Service was successfully launched, focusing on licensing bed and breakfasts as Class A Licences. Phase 2 will introduce two new licence classes: "**Class B – Principal Residence STA**" and "**Class C – Additional Residential Dwelling Unit STA**", and is planned to launch on January 6, 2025, contingent on Council's approval and no appeals to the Town's Zoning By-law Amendment.

This report provides an update on Phase 1 progress and outlines the next steps for implementing Phase 2, which will enhance enforcement, improve regulatory efficiency, and address community concerns.

2. Analysis

Background

Short-term accommodation ("**STA**") refers to the rental of a dwelling unit, or part of one, for 30 days or less. Currently, in Collingwood, only bed and breakfast are permitted as STAs. However, like many other municipalities in Ontario, Collingwood has experienced a significant growth in the use of entire dwelling units and Additional Residential Dwelling Units ("**ARDUs**") as STAs, despite bed and breakfasts being the only type of STA currently allowed under existing regulations. The increasing popularity of online rental platforms such as Airbnb, VRBO, and Booking.com, combined with the lack of provincial legislation regulating STAs, has made enforcing a ban on STAs more challenging. A third-party review of over 60 popular online platforms identified approximately 380 active STAs in Collingwood.

In response to community concerns regarding STAs and the increasing demand to permit them, the Town has been actively developing a robust regulatory approach to

manage these rentals. The key milestones in the development of the Town's STA Licensing Service are referenced in the resource section below.

As part of the STA review process, two public consultations were conducted, which revealed strong community support for licensing and regulating STAs in Collingwood. The feedback highlighted a shared understanding of the importance of establishing a fair and balanced regulatory approach that would facilitate improved management and enforcement of STA-related concerns while ensuring that STAs operate in a way that meets the community's needs. Overall, the consultations highlighted that the current system is not effective, and changes are necessary to address community needs, concerns and better manage STAs.

Based on consultation feedback, a review of municipal best practices, and other important considerations (e.g., by-law complaints and community input), [Staff Report C2023-24](#) proposed a two-phase approach to implementing the Licensing Service. This report received approval in November 2023, and in February 2024, Phase 1 of the Licensing Service was launched.

Update on Phase 1

Since Phase 1 of the Licensing Service launched on February 1, 2024, the Town has made progress in licensing bed and breakfasts through the issuance of Class A Licences. To date, the Licensing Service has processed 24 applications, resulting in:

- Seven Class A Licences being issued,
- Two applications being placed on hold due to building compliance issues,
- Four applications being withdrawn by the applicants, and
- Eleven applications being found to be ineligible for a Class A Licence.

The primary reasons for ineligibility were as follows:

- Six applications involved proposed STAs located in ARDUs, which do not meet the current zoning requirements for a bed and breakfast. Under zoning, bed and breakfasts can rent up to three guest rooms in a single detached dwelling;
- Three applicants did not reside in the single detached dwelling, a requirement under the Zoning and Licensing By-laws; and

- Two applicants failed to meet parking requirements due to insufficient space.

While Phase 1 successfully processed 24 applications, some operational challenges arose as well as addressing important STA fire safety and building issues. The By-law Coordinator, who plays a crucial role in service administration, was onboarded the end of May 2024, which has started to create efficiencies in supporting the Licensing Officer for both processing applications and managing inquiries. However, most applications were incomplete upon submission, requiring follow-ups to obtain missing documentation, which added complexity and delays to the process.

Further, several applicants had open building permits that needed to be resolved before a licence could be issued. Minor fire safety modifications, such as relocating smoke alarms and ensuring the correct type of fire extinguishers were installed, were required for a few properties to meet Fire Code requirements. To further assist applicants, pre-inspection checklists have been added to the application process for Phase 2.

Community feedback during Phase 1 has indicated general support for the licensing process. However, the need for a broader regulatory framework to include entire-home rentals and ARUs was frequently raised, underscoring the importance of proceeding with Phase 2.

The By-law Services Division (“**the Division**”) continues to manage complaints and concerns related to STAs, using a variety of tools, including compliance monitoring software to support enforcement efforts. It will be important to ensure that full staffing is in place for the launch of the service to eliminate any delays, undertake the necessary inspections, and address any complaints.

Zoning By-law Amendment

The Zoning By-law Amendment (“**ZBA**”) is an essential step in aligning the Town’s zoning regulations with the objectives of Phase 2 of the Licensing Service. Following a public meeting on May 22, 2024, the ZBA was received by Council on September 23, 2024, through [Staff Report P2024-23](#). The ZBA expands the types of STAs permitted,

allowing the rental of single detached dwelling units and ARDUs, in addition to the currently permitted bed and breakfasts/Class A Licences.

As outlined in P2023-24, the ZBA will be enacted and passed concurrently with this report and the updated Licensing By-law (Appendix A) for Phase 2. If approved, the standard 20-day appeal period will take place before the decision is finalized. During this period, stakeholders and the public will have the opportunity to appeal if desired. A Notice of Passing By-law will be distributed to relevant agencies, departments, stakeholders, and residents subscribed to the STA Engage Page. Additionally, the notice will be published in the online newspaper to ensure transparency and public awareness.

Once the appeal period has passed, provided no appeals are successful, the decision will be finalized. The Town will then move forward with the full implementation of Phase 2 of the Licensing Service. If an appeal is filed, the launch of Phase 2 will be delayed pending the resolution of the appeal.

Phase 2 of the STA Licensing Service

Based on lessons learned from Phase 1, some minor updates have been made to the STA Licensing By-law and Licensing Service to support the implementation of Phase 2. These updates aim to improve efficiency and ensure a smooth transition into the full Licensing Service. As outlined in [Staff Report C2023-24](#), Phase 2 will introduce the final two new licence classes:

- **Class B – Principal Residence STA**, which will permit residents to rent their entire single-detached dwelling unit as a STA.
- **Class C – Additional Residential Dwelling Unit STA**, which will allow the owner of a single-detached dwelling to rent an ARDU located on the same lot.

In both cases, the single-detached dwelling must be the licensee's principal residence, meaning it is where they primarily reside and conduct their daily affairs. For a Class C Licence, the licensee must be the owner of the property, whereas for Class A and B Licences, the licensee can be the owner or a long-term tenant, provided that it is their

principal residence. For clarity, properties mainly used as STAs, where the owner does not reside on-site, will only be permitted to be used for long-term rentals.

To ensure continuity under the updated Licensing By-law, all existing Class A Licences issued during Phase 1 will remain valid and continue to operate under the same conditions outlined in By-law 2023-085 until their scheduled renewal. Upon renewal, Class A Licensees will need to comply with any new provisions in the updated By-law, ensuring a smooth transition into the full Licensing Service. Rather than resubmitting the same information and documents upon renewal, Licensees will only need to confirm that the information originally submitted has not changed and remains accurate and current.

In Phase 1, the use of physical applications required additional administrative effort to input data into the Town's internal systems. To streamline this process in Phase 2, the Town is implementing an online application system through the Cityview Public Portal. The Division is working with Cityview to integrate the Business Licensing Software, allowing applicants to submit and manage licence applications online. This transition is expected to reduce missing documentation and administrative delays that occurred during Phase 1, making the process more efficient for both Town staff and the public.

Some applicants expressed concerns about meeting all documentation requirements under the Licensing By-law. After a thorough review, staff confirmed that all submittals are necessary to ensure compliance with applicable regulations and safety standards and align with practices in other municipalities. However, to streamline the renewal process, applicants will only need to submit a reduced set of documents and will be asked to review previously submitted materials and confirm that the information remains accurate. This will ease the burden on applicants by reducing the time and effort needed to renew their licence, making the process more efficient and less repetitive for renewals.

To further assist applicants, pre-inspection checklists have been added to the application process for Phase 2. These checklists allow applicants to self-assess whether their property meets the requirements before the licensing, property standards

and fire inspections occur. This proactive approach ensures applicants are better prepared for inspections, reducing potential issues and improving the overall efficiency of the inspection process.

Beyond the implementation of Phase 2, the Town will continue to monitor the Service's performance and assess whether further adjustments or expansions are necessary to ensure that the needs of residents, STA operators, and visitors are met.

Enforcement

The By-law Services Division's normal operating hours are Monday to Friday from 8:30 a.m. to 4:30 p.m. Members of the public can report a by-law concern through the Town's Public Portal, by phone, email, or by visiting Town Hall during regular business hours. Complaints or inquiries received outside of normal business hours are addressed by By-law staff the next business day. For issues occurring outside the Division's normal hours, residents can also contact the Ontario Provincial Police (Collingwood Police) to make a complaint about a by-law offence, such as parking issues, noise, etc.

In Phase 2, the enforcement strategy will combine both reactive and proactive approaches. While public complaints will continue to drive much of the enforcement, staff will also proactively monitor STA platforms to identify unlicensed properties. This will include cross-referencing online listings with the Town's list of active licences to identify unlicensed STAs. For licensed properties, staff will follow a progressive enforcement approach, starting with education to seek voluntary compliance and escalating to demerit points, fines or licence suspension for serious or repeat offenders. A stricter enforcement approach will be taken for unlicensed STAs.

Additionally, if approved by Council, the Administrative Monetary Penalty System ("AMPS") could be applied to STA licensing, providing an efficient alternative to the Provincial Offences Court process. The application of AMPS will allow for a more streamlined and efficient approach to resolving licensing contraventions, reducing the strain on court resources and promoting compliance with municipal by-laws. If approved, the Division will use the AMPS to address Licensing By-law contraventions. AMPS penalties shall not be punitive in nature and shall not exceed the amount

reasonably required to promote compliance with by-laws. As such, first contravention amounts will range from \$500 to \$2,000, with higher penalties for repeat violations.

This would allow MLEOs to issue penalty notices for by-law infractions without the need for resource intensive court proceedings. This will reduce the administrative burden on enforcement staff and expedite the resolution of licensing contraventions, creating a stronger deterrent for non-compliance and bringing matters to a resolution within 2-4 months instead of 9-16 months in the POA court process.

It is acknowledged that some issues or neighbourhood disturbances may occur outside of the Division's normal hours, such as on evenings and weekends, when STAs are typically more active. Some rental platforms, such as Airbnb and VRBO, offer neighbourhood support services that allow members of the public to report any disturbances directly. If the complaint matches a listing, the platforms will alert the host to the concerns. However, not all rental platforms have made this option available, and the incidents or complaints may not get reported to the Town to trigger appropriate follow up and documentation.

To further enhance the management of STAs and promptly address any issues, staff recommend procuring a 24/7 call service solution, such as Host Compliance's 24/7 STA Hotline. This service would allow residents to report issues such as noise complaints, parking concerns, property damage, or unlicensed STAs by speaking with a live agent at any time or by submitting a complaint online and attaching text, videos and photos.

For example, once a complaint is submitted through a call service hotline, a representative would contact the *responsible person* associated with the STA to attempt to resolve the issue. If the issue cannot be resolved within an hour, the matter would be forwarded to the Division for further action. All complaints and resolutions would be stored in a dashboard accessible to staff, allowing for better tracking and management of enforcement actions. This proactive and reactive combination of measures will help ensure a balanced, effective approach to managing STAs and maintaining community standards.

A hotline solution is estimated to be approximately \$5,450 per year, which has been included in the proposed licensing budget for 2025. This is a more cost effective approach than hiring officers 24/7 or increasing OPP calls for service.

Implementation Plan

Staff propose January 6, 2025, as the potential launch date for Phase 2 to open the application intakes. If Council supports the implementation of a municipal accommodation tax (MAT), STA applicants would be notified of their obligation to register for this initiative. This is important for potential STA operators to know upfront as they would be responsible for collecting and remitting MAT fees to support tourism initiatives which may deter potential operators who may otherwise consider longer term rental opportunities where MAT is not applicable and increase available affordable rental units.

As mentioned earlier, the ZBA will be enacted and passed alongside this report and By-law to support the rollout of Phase 2. Following this, a standard 20-day appeal period will commence. Sufficient time has been factored to allow for the completion of the appeals process before implementation. Should an appeal be filed, the launch of Phase 2 will be on hold pending the resolution of the appeal.

A key element of this rollout is the introduction of the Cityview Licensing Software. This software implementation is targeting a completion date in December 2024 to enable sufficient period of testing and training of related staff, leading up to the Phase 2 launch in January. The software will enable applicants to apply through the Public Portal, upload required documents and track the status of their licence applications while streamlining internal Town licensing processes. The proposed launch date also allows time for the onboarding and training of the MLEO III, ensuring they are prepared for the launch of Phase 2.

If approved by Council, the implementation of Phase 2 will be supported by a communications plan to inform and educate both residents and visitors about the updated STA regulations. This plan will include announcements on the Town's website, targeted emails to STA Engage Page subscribers, media releases, and social media

updates to ensure broad public awareness and understanding of the changes. The Town's website will also feature updated educational materials, including FAQs and application guides, to assist applicants with navigating the new application process.

Additionally, all current Class A Licence holders will be directly contacted to inform them of the updated Licensing By-law and renewal requirements. Those who were ineligible for a licence under Phase 1 will also be notified of the new opportunities available under Phase 2.

Further, should the Council approve the introduction of a 24/7 hotline solutions, staff would work with the company to implement this solution. Once operational, the Town will issue a media release, social media posts, and website announcements to ensure all residents are informed of this new resource that is available to them.

Financial Impacts

The STA Licensing Service is intended to be cost-neutral. The costs associated with the Licensing Service were outlined in [Staff Report C2023-24](#) and have been accounted for within the Town's budget. Therefore, the operation of the Licensing Service, including staff resources, software, and ongoing support, will have no additional financial impact on the Town's budget beyond what has already been allocated with the additional support through the hotline solution for greater efficiency and success of the STA service.

Conclusion

The Town has made significant progress in developing a balanced approach to managing STAs in the community. Phase 1 successfully laid the foundation of the Licensing Service and helped establish numerous efficiencies and best practices within the Division.

Phase 2 represents the next critical step, expanding the Town's approach to include permitting, regulating, and licensing additional types of STAs. Based on extensive public consultations and feedback, Phase 2 reflects the community's input and is designed to better align with residents' needs and interests. If approved, Phase 2 will launch on

January 6, 2025, equipping the Town with enhanced tools to effectively manage STAs to ensure that they operate without negatively impacting the community, while balancing the rights of property owners.

3. Input from Other Sources

This report was reviewed by Department Heads October 22, 2024, and the content responds to the input and advice received.

4. Applicable Policy or Legislation

Municipal Act, 2001, S.O. 2001, c. 25

Planning Act, R.S.O. 1990, c. P.13

Building Code Act, 1992, S.O. 1992, c. 23

Fire Prevention and Protection Act, 1997, S.O. 1997, c. 4

Provincial Offences Act, R.S.O. 1990, c. P.33

Town of Collingwood Zoning By-law No. 2010-040

5. Considerations

2024-2028 Community Based Strategic Plan: Progress towards achieving CBSP Goal

Sustainable Connected Vibrant Responsible

Services adjusted if any Community Standards

Climate Change / Sustainability: Not Applicable

Communication / Engagement: Public Engagement has occurred

Accessibility / Equity, Diversity, Inclusion: Not Applicable

Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

- Notice of Passing By-law will be prepared and circulated/published
- 20-day appeal period for ZBA will occur
- Staff will continue work to implement the online application process
- Phase 2 will launch January 6, 2025

6. Appendices and Other Resources

Appendix A: Short-Term Accommodation Licensing Draft By-law 2024-XX.

Resource 1: [Staff Report C2023-24: Licensing Short-Term Accommodations](#)

- **November 23, 2020** – [Staff Report P2020-25](#) “Short Term Accommodation” referred to staff for further consideration.
- **November 1, 2021** – Licensing Officer position start date.
- **June 27, 2022** – [Staff Report C2022-22](#) “Short-Term Accommodation Review and Next Steps” approved by Council.
- **August 11 – September 30, 2022** – Public Consultation + Survey.
- **September 14, 2022** – STA Open House.
- **February 21, 2023** – [Staff Report C2023-05](#) “Regulatory Options for Short-Term Accommodations” approved by Council.
- **June 5, 2023** – [Staff Report C2023-15](#) “Short-Term Accommodation Licensing Framework Draft #1” approved by Council.
- **June 19 – July 31, 2023** – Public Consultation + Survey.
- **November 6, 2023** – [Staff Report C2023-24](#) “Licensing Short-Term Accommodations” approved by Council.
- **February 1, 2024** – Phase 1 of the Licensing Service launched, focusing on licensing bed and breakfasts.
- **May 22, 2024** – Public meeting on Town-initiated Zoning By-law Amendment to support the implementation of Phase 2 of the Licensing Service.
- **May 27, 2024** – By-law Coordinator position start date.
- **September 23, 2024** – [Staff Report P2024-23](#) “Municipally Initiated Short-Term Accommodation Zoning By-law Amendment” received by Council.

7. Approval

Prepared By:

Amanda Fone, Licensing and Compliance Officer

Reviewed By:

Sara Almas, Director of Legislative Services / Clerk

Adam Harrod, (A) Manager, By-law Enforcement

CAO Comments:

Endorsed by CAO Skinner on October 31, 2024 to proceed to COW.

By-law 2024-xx
of the
Corporation of the Town of Collingwood



Being a By-law to Licence and Regulate Short-Term Accommodations
within the Boundaries of Collingwood

WHEREAS the Council of the Town of Collingwood may, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25 ("*Municipal Act, 2001*"), as amended or superseded, enact by-laws for the licensing, regulating and governing of businesses in Collingwood;

AND WHEREAS pursuant to Section 8(1) of the *Municipal Act, 2001*, the powers of a municipality shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS pursuant to Section 8(3) of the *Municipal Act, 2001*, a by-law respecting a matter may,

- (a) regulate or prohibit respecting the matter;
- (b) require persons to do things respecting the matter;
- (c) provide for a system of licences respecting the matter;

AND WHEREAS pursuant to Section 9 of the *Municipal Act, 2001*, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS pursuant to Section 11(2) of the *Municipal Act, 2001*, a municipality may pass by-laws respecting the health, safety and well-being of persons, and protection of persons and property, including consumer protection;

AND WHEREAS pursuant to Section 23.1 of the *Municipal Act, 2001*, a municipality has the authority to delegate its powers and duties to a person or body;

AND WHEREAS pursuant to Section 151 of the *Municipal Act, 2001*, a municipality may provide for a system of licences with respect to a business and may:

- (a) prohibit the carrying on or engaging in the business without a licence;
- (b) refuse to grant a licence or to revoke or suspend a licence;
- (c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;

- (d) impose special conditions on a business in a class that have not been imposed on all the businesses in that class in order to obtain, continue to hold or renew a licence;
- (e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- (f) license, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it;

AND WHEREAS pursuant to Section 391 of the *Municipal Act, 2001*, a municipality has the authority to impose fees or charges on persons for services or activities provided or done by or on behalf of it;

AND WHEREAS pursuant to Section 434.1 of the *Municipal Act, 2001*, a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality; and,

AND WHEREAS the Council of The Corporation of the Town of Collingwood deems it desirable that such licensing, regulation and governing takes place with respect to Short-Term Accommodation as defined in this By-law.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1 **Definitions**

1.1 The definitions contained within the Town’s Zoning By-law shall apply in the interpretation of capitalized terms in this By-law except where the same terms are defined in this By-law, in which case, the definitions in this By-law shall apply.

1.2 In this By-law:

“Additional Residential Dwelling Unit” means a self-contained residential dwelling unit, complete with separate kitchen and bathroom facilities located within, or ancillary to, an existing or planned Single Detached Dwelling. An Additional Residential Dwelling Unit may be located within a dwelling or within an accessory building on the same lot. Without limiting the generality of the foregoing, Additional Residential Dwelling Unit shall include accessory apartments, second units, coach houses, garden suites, and duplex units;

“Administrative Penalty” means a monetary penalty imposed for a contravention of the Town’s Administrative Monetary Penalty By-law;

“Agent” means a Person authorized in writing by an Owner to act on the Owner’s behalf;

“Applicable Laws” includes all applicable Town By-laws and any federal or provincial statutes or regulations;

“Applicant” means a Person applying for a Licence or the renewal of an existing Licence pursuant to this By-law;

“Bedroom” means a room or area used, designed, equipped or intended for sleeping;

“Committee” means the By-law and Licensing Appeals Committee, which is an individual or a group of individuals who the Town has appointed to hear appeals pursuant to this By-law;

“Clerk” means the Town Clerk of the Corporation of the Town of Collingwood, or their designate;

“Condominium Corporation” means a corporation created under the *Condominium Act, 1998*, S.O. 1998, c. 19;

“Council” means the Council of The Corporation of the Town of Collingwood;

“Dwelling Unit” means a self-contained set of rooms located in a building or structure that is used, capable of being used, intended, or designed as a housekeeping unit for one or more Persons, and usually contains cooking, eating, living, sleeping and sanitary facilities;

“Entire Unit Rental” means a Short-Term Accommodation where the Renter and any Guests occupy or have access to the entire Dwelling Unit;

“Fee” means a fee as set forth in the Town’s Fees and Service Charges By-law, as amended or superseded, which is not prorated;

“Guest” or **“Guests”** means any Person on the Premises who is not a Renter, an Owner or a Tenant;

“Guest Registry” means a written or electronic log maintained by the Licensee that records the details of each rental of a Short-Term Accommodation;

“Guest Room” means a bedroom which is capable of being rented separately to the travelling and vacationing public, but does not have any cooking facilities;

“Licence” means a current valid Licence issued pursuant to this By-Law authorizing a Person to own, operate, or Market a Short-Term Accommodation at a Premises;

“Licence Class” means the classification of a Short-Term Accommodation in accordance with this By-law;

“Licence Number” means a unique number assigned to a Licence by the Town;

“Licensed” means having in one’s possession a valid and current Licence issued under this By-law, and **“Unlicensed”** has the contrary meaning;

“Licensee” means a Person issued a current valid Licence pursuant to this By-law;

“Licensing Officer” means a Town employee who is responsible for issuing and verifying Licence eligibility;

“Market” means to offer for rent, promote, canvass, solicit, advertise, broker, offer, or facilitate a Short-Term Accommodation, and includes placing, posting or erecting advertisements or listings, either physically or online, and **“Marketing”** and **“Marketed”** have the corresponding meaning;

“Maximum Occupancy” means the maximum number of Persons approved to stay Overnight on any Licensed Premises. All Persons on the Premises shall be counted in calculating Maximum Occupancy, with the exception of children under the age of thirteen (13) years;

“Municipality” means the geographical area of the Town of Collingwood, as may be applicable in the context;

“Officer” means a municipal law enforcement officer or any other person appointed by by-law to enforce the provisions of this By-law;

“Overnight” means the period between the hours of 8:00 P.M. and 8:00 A.M. the next day, during which occupancy or stay is considered to occur overnight;

“Owner” means the Person(s) holding title to the Property where the Short-Term Accommodation is located, and **“Ownership”** has a corresponding meaning;

“Parking Area” means that portion of a Property or Premises primarily used for the parking of motor vehicles, which may include spaces within a building and/or a hard-surfaced driveway consisting of gravel, asphalt, concrete, interlock or similar hard or permeable surface, but shall not include any part of a street, highway, or private road;

“Partial Unit Rental” means a Short-Term Accommodation where the Renter occupies only a Guest Room within the Dwelling Unit, rather than the entire unit;

“Person” includes an individual, sole proprietorship, partnership, limited partnership, trust, corporation, and an individual in their capacity as a trustee, executor, administrator, or other legal representative;

“Platform” means any software, technology, or service, including a smartphone application;

“Premises” means the Property upon which a Short-Term Accommodation is operated or to be operated, as the context requires, inclusive of buildings or structures or any part thereof used or to be used for such purpose;

“Principal Residence” means

- (a) the Dwelling Unit owned or rented by a Person, either alone or jointly with others, where the Person ordinarily resides, makes their home, and conducts their daily affairs, including, without limitation, paying bills and receiving documentation

related to identification, taxation and insurance purposes, driver's licenses, income tax returns, medical plan documentation, vehicle registration and voter registration, or similar information; and,

- (b) where the Person has no other property designated as such within the Town of Collingwood or any other jurisdiction.

“Property” means the land upon which a Short-Term Accommodation is operated or to be operated, as the context requires, exclusive of buildings or structures or any part thereof;

“Renter” means the Person responsible for the rental of the Premises or Guest Room by way of concession, permit, lease, licence, rental agreement or similar commercial arrangement, but shall not include Guests;

“Renter’s Code of Conduct” means a document that has been prepared by the Town that is agreed to in writing by a Renter, which prescribes the roles and identifies certain of the responsibilities of the Renter, including but not limited to behavioural expectations as they relate to non-disturbance of neighbours, compliance with the provisions of this By-law and other Applicable Laws;

“Responsible Person” means a Licensee or a Person designated by a Licensee who is over the age of eighteen (18);

“Short-Term Accommodation” means a Dwelling Unit, or any part thereof, that is operating or offering a place of temporary residence, lodging or occupancy by way of concession, permit, lease, licence, rental agreement or similar commercial arrangement for any period of twenty-eight (28) consecutive calendar days or less, throughout all or any part of a calendar year. For greater certainty, Short-Term Accommodation shall not mean or include a hotel, a motel, a tourist camp, a boarding, rooming or lodging house, or similar commercial accommodation use, but shall include a bed and breakfast;

“Short-Term Accommodation Brokerage” means any Person who facilitates or brokers or Markets or causes to be Marketed or assists in any capacity in the booking process of a Short-Term Accommodation reservation for others, whether directly or indirectly, including, without limitation, via the internet or other electronic platform, provided such Person collects, handles or receives a payment, fee, compensation or other financial benefit as a result of, or in connection with, the Short-Term Accommodation;

“Single Detached Dwelling” means a freestanding, separate, detached building consisting of one Dwelling Unit and may include an additional residential dwelling unit(s);

“Tenant” has the same meaning as in the *Residential Tenancies Act, 2006*, S.O. 2006, c. 17, as amended or superseded;

“Town” means The Corporation of the Town of Collingwood;

“Zoning By-Law” means any by-law administered by the Town passed pursuant to Section 34 of the Planning Act or a successor thereof, as may be amended from time to time.

2. Short Title

2.1 This By-law may be referred to as the “Short-Term Accommodation Licensing By-law”.

3. General and Administration

3.1 This By-law shall apply throughout the entire Municipality.

3.2 The requirements of this By-law shall apply to the trade, business operation or occupation of providing Short-Term Accommodation within the Municipality.

3.3 The Licensing Officer shall be responsible for administering this By-law and is hereby granted the delegated authority to establish, modify, and amend all applications, documents, and forms necessary to implement and administer this By-law.

4 Prohibitions

4.1 No Person shall own, operate or permit the operation of a Short-Term Accommodation within the Municipality without a Licence.

4.2 No Person shall own, operate or permit the operation of a Short-Term Accommodation other than in accordance with:

- (a) the terms and conditions of a Licence;
- (b) a conditional Licence;
- (c) this By-law, including the Licence Class conditions; and
- (d) all other terms, conditions and requirements set out in the applicable Schedule(s) to this By-law.

4.3 No Person shall Market or permit the Marketing of a Short-Term Accommodation without a Licence.

4.4 No Person shall own, operate or permit the operation of a Short-Term Accommodation without prominently displaying in each advertisement or listing:

- (a) the corresponding Licence Number issued by the Town; and
- (b) the Maximum Occupancy.

4.5 No Person shall use or allow a Guest Room to be used for a Short-Term Accommodation unless it has been identified and approved on the floor plan submitted with the application for a Licence under this By-law.

- 4.6** No Person shall own, operate or permit the operation of a Short-Term Accommodation unless the Short-Term Accommodation is located within:
 - (a) the Principal Residence of the Licensee, or
 - (b) an Additional Residential Dwelling Unit located on the same Property as the Licensee's Principal Residence.
- 4.7** No Person shall park a vehicle or permit a vehicle to be parked at a Licensed Short-Term Accommodation except in a garage or a designated Parking Area.
- 4.8** No Person shall alter, modify or permit the alteration or modification of a Licence.
- 4.9** No Person shall use or attempt to use a Licence issued to another Person.
- 4.10** No Person shall submit an application for a Licence that contains false, misleading, or deceptive information.
- 4.11** No Licensee shall contravene or permit the contravention of any provision of this By-law or any other Applicable Laws that apply to the Licensed Premises.
- 4.12** No Person shall own, operate or permit the operation of a Short-Term Accommodation while the Licence is suspended, revoked or expired.
- 4.13** No Person shall contravene or permit the contravention of any provision of a Renter's Code of Conduct signed pursuant to this By-law.
- 4.14** No Person shall contravene or permit the contravention of any provision of a Licensee Code of Conduct signed pursuant to this By-law.

5. Application for a Licence

- 5.1** The following Persons may apply for a Short-Term Accommodation Licence:
 - (a) Where the Property is legally owned by one or more Persons, the Owner(s) named on title; or
 - (b) Where the Property is leased, the Tenant(s) named on the lease, so long as they have the written consent of the Owner(s).
- 5.2** A Corporation that is the Owner of a Property is eligible to apply for and obtain a Licence, if the Licensing Officer is satisfied in their sole discretion that the Corporation is operated entirely by Persons occupying the single-detached dwelling as their Principal Residence.
- 5.3** A Person making an application for a Licence or for a renewal of a Licence shall submit:
 - (a) a complete application in the form provided by the Town;
 - (b) in the case of an Agent, written authorization from the Owner(s) permitting the Agent to act on their behalf;
 - (c) proof of Ownership or tenancy for the Premises;

- i. if the Premises is owned by more than one Person, written consent of all Owner(s) shall be included;
 - ii. if the Premises is leased, written consent from the Owner(s);
 - iii. if the Premises is owned by a Corporation, the Business Name Registration and/or Articles of Incorporation obtained from the applicable provincial or federal Ministry, and a list containing the names of all shareholders of the Corporation;
- (d) if the Premises is under the authority of a Condominium Corporation, written consent of the Condominium Corporation;
- (e) proof in a form satisfactory to the Licensing Officer that the Premises is either the Principal Residence of the Licensee, or an Additional Residential Dwelling Unit located on the same Property as the Owner's Principal Residence;
- (f) all required documents as outlined in Schedule "B" to this By-law, and obtain all required approvals and inspections from the appropriate authority having jurisdiction to the satisfaction of the Town;
- (g) any other documents as may be required or requested by the Town and Licensing Officer;
- (h) payment of the applicable Fees, as noted within the Town's Fees and Service Charges By-law, which may be amended from time to time;
- (i) acknowledgement and consent to the posting of the municipal address of the Property, and the name and contact information for the Responsible Person on the Town's website; and,
- (j) acknowledgement that submission of a Licence application and applicable Fee, does not constitute approval of the application or oblige the Town to issue a Licence.

5.4 Upon receipt of an application for a new Licence or the renewal of an existing Licence, the Licensing Officer shall perform the following functions:

- (a) receive, process and review the application in conjunction with any provisions of this By-law;
- (b) receive, process and review any documentation submitted with the application; and,
- (c) if satisfied that the Applicant or Licensee meets the eligibility criteria for a Licence, or continuing to hold a Licence, arrange for any necessary inspections to be conducted and be provided with the results of the inspections.

5.5 If an application is found to be incomplete or missing required information and/or documentation, the Licensing Officer will notify the Applicant or Licensee and provide seven (7) days to submit the required information and/or documentation. Failure to provide the requested information and/or documentation within seven (7) days will render the application incomplete, and a new application will need to be submitted.

- 5.6** If any remaining or outstanding Fees are due, the Licensing Officer will notify the Applicant or Licensee and provide seven (7) days to submit the required payment. Failure to submit the required Fee(s) within seven (7) days will render the application incomplete, and a new application will need to be submitted.
- 5.7** It is the responsibility of the Licensee to ensure that the renewal for a Licence has been submitted to the Town no later than thirty (30) days before the expiry of the Licence. If the renewal is submitted after this deadline but before the expiry of the Licence, a late Fee will apply. Once the Licence has expired, the Licensee must submit a new application for a Licence.

6. Number of Licences

- 6.1** After this By-Law comes into force and effect, Licensees may apply for the renewal of their existing Licence. However, no new Licences will be issued until the total number of Licences in the Municipality falls below two hundred (200). For clarity, the total number of Licences shall not exceed two hundred (200). For the purpose of this By-law, a Licence shall still be considered active if it is suspended, and shall not be considered active if it has been revoked or is expired.
- 6.2** Licences shall be issued on a first-come, first-served basis, subject to the completion of all necessary application requirements and the availability of Licences.
- 6.3** In the event that the total number of Licences is two hundred (200), a Person may submit an application to be placed on a wait list for future Licence availability.
- 6.4** Once the total number of Licences falls below two hundred (200), the first Person on the wait list will be contacted by the Licensing Officer and provided with twenty-one (21) days to submit an application for a Licence, including all supporting documentation and payment of any applicable Fee(s), as required by this By-law. Failure to submit a completed application within the twenty-one (21) day period will result in the Person's name being removed from the wait list, and the next Person on the wait list will be contacted.

7. Licences

- 7.1** The Licensing Officer is hereby delegated authority to issue a Licence in accordance with the provisions of this By-law and the applicable Schedule(s) to this By-law.
- 7.2** The Licensing Officer is hereby delegated authority to impose additional terms and conditions on a Licence that, in the opinion of the Licensing Officer, are reasonable, taking into consideration:
- (a) the health, safety and well-being of Persons;
 - (b) the impact on a neighbouring property or a neighbouring property owner;
- and

- (c) the past conduct of an Applicant or a Licensee.
- 7.3** The Licensing Officer is hereby delegated authority to refuse to issue or renew a Licence, revoke, or suspend a Licence, where the Applicant or Licensee would not be entitled to a Licence, or to the renewal of a Licence, on any grounds set out in this By-law.
- 7.4** Where the application for a Licence has been revoked, suspended or cancelled, the Fees paid by the Applicant or Licensee, in the respect of the Licence, shall not be refunded.
- 7.5** A Licence issued by the Town is non-refundable and non-transferable.
- 7.6** A Licence shall expire upon the earliest of the following events:
- (a) the date that is one (1) year after the date of the issuance of the Licence;
 - (b) upon the sale or transfer of the Property, including the addition of a co-owner as a joint tenant or tenant-in-common. For greater certainty, a Licence cannot be assigned or transferred to another Person; or
 - (c) if the Licence has been revoked in accordance with this By-law.
- 7.7** The Licensing Officer shall have the authority to extend any active Licence for up to one (1) calendar year in the event of a declared emergency that directly effects the Licensee.
- 7.8** Every Licence shall remain the property of the Town at all times, and no Person shall enjoy a vested right in any Licence or the continuance of any Licence.
- 7.9** A Licence shall be issued by the Licensing Officer:
- (a) upon the requirements of this By-law being met;
 - (b) upon submission of the documents to the Licensing Officer's satisfaction as required by this By-law and as outlined in the applicable Schedule(s) to this By-law;
 - (c) upon obtaining the required approvals and inspections to the Licensing Officer's satisfaction as required by this By-law and as outlined in the applicable Schedule(s) to this By-law.
- 7.10** The Licensing Officer shall not issue a Licence if the Owner(s) have any outstanding fines, fees, penalties, legal costs, disbursements, property or municipal accommodation taxes, or late payment charges owing to the Town.
- 7.11** A Licence issued under this By-law shall include following:
- (a) the municipal address;
 - (b) the Licence Number;
 - (c) the Licensee name and contact information;
 - (d) the Responsible Person's name and contact information
 - (e) the issuance and expiry date of the Licence;

- (f) the Maximum Occupancy; and,
- (g) the number of Guest Rooms for rent.

8. Licence – Terms and Conditions

- 8.1** A Licence is subject to the terms and conditions of this By-law, including Licence Class conditions, and the terms and conditions as set out in the applicable Schedule(s) to this By-law.
- 8.2** Only one (1) Short-Term Accommodation Licence will be issued per Property.
- 8.3** The maximum number of Persons permitted to stay Overnight on any Licensed Premises, including but not limited to residents, Owners, Tenants, Renters, or Guests, shall be limited to two (2) Persons per approved Guest Room but shall not exceed eight (8) Persons.
- 8.4** A Licensee must prominently display the corresponding Licence Number and the Maximum Occupancy in all Marketing of the Short-Term Accommodation.
- 8.5** The Licensee shall maintain a Guest Registry for a minimum of two (2) years from the date of the rental showing the Property address and Licence number, with the following information for each rental:
 - i. check-in and check-out dates,
 - ii. the total number of Renters and Guests,
 - iii. confirmation that the Renter(s) have signed the Renter's Code of Conduct,
 - iv. confirmation that the smoke and carbon monoxide alarms were checked and are in working condition after the previous Renter's departure and before new occupancy, and
 - v. the nightly and total price charged for each rental, including the municipal accommodation tax charged on the transaction if applicable;
- 8.6** A Licensee shall be responsible for informing the Licensing Officer in writing of any changes to the approved information contained within the Licence application or any deviation to the approved plans within seven (7) days of such change or deviation. Such changes or deviations shall require the submission of the necessary supporting documentation to the Licensing Officer for review and approval.
- 8.7** A Licensee shall be responsible for the act(s) and omission(s) of its employees, representatives, and the Responsible Person in the carrying on of the business in the same manner and to the same extent as though the Licensee performed the act(s) or omission(s).
- 8.8** Any record required by this By-law shall be produced by the Licensee upon request by an Officer.

9. Licence – Class Conditions

9.1 In addition to any other terms and conditions set out in this By-law, including applicable Schedule(s), the following Licence Classes shall be subject to the ensuing conditions:

9.2 Class A – Guest Room Short-Term Accommodation (Partial Unit Rental)

- (a) The maximum number of Class A Licences permitted to be operated, provided or Marketed by the same Licensee shall be one (1).
- (b) A Class A Licensee shall ensure that the Premises is the Principal Residence of the Licensee.
- (c) A Class A Licence shall be permitted in a single detached dwelling.
- (d) A Class A Licence shall not occupy the entire gross floor area of the single detached dwelling.
- (e) A Class A Licensee shall ensure that a maximum of three (3) Guest Rooms are available for rent.
- (f) A Class A Licensee shall ensure that at least one (1) bedroom is available on a full-time basis in the Premises for the exclusive use of the Licensee.
- (g) The Class A Licensee shall be on site at the Premises during the stay of a Renter during the hours of 8:00 P.M. and 8:00 A.M., except in the case of an emergency.
- (h) A Class A Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

9.3 Class B – Principal Residence Short-Term Accommodation (Entire Unit Rental)

- (a) The maximum number of Class B Licences permitted to be operated, provided or Marketed by the same Licensee shall be one (1).
- (b) A Class B Licensee shall ensure that the Premises is the Principal Residence of the Licensee.
- (c) A Class B Licence shall be permitted in a single detached dwelling.
- (d) A Class B Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

9.4 Class C – Additional Residential Dwelling Unit Short-Term Accommodation (Entire Unit Rental)

- (a) The maximum number of Class C Licences permitted to be operated, provided or Marketed by the same Owner shall be one (1).
- (b) A Class C Licensee shall be the registered Owner.
- (c) A Class C Licence shall be an Additional Residential Dwelling Unit located on the same Property as the Owner's Principal Residence.
- (d) A Class C Licence shall be permitted in an Additional Residential Dwelling Unit that is within:
 - i. an existing single detached dwelling; or
 - ii. a detached building accessory to a single detached dwelling.

- (e) A Class C Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

10. Required Inspection

- 10.1** It is the responsibility of any Person applying for a new Licence or renewing an existing Licence, to provide the required documentation, and if applicable, ensure that an inspection of the Premises is conducted to verify compliance with Applicable Laws, including but not limited to the following:
 - (a) this By-law;
 - (b) the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c. 4 and Regulations;
 - (c) the *Electricity Act, 1998*, S.O. 1998, c. 15, Sched. A and Regulations;
 - (d) the Town's Property Standards By-law, as amended or superseded;
 - (e) the Town's Zoning By-law, as amended or superseded;
 - (f) any other Applicable Laws that apply to the Licensed Premises.
- 10.2** As part of the review of an application for a new Licence or the renewal of an existing Licence, relevant departments of the Town, or external agencies as deemed necessary by the Licensing Officer, may provide comments on any known matters that would assist in the determination of Licence eligibility.
- 10.3** The departments and external agencies referenced in section 10.2 may require an inspection of the Premises prior to providing comments on any known matters that would assist with the determination of Licence eligibility. The Applicant or Agent shall cooperate and facilitate the inspection of the Premises in a timely manner and must be in attendance during the inspection.
- 10.4** If the review of an application or an inspection of the Premises reveals that the Premises does not comply with the requirements set out in this By-law or any Applicable Laws, the Licensing Officer will notify the Applicant or Licensee and provide them with twenty-one (21) days to correct the issue(s). The Applicant or Licensee must notify the Licensing Officer in writing once the required corrections have been completed and, if deemed necessary by an Officer, arrange for a re-inspection. Failure to correct the issue(s) and, if applicable, arrange for a re-inspection within twenty-one (21) days will render the application incomplete, and a new application will need to be submitted.
- 10.5** The Applicant or Licensee shall be responsible for any additional Fees associated with re-inspections, as outlined in the Town's Fees and Service Charges By-law.

11. Licences – Administrative Suspensions

- 11.1** Where the Licensee's policy of liability insurance expires, is cancelled, or is otherwise terminated, the applicable Licence shall be automatically suspended effective on the date of such expiration, cancellation, or termination and shall remain so until such insurance has been reinstated. The Licensee shall be required

to provide proof of insurance to the Licensing Officer in order for the Licence to be reactivated.

- 11.2** An administrative suspension of a Licence without a hearing shall be imposed for up to fourteen (14) days if the Licensing Officer is satisfied that the continuation of the business poses an immediate danger to health and safety of any Person or to any Premises or Property. Before imposing a suspension, the Town shall provide the Licensee with the reasons for the suspension, either orally or in writing, and an opportunity to respond to them.
- 11.3** An administrative suspension imposed under section 11.2 may be imposed on such conditions as the Licensing Officer considers appropriate.

12. Licences - Grounds for Refusal, Suspension or Revocation

- 12.1** An Applicant or Licensee is entitled to a Licence upon meeting the requirements of this By-law except where:
- (a) the past or present conduct the Applicant or Licensee affords reasonable cause to believe that the Applicant or Licensee will not carry on or engage in the business in respect of which the application is made in accordance with this By-law, any Applicable Laws, or with honesty or integrity;
 - (b) the Applicant or Licensee has past breaches or contraventions of any provision of this By-law, any Applicable Laws or any law associated with the carrying on of such business;
 - (c) the Applicant or Licensee has failed to pay a fine, fee, or penalty imposed by the Town or a Court for convictions for breach of this By-law or any Applicable Laws;
 - (d) the Applicant or Licensee has failed to comply with any term or condition of the Licence, any condition or direction of the Licensing Officer or an Officer, or has failed to permit any inspection or investigation by the Licensing Officer or an Officer;
 - (e) the Applicant or Licensee has failed to comply with the requirements set out in this By-law or any Applicable Laws;
 - (f) the issuing of a Licence to the Applicant or Licensee would be contrary to the public interest with respect to health and safety, consumer protection, or nuisance control;
 - (g) the Applicant or Licensee has submitted an application or other documentation to the Town or Licensing Officer containing false statements, or incorrect, incomplete, or misleading information;
 - (h) the Applicant or Licensee is carrying on or engaging in activities that are, or will be, if the Applicant or Licensee is Licensed, in contravention of this By-law, or any Applicable Laws;
 - (i) the Applicant or Licensee has not paid the required Fees as set out in the Town's Fees and Service Charges By-law;
 - (j) the Applicant or Licensee has accumulated seven (7) or more demerit points in accordance with section 16 of this By-law; or

- (k) the Applicant or Licensee has outstanding legal costs, fees, disbursements, property or municipal accommodation taxes and late payment charges owing to the Town for the Premises or a Property owned by the Applicant or Licensee.

13. Licences – Grounds for Refusal, Suspension or Revocation – Terms and Conditions – Right to a Hearing

13.1 With the exception of section 11, before a Licence is refused, revoked, suspended, or issued with terms or conditions, written notice shall be given to the Applicant or Licensee.

13.2 Notice shall be served to the Applicant or Licensee’s last known address or email address filed with the Town and shall:

- (a) contain sufficient information to specify the nature of, or reason for, any recommendation;
- (b) inform the Applicant or Licensee of entitlement to a hearing before the Committee, if a request in writing for a hearing is returned to the Clerk within fourteen (14) days after the date of service of the notice; and
- (c) inform the Applicant or Licensee that if no written request is received, the decision or recommendation of the Licensing Officer shall be final and binding.

13.3 The appeal request shall be made in writing to the Clerk, setting forth the reasons for the appeal, along with payment of the required appeal Fee, which is non-refundable, as set out in the Town’s Fees and Service Charges By-law.

13.4 Upon receipt of a written request for a hearing from an Applicant or Licensee, the Clerk shall:

- (a) schedule a hearing;
- (b) give the Applicant or Licensee notice of the hearing at least twenty (20) days prior to the hearing date; and
- (c) post notice of the hearing on the Town’s website at least twenty (20) days prior to the hearing date.

13.5 Service of any notice on the Applicant or Licensee under this By-law shall be made by personal delivery, ordinary mail or email transmission. The notice shall be deemed to have been served on the date of personal service, on the seventh (7th) day after the day of mailing, or on the date the email is sent.

14. By-law and Licensing Appeals Committee

14.1 The Committee shall hear and render decisions regarding the refusal, revocation, or suspension of a Licence, and the imposition of terms and conditions on a Licence.

14.2 The decision of the Committee shall be final and binding.

- 14.3** Appeals to the Committee will not be permitted for:
- (a) the issuance of demerit points, unless they have resulted in the revocation or suspension of a Licence; or,
 - (b) any matters that have already been heard by the Committee.

15. Hearing Process

- 15.1** Committee hearings under this by-law shall be conducted in accordance with the provisions of the *Statutory Powers and Procedures Act*, R.S.O. 1990, c. S.22.
- 15.2** A hearing shall be held in public, unless determined otherwise in accordance with the *Statutory Powers and Procedures Act*, R.S.O. 1990, c. S.22. The Committee shall hear the Applicant or Licensee and any other Person who desires to be heard. The Committee may adjourn the hearing or reserve its decision.
- 15.3** No decision of the Committee is valid unless it is agreed to by the majority of the members who heard the matter. The decision shall be in writing, set out the reasons for the decision, and be signed by the member(s) who concur in the decision.
- 15.4** Any authority or permission granted by the Committee may be for such time and subject to such terms and conditions as the Committee considers advisable and as set out in the decision.
- 15.5** If a Person who has received written notice of a hearing does not attend at the scheduled time and place, the Committee may proceed with the hearing in their absence, and the Person shall not be entitled to any further notice of the proceedings.
- 15.6** The Clerk shall, no later than ten (10) days after the decision is made, send a copy of the decision by personal delivery, ordinary mail or email transmission. The notice shall be deemed to have been served on the date of personal service, on the seventh (7th) day after the day of mailing, or on the date the email is sent and shall be sent to:
- (a) the Applicant or Licensee; and
 - (b) each Person who appeared in Person, by Counsel, or by legal representative at the hearing and filed a written request for notice of the decision with the Clerk.

16. Demerit Point System

- 16.1** In addition to other enforcement mechanisms available under this By-law, including the prosecution of offences, the demerit point system established in Schedule "A" to this By-law shall be used when considering the issuance, issuance with conditions, refusal to issue or renew, revocation, or suspension of a Licence under this By-law.

- 16.2** A Licensee may be assessed and attributed demerit points, as outlined in Schedule “A” for a contravention of this By-law or any Applicable Laws, or a penalty, fine or conviction imposed by a Court or tribunal for a breach of this By-law or any Applicable Laws.
- 16.3** The Licensing Officer shall provide the Licensee with written notice upon any demerit points being issued. Any demerit points issued pursuant to this By-law may only be appealed to the Committee if resulting in the suspension or revocation of a Licence, in accordance with section 13 of this By-law.
- 16.4** Demerit points accumulated by a Licensee shall remain in effect for a period of one (1) year from the date the demerit points were imposed.
- 16.5** Where demerit points remain in effect against a Licensee, the Licensing Officer may take into account the demerit points and may reduce the term of a Licence or impose conditions on a Licence, including a reduction in the Maximum Occupancy, as if it was a condition imposed under section 7.2 of this By-law.
- 16.6** A Licence may be suspended for a period of not longer than three (3) months where:
- (a) the total number of demerit points in effect is seven (7) or more in accordance with Schedule “A” of this By-Law; or
 - (b) the Town has identified a contravention of this By-law or other Applicable Laws.
- 16.7** A Licence may be refused or revoked if the total of all demerit points in effect is fourteen (14) or more in accordance with Schedule “A” of this By-Law. Where a Licence has been refused or revoked due to the accumulation of fourteen (14) or more demerit points, no Person shall be entitled to apply for a Licence for the subject Premises for a period of six (6) months from the date of refusal or revocation of the Licence.
- 16.8** Notice of a refusal, suspension, or revocation of a Licence under this section shall be provided to the Licensee in accordance with section 13 of this By-law. A Licensee may appeal the refusal, suspension or revocation of a Licence in accordance with section 13 of this By-law.

17. Fees

- 17.1** The Fees for a Licence, renewal of a Licence, inspections or re-inspections, appeals, and any other related services will be prescribed in the Town’s Fees and Charges By-law. All fees paid are non-refundable.

18. Order to Discontinue

- 18.1** Where an Officer has reasonable grounds to believe that a contravention of this By-law has occurred, the Officer may make an order requiring the Person who contravened this By-law, any Person who has caused or permitted the

contravention, or the Owner or Licensee of the Premises on which the contravention has occurred, to discontinue the contravening activity.

- 18.2** An order under section 18.1 shall set out:
- (a) reasonable particulars of the contravention adequate to identify the contravention;
 - (b) the location of the Premises or Property on which the contravention occurred; and
 - (c) the date by which there must be compliance with the order.
- 18.3** An order may be served personally, by ordinary mail to the last known address, or by email transmission to:
- (a) the Person the Officer believes contravened this By-law; and
 - (b) any other Persons affected by the order as determined by the Officer.
- 18.4** The order shall be deemed to have been served on the date of personal delivery, on the seventh (7th) day after the date of mailing, or on the date the email is sent.
- 18.5** If the Officer is unable to serve the order pursuant to this By-law, a placard containing the order shall be placed in a conspicuous location on the Premises. The placing of the placard shall be deemed to be served on the date of placing the placard.

19. Enforcement and Penalty

- 19.1** The enforcement of this By-law shall be conducted by an Officer.
- 19.2** An Officer may enter on land at any reasonable time for the purpose of carrying out an inspection to determine whether or not:
- (a) the By-law is complied with;
 - (b) the Licence, the terms or conditions of a Licence (including but not limited to compliance with approved plans), or the terms or conditions of this By-law are complied with; or
 - (c) a direction or order made under the *Municipal Act, 2001* or this By-law is complied with.
- 19.3** For the purposes of an inspection under this By-law, an Officer may:
- (a) require the production for inspection of documents or things relevant to the inspection;
 - (b) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
 - (c) require information from any Person concerning a matter related to the inspection; and,
 - (d) alone or in conjunction with a Person possessing special or expert knowledge, make examinations or take tests, samples, or photographs necessary for the purposes of the inspection.

- 19.4** All documents and records shall be kept in a good and business-like manner for review by the Officer at their request.
- 19.5** A receipt shall be provided for any document or thing removed under this By-law, and the document or thing shall be promptly returned after the copies or extracts are made.
- 19.6** A sample taken under this By-law shall be divided into two parts, and one part shall be delivered to the Person from whom the sample is taken, if the Person so requests at the time the sample is taken and provides the necessary facilities.
- 19.7** If a sample is taken under this By-law and the sample has not been divided into two parts, a copy of any report on the sample shall be given to the Person from whom the sample was taken.
- 19.8** Every Person who makes a false statement in an application, declaration, affidavit or other document required by this By-law or the Town is guilty of an offence.
- 19.9** Every Person who contravenes any provision of this By-law or an order issued pursuant to this By-law, and every director or officer of a Corporation, who knowingly concurs in the contravention of this By-law by the Corporation, is guilty of an offence and upon conviction is liable to:
- (a) on a first offence, a fine not more than \$50,000.00; and
 - (b) on a second offence and each subsequent offence, a fine of not more than \$100,000.00.
- 19.10** In the case of a continuing offence, for each day or part of a day that the offence continues, every Person who contravenes any provision of this By-law and every director or officer of a Corporation who knowingly concurs in the contravention of this By-law by the Corporation is guilty of an offence and liable on conviction to a fine of not more than \$10,000.00. However, the total of all of the daily fines for the offence is not limited to \$100,000.00 in accordance with the *Municipal Act, 2001*, as amended.
- 19.11** In the case of a multiple offence, for each offence included in the multiple offence, every Person who contravenes any provision of this By-law and every director or officer of a Corporation who knowingly concurs in the contravention of this By-law by the Corporation is guilty of an offence and liable on conviction to a fine of not more than \$10,000.00. However, the total of all of the daily fines for the offence is not limited to \$100,000.00 in accordance with the *Municipal Act, 2001*, as amended.
- 19.12** Every Person who is issued a Part I offence notice or summons and is convicted of an offence under this By-law shall be subject to a fine, up to the maximum as provided for in the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.

- 19.13** A court or tribunal may, in the absence of evidence to the contrary, infer that a listing on the Platform of a Short-Term Accommodation Brokerage or a public advertisement to the effect, and by any means, is proof that the Premises is being rented or offered for rent as a Short-Term Accommodation. For greater certainty, a witness need not possess special or expert knowledge for the court or tribunal to make any such inference.
- 19.14** No Person shall hinder or obstruct, or attempt to hinder or obstruct, the Licensing Officer or any Officer exercising a power or performing a duty under this By-law.
- 19.15** Every Person who is alleged to have contravened any of the provisions of this By-law shall identify themselves to an Officer upon request. Failure to do so shall be deemed to have hindered or obstructed an Officer in the execution of their duties.
- 19.16** Upon conviction, any penalty imposed under this By-law may be collected under the authority of the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.
- 19.17** If a Person is convicted of an offence under this By-law, the court in which the conviction has been entered, and any court of competent jurisdiction, may, in addition to any other remedy and to any penalty imposed, make an order prohibiting the continuation or repetition of the offence by the Person convicted.

20. Administrative Penalties

- 20.1** The Town's Administrative Monetary Penalty By-law applies to this By-law.
- 20.2** Every Person who contravenes a provision of this By-law shall, upon issuance of a penalty notice in accordance with the Town's Administrative Monetary Penalty By-law, be liable to pay the Administrative Penalty in the amount specified in that By-law.
- 20.3** No Person who is issued a penalty notice under the Town's Administrative Monetary Penalty By-law shall be charged with an offence for the same contravention under the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.

21. Severability

- 21.1** If a court of competent jurisdiction declares any section, provision, or part of this By-law invalid, it is the intention of Council of the Town that the remainder of this By-law shall continue in force, unless the court makes an order to the contrary.

22. Singular and Plural Use

- 22.1** In this By-law, unless the context otherwise requires, words importing the singular shall include the plural, words importing the plural shall include the singular, and gendered terms shall include all genders, where applicable.

23. Schedules

23.1 The Schedules attached to this By-law form part of this By-law and shall have the same force and effect as if they were set out in the body of the By-law.

24. Transition and Repeal

24.1 That By-law 2023-085 is hereby repealed.

24.2 Any resolutions that are inconsistent with the provisions of this By-law are deemed to no longer be in effect.

24.3 Any Short-Term Accommodation Licence issued under By-law 2023-085 that is valid as of the date this By-law comes into force and effect shall be deemed to be a Licence issued under this By-law. Licensees holding a valid Licence under By-law 2023-085 shall be permitted to continue operating under the conditions of their existing Licence until its expiry date. Upon expiry, Licensees must apply for a renewal under the provisions of this By-law.

25. Effective Date

25.1 That this By-law shall come into full force and effect on **January 6, 2025**, at which time all By-laws and/or resolutions that are inconsistent with the provisions of this By-law and the same are hereby repealed or rescinded insofar as it is necessary to give effect to this By-law.

Enacted and passed **this <date> day of <month>, <year>.**

Mayor

Clerk

Schedule “A”

Short-Term Accommodation – Demerit Point System

1. A demerit point system is established as follows herein this Schedule (Table 1), but does not preclude the use of options otherwise available under this By-Law or other Applicable Laws including, but not limited to, actions pursuant to the *Building Code Act, 1992*, S.O. 1992, c.23 and Regulations, the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c.4 and Regulations, and the *Provincial Offences Act*, R.S.O. 1990, c. P.33.
2. The number of demerit points referenced in Column 4 of Table 1 will be assessed against the Licensee in respect of the matter noted in Column 1 upon the following events:
 - (a) the expiry of the period for appealing a fine imposed pursuant to Part I or Part III of the *Provincial Offences Act*, R.S.O. 1990, c. P.33;
 - (b) the expiry of the period for appealing against a conviction in the Ontario Court of Justice;
 - (c) the confirmation of an Administrative Penalty;
 - (d) the confirmation of an order;
 - (e) the confirmation of an order resulting in Town remediation; or
 - (f) an observation by an Officer.
3. The Licensing Officer may refuse to issue, to renew, suspend or revoke, or may apply conditions to a Licence for the accumulation of demerit points, as provided for in section 16 of this By-Law.
4. Notice of the suspension or revocation of a Licence shall be provided to the Licensee in accordance with section 13 of this By-law.
5. A Licensee may appeal the suspension or revocation in accordance with section 13 of this By-law.
6. Demerit points accumulated by a Licensee shall remain in effect for a period of one (1) year from the date the demerit points were imposed.

Table 1: Demerit Point System			
Infraction	Reference	Type	Demerit Points
Fire Protection and Prevention Act/ Fire Code	<i>Fire Protection and Prevention Act, 1997, S.O. 1997, c.4</i>	Order not Complied With	5
		Part I	2
		Part III	3
Open Air Burning Violation	Town Open Air Burning By-law	Part I/Penalty Notice	2
		Part III	3
Building Code Act (Order to Comply)	<i>Building Code Act, 1992, S.O. 1992, c.23</i>	Order not Complied With	5
		Part III	3
Noise By-law Infraction	Town Noise By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Waste Collection By-law Infraction	County Waste By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Property Standards	Town Property Standards By-law	Order not Complied With	5
Discharge of Fireworks	Town Fireworks By-law	Observed/Noted by Officer	1
		Part I	2
		Part III	3
Responsible Person does not respond within 60 minutes	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2

		Part III	3
Violation of any Provision of this By-law	Short-Term Accommodation Licensing By-law	Observed by Officer/ Verbal Warning	1
		Part I/Penalty Notice	2
		Part III	3
Violation of Renter's Code of Conduct	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Obstruction of Officer	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	3
		Part I/Penalty Notice or Part III	5

Schedule “B”

Short-Term Accommodation – Additional Requirements and Terms and Conditions

1. In addition to the Licence application requirements set out in section 5.3 of this By law, an Applicant for a Short-Term Accommodation Licence shall submit the following:
 - (a) a signed copy of the Licensee Code of Conduct, which identifies the Applicant’s responsibilities as a Licensee;
 - (b) a site plan and floor plan, drawn to scale and fully dimensional, showing the Premises and Property and identifying:
 - i. the location of all buildings and structures on the Property;
 - ii. the location of the Parking Area, demonstrating conformance with the Town’s Zoning By-law for the minimum number of required parking spaces;
 - iii. the use of each room;
 - iv. the location of smoke and carbon monoxide alarms, and early warning devices;
 - v. the location of fire extinguishers;
 - vi. the location of all electric and fuel-burning appliances; and,
 - vii. all entrances/exits to and from the Dwelling Unit;
 - (c) a letter or certificate from a licensed electrical contractor, dated within the previous 365 days of making an application for a Licence, stating the Premises is in compliance with Ontario Regulation 164/99: Electrical Safety Code under the *Electricity Act, 1998*, S.O. 1998, c. 15, Sched. A, as amended.
 - (d) proof of insurance with a liability limit of no less than two million dollars (\$2,000,000.00) per occurrence for property damage or bodily injury, identifying that a Short-Term Accommodation is being operated on the Property. The insurance coverage shall be endorsed to the effect that the Town shall be given at least thirty (30) days’ notice in writing of any cancellation or material variation to the policy;
 - (e) the name and contact information of the Responsible Person who can be contacted within thirty (30) minutes and respond to an emergency or contravention of this By-law or any Applicable Laws, including attendance on site of the Premises within sixty (60) minutes of being notified of the occurrence;
 - (f) a completed Fire Safety Checklist to assist the Applicant in preparing for the required fire inspection, in accordance with the Ontario Regulation 213/07: Fire Code and any requirements set out in this By-law; and
 - (g) a completed Property Standards Checklist to assist the Applicant in preparing for the required property standards inspection in accordance with the Town’s Property Standards By-law.
2. In addition to the Licence application requirements set out in section 5.3 of this By law, a Licensee renewing an existing Licence shall submit:
 - (a) a complete application in the form provided by the Town;

- (b) confirmation that the information provided in the original application for a Licence, including any supporting documentation, remains accurate and up to date. Any changes in information or updates to supporting documentation must be submitted with the renewal application;
- (c) a copy of the Guest Registry, covering the term since the current Licence was issued;
- (d) any other documents as may be required or requested by the Town or Licensing Officer;
- (e) payment of the applicable Fees, as noted within the Town's Fees and Service Charges By-law, which may be amended from time to time; and,
- (f) acknowledgement that submission of a renewal application and Fee does not constitute approval of the renewal application or oblige the Town to issue or renew a Licence.

By-law 2024-078
of the
Corporation of the Town of Collingwood



Being a By-law to Licence and Regulate Short-Term Accommodations
within the Boundaries of Collingwood

WHEREAS the Council of the Town of Collingwood may, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25 ("*Municipal Act, 2001*"), as amended or superseded, enact by-laws for the licensing, regulating and governing of businesses in Collingwood;

AND WHEREAS pursuant to Section 8(1) of the *Municipal Act, 2001*, the powers of a municipality shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS pursuant to Section 8(3) of the *Municipal Act, 2001*, a by-law respecting a matter may,

- (a) regulate or prohibit respecting the matter;
- (b) require persons to do things respecting the matter;
- (c) provide for a system of licences respecting the matter;

AND WHEREAS pursuant to Section 9 of the *Municipal Act, 2001*, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS pursuant to Section 11(2) of the *Municipal Act, 2001*, a municipality may pass by-laws respecting the health, safety and well-being of persons, and protection of persons and property, including consumer protection;

AND WHEREAS pursuant to Section 23.1 of the *Municipal Act, 2001*, a municipality has the authority to delegate its powers and duties to a person or body;

AND WHEREAS pursuant to Section 151 of the *Municipal Act, 2001*, a municipality may provide for a system of licences with respect to a business and may:

- (a) prohibit the carrying on or engaging in the business without a licence;
- (b) refuse to grant a licence or to revoke or suspend a licence;

- (c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- (d) impose special conditions on a business in a class that have not been imposed on all the businesses in that class in order to obtain, continue to hold or renew a licence;
- (e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- (f) license, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it;

AND WHEREAS pursuant to Section 391 of the *Municipal Act, 2001*, a municipality has the authority to impose fees or charges on persons for services or activities provided or done by or on behalf of it;

AND WHEREAS pursuant to Section 434.1 of the *Municipal Act, 2001*, a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a by-law of the municipality; and,

AND WHEREAS the Council of The Corporation of the Town of Collingwood deems it desirable that such licensing, regulation and governing takes place with respect to Short-Term Accommodation as defined in this By-law.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1 Definitions

1.1 The definitions contained within the Town's Zoning By-law shall apply in the interpretation of capitalized terms in this By-law except where the same terms are defined in this By-law, in which case, the definitions in this By-law shall apply.

1.2 In this By-law:

"Additional Residential Dwelling Unit" means a self-contained residential dwelling unit, complete with separate kitchen and bathroom facilities located within, or ancillary to, an existing or planned Single Detached Dwelling. An Additional Residential Dwelling Unit may be located within a dwelling or within an accessory building on the same lot. Without limiting the generality of the foregoing, Additional Residential Dwelling Unit shall include accessory apartments, second units, coach houses, garden suites, and duplex units;

"Administrative Penalty" means a monetary penalty imposed for a contravention of the Town's Administrative Monetary Penalty By-law;

"Agent" means a Person authorized in writing by an Owner to act on the Owner's behalf;

“Applicable Laws” includes all applicable Town By-laws and any federal or provincial statutes or regulations;

“Applicant” means a Person applying for a Licence or the renewal of an existing Licence pursuant to this By-law;

“Bedroom” means a room or area used, designed, equipped or intended for sleeping;

“Committee” means the By-law and Licensing Appeals Committee, which is an individual or a group of individuals who the Town has appointed to hear appeals pursuant to this By-law;

“Clerk” means the Town Clerk of the Corporation of the Town of Collingwood, or their designate;

“Condominium Corporation” means a corporation created under the *Condominium Act, 1998*, S.O. 1998, c. 19;

“Council” means the Council of The Corporation of the Town of Collingwood;

“Dwelling Unit” means a self-contained set of rooms located in a building or structure that is used, capable of being used, intended, or designed as a housekeeping unit for one or more Persons, and usually contains cooking, eating, living, sleeping and sanitary facilities;

“Entire Unit Rental” means a Short-Term Accommodation where the Renter and any Guests occupy or have access to the entire Dwelling Unit;

“Fee” means a fee as set forth in the Town’s Fees and Service Charges By-law, as amended or superseded, which is not prorated;

“Guest” means any Person on the Premises who is not a Renter, an Owner or a Tenant;

“Guest Registry” means a written or electronic log maintained by the Licensee that records the details of each rental of a Short-Term Accommodation;

“Guest Room” means a bedroom which is capable of being rented separately to the travelling and vacationing public, but does not have any cooking facilities;

“Licence” means a current valid Licence issued pursuant to this By-Law authorizing a Person to own, operate, or Market a Short-Term Accommodation at a Premises;

“Licence Class” means the classification of a Short-Term Accommodation in accordance with this By-law;

“Licence Number” means a unique number assigned to a Licence by the Town;

“**Licensed**” means having in one’s possession a valid and current Licence issued under this By-law, and “**Unlicensed**” has the contrary meaning;

“**Licensee**” means a Person issued a current valid Licence pursuant to this By-law;

“**Licensing Officer**” means a Town employee who is responsible for issuing and verifying Licence eligibility;

“**Market**” means to offer for rent, promote, canvass, solicit, advertise, broker, offer, or facilitate a Short-Term Accommodation, and includes placing, posting or erecting advertisements or listings, either physically or online, and “**Marketing**” and “**Marketed**” have the corresponding meaning;

“**Maximum Occupancy**” means the maximum number of Persons approved to stay Overnight on any Licensed Premises. All Persons on the Premises shall be counted in calculating Maximum Occupancy, with the exception of children under the age of thirteen (13) years;

“**Municipality**” means the geographical area of the Town of Collingwood, as may be applicable in the context;

“**Officer**” means a municipal law enforcement officer or any other person appointed by by-law to enforce the provisions of this By-law;

“**Overnight**” means the period between the hours of 8:00 P.M. and 8:00 A.M. the next day, during which occupancy or stay is considered to occur overnight;

“**Owner**” means the Person(s) holding title to the Property where the Short-Term Accommodation is located, and “**Ownership**” has a corresponding meaning;

“**Parking Area**” means that portion of a Property or Premises primarily used for the parking of motor vehicles, which may include spaces within a building and/or a hard-surfaced driveway consisting of gravel, asphalt, concrete, interlock or similar hard or permeable surface, but shall not include any part of a street, highway, or private road;

“**Partial Unit Rental**” means a Short-Term Accommodation where the Renter occupies only a Guest Room within the Dwelling Unit, rather than the entire unit;

“**Person**” includes an individual, sole proprietorship, partnership, limited partnership, trust, corporation, and an individual in their capacity as a trustee, executor, administrator, or other legal representative;

“**Platform**” means any software, technology, or service, including a smartphone application;

“Premises” means the Property upon which a Short-Term Accommodation is operated or to be operated, as the context requires, inclusive of buildings or structures or any part thereof used or to be used for such purpose;

“Principal Residence” means

- (a) the Dwelling Unit owned or rented by a Person, either alone or jointly with others, where the Person ordinarily resides, makes their home, and conducts their daily affairs, including, without limitation, paying bills and receiving documentation related to identification, taxation and insurance purposes, driver’s licenses, income tax returns, medical plan documentation, vehicle registration and voter registration, or similar information; and,
- (b) where the Person has no other property designated as such within the Town of Collingwood or any other jurisdiction.

“Property” means the land upon which a Short-Term Accommodation is operated or to be operated, as the context requires, exclusive of buildings or structures or any part thereof;

“Renter” means the Person responsible for the rental of the Premises or Guest Room by way of concession, permit, lease, licence, rental agreement or similar commercial arrangement, but shall not include Guests;

“Renter’s Code of Conduct” means a document that has been prepared by the Town that is agreed to in writing by a Renter, which prescribes the roles and identifies certain of the responsibilities of the Renter, including but not limited to behavioural expectations as they relate to non-disturbance of neighbours, compliance with the provisions of this By-law and other Applicable Laws;

“Responsible Person” means a Licensee or a Person designated by a Licensee who is over the age of eighteen (18);

“Short-Term Accommodation” means a Dwelling Unit, or any part thereof, that is operating or offering a place of temporary residence, lodging or occupancy by way of concession, permit, lease, licence, rental agreement or similar commercial arrangement for any period of twenty-eight (28) consecutive calendar days or less, throughout all or any part of a calendar year. For greater certainty, Short-Term Accommodation shall not mean or include a hotel, a motel, a tourist camp, a boarding, rooming or lodging house, or similar commercial accommodation use, but shall include a bed and breakfast;

“Short-Term Accommodation Brokerage” means any Person who facilitates or brokers or Markets or causes to be Marketed or assists in any capacity in the booking process of a Short-Term Accommodation reservation for others, whether directly or indirectly, including, without limitation, via the internet or other electronic platform, provided such

Person collects, handles or receives a payment, fee, compensation or other financial benefit as a result of, or in connection with, the Short-Term Accommodation;

“Single Detached Dwelling” means a freestanding, separate, detached building consisting of one Dwelling Unit and may include an additional residential dwelling unit(s);

“Tenant” has the same meaning as in the *Residential Tenancies Act, 2006*, S.O. 2006, c. 17, as amended or superseded;

“Town” means The Corporation of the Town of Collingwood;

“Zoning By-Law” means any by-law administered by the Town passed pursuant to Section 34 of the Planning Act or a successor thereof, as may be amended from time to time.

2. Short Title

2.1 This By-law may be referred to as the “Short-Term Accommodation Licensing By-law”.

3. General and Administration

3.1 This By-law shall apply throughout the entire Municipality.

3.2 The requirements of this By-law shall apply to the trade, business operation or occupation of providing Short-Term Accommodation within the Municipality.

3.3 The Licensing Officer shall be responsible for administering this By-law and is hereby granted the delegated authority to establish, modify, and amend all applications, documents, and forms necessary to implement and administer this By-law.

4 Prohibitions

4.1 No Person shall own, operate or permit the operation of a Short-Term Accommodation within the Municipality without a Licence.

4.2 No Person shall own, operate or permit the operation of a Short-Term Accommodation other than in accordance with:

- (a) the terms and conditions of a Licence;
- (b) a conditional Licence;
- (c) this By-law, including the Licence Class conditions; and
- (d) all other terms, conditions and requirements set out in the applicable Schedule(s) to this By-law.

- 4.3** No Person shall Market or permit the Marketing of a Short-Term Accommodation without a Licence.
- 4.4** No Person shall own, operate or permit the operation of a Short-Term Accommodation without prominently displaying in each advertisement or listing:
- (a) the corresponding Licence Number issued by the Town; and
 - (b) the Maximum Occupancy.
- 4.5** No Person shall use or allow a Guest Room to be used for a Short-Term Accommodation unless it has been identified and approved on the floor plan submitted with the application for a Licence under this By-law.
- 4.6** No Person shall own, operate or permit the operation of a Short-Term Accommodation unless the Short-Term Accommodation is located within:
- (a) the Principal Residence of the Licensee, or
 - (b) an Additional Residential Dwelling Unit located on the same Property as the Licensee's Principal Residence.
- 4.7** No Person shall park a vehicle or permit a vehicle to be parked at a Licensed Short-Term Accommodation except a designated Parking Area.
- 4.8** No Person shall alter, modify or permit the alteration or modification of a Licence.
- 4.9** No Person shall use or attempt to use a Licence issued to another Person.
- 4.10** No Person shall submit an application for a Licence that contains false, misleading, or deceptive information.
- 4.11** No Licensee shall contravene or permit the contravention of any provision of this By-law or any other Applicable Laws that apply to the Licensed Premises.
- 4.12** No Person shall own, operate or permit the operation of a Short-Term Accommodation while the Licence is suspended, revoked or expired.
- 4.13** No Person shall contravene or permit the contravention of any provision of a Renter's Code of Conduct signed pursuant to this By-law.
- 4.14** No Person shall contravene or permit the contravention of any provision of a Licensee Code of Conduct signed pursuant to this By-law.

5. Application for a Licence

- 5.1** The following Persons may apply for a Short-Term Accommodation Licence:
- (a) Where the Property is legally owned by one or more Persons, the Owner(s) named on title; or

- (b) Where the Property is leased, the Tenant(s) named on the lease, so long as they have the written consent of the Owner(s).

5.2 A Corporation that is the Owner of a Property is eligible to apply for and obtain a Licence, if the Licensing Officer is satisfied in their sole discretion that the Corporation is operated entirely by Persons occupying the single-detached dwelling as their Principal Residence.

5.3 A Person making an application for a Licence or for a renewal of a Licence shall submit:

- (a) a complete application in the form provided by the Town;
- (b) in the case of an Agent, written authorization from the Owner(s) permitting the Agent to act on their behalf;
- (c) proof of Ownership or tenancy for the Premises;
 - i. if the Premises is owned by more than one Person, written consent of all Owner(s) shall be included;
 - ii. if the Premises is leased, written consent from the Owner(s);
 - iii. if the Premises is owned by a Corporation, the Business Name Registration and/or Articles of Incorporation obtained from the applicable provincial or federal Ministry, and a list containing the names of all shareholders of the Corporation;
- (d) if the Premises is under the authority of a Condominium Corporation, written consent of the Condominium Corporation;
- (e) proof in a form satisfactory to the Licensing Officer that the Premises is either the Principal Residence of the Licensee, or an Additional Residential Dwelling Unit located on the same Property as the Owner's Principal Residence;
- (f) all required documents as outlined in Schedule "B" to this By-law, and obtain all required approvals and inspections from the appropriate authority having jurisdiction to the satisfaction of the Town;
- (g) any other documents as may be required or requested by the Town and Licensing Officer;
- (h) payment of the applicable Fees, as noted within the Town's Fees and Service Charges By-law, which may be amended from time to time;
- (i) acknowledgement and consent to the posting of the municipal address of the Property, and the name and contact information for the Responsible Person on the Town's website; and,
- (j) acknowledgement that submission of a Licence application and applicable Fee, does not constitute approval of the application or oblige the Town to issue a Licence.

- 5.4** Upon receipt of an application for a new Licence or the renewal of an existing Licence, the Licensing Officer shall perform the following functions:
- (a) receive, process and review the application in conjunction with any provisions of this By-law;
 - (b) receive, process and review any documentation submitted with the application; and,
 - (c) if satisfied that the Applicant or Licensee meets the eligibility criteria for a Licence, or continuing to hold a Licence, arrange for any necessary inspections to be conducted and be provided with the results of the inspections.
- 5.5** If an application is found to be incomplete or missing required information and/or documentation, the Licensing Officer will notify the Applicant or Licensee and provide seven (7) days to submit the required information and/or documentation. Failure to provide the requested information and/or documentation within seven (7) days will render the application incomplete, and a new application will need to be submitted.
- 5.6** If any remaining or outstanding Fees are due, the Licensing Officer will notify the Applicant or Licensee and provide seven (7) days to submit the required payment. Failure to submit the required Fee(s) within seven (7) days will render the application incomplete, and a new application will need to be submitted.
- 5.7** It is the responsibility of the Licensee to ensure that the renewal for a Licence has been submitted to the Town no later than thirty (30) days before the expiry of the Licence. If the renewal is submitted after this deadline but before the expiry of the Licence, a late Fee will apply. Once the Licence has expired, the Licensee must submit a new application for a Licence.

6. Number of Licences

- 6.1** After this By-Law comes into force and effect, Licensees may apply for the renewal of their existing Licence. However, no new Licences will be issued until the total number of Licences in the Municipality falls below two hundred (200). For clarity, the total number of Licences shall not exceed two hundred (200). For the purpose of this By-law, a Licence shall still be considered active if it is suspended, and shall not be considered active if it has been revoked or is expired.
- 6.2** Licences shall be issued on a first-come, first-served basis, subject to the completion of all necessary application requirements and the availability of Licences.
- 6.3** In the event that the total number of Licences is two hundred (200), a Person may submit an application to be placed on a wait list for future Licence availability.

6.4 Once the total number of Licences falls below two hundred (200), the first Person on the wait list will be contacted by the Licensing Officer and provided with twenty-one (21) days to submit an application for a Licence, including all supporting documentation and payment of any applicable Fee(s), as required by this By-law. Failure to submit a complete application within the twenty-one (21) day period will result in the Person's name being removed from the wait list, and the next Person on the wait list will be contacted.

7. Licences

7.1 The Licensing Officer is hereby delegated authority to issue a Licence in accordance with the provisions of this By-law and the applicable Schedule(s) to this By-law.

7.2 The Licensing Officer is hereby delegated authority to impose additional terms and conditions on a Licence that, in the opinion of the Licensing Officer, are reasonable, taking into consideration:

- (a) the health, safety and well-being of Persons;
- (b) the impact on a neighbouring property or a neighbouring property owner; and
- (c) the past conduct of an Applicant or a Licensee.

7.3 The Licensing Officer is hereby delegated authority to refuse to issue or renew a Licence, revoke, or suspend a Licence, where the Applicant or Licensee would not be entitled to a Licence, or to the renewal of a Licence, on any grounds set out in this By-law.

7.4 Where the application for a Licence has been revoked, suspended or cancelled, the Fees paid by the Applicant or Licensee, in the respect of the Licence, shall not be refunded.

7.5 A Licence issued by the Town is non-refundable and non-transferable.

7.6 A Licence shall expire upon the earliest of the following events:

- (a) the date that is one (1) year after the date of the issuance of the Licence;
- (b) upon the sale or transfer of the Property, including the addition of a co-owner as a joint tenant or tenant-in-common. For greater certainty, a Licence cannot be assigned or transferred to another Person; or
- (c) if the Licence has been revoked in accordance with this By-law.

7.7 The Licensing Officer shall have the authority to extend any active Licence for up to one (1) calendar year in the event of a declared emergency that directly effects the Licensee.

- 7.8** Every Licence shall remain the property of the Town at all times, and no Person shall enjoy a vested right in any Licence or the continuance of any Licence.
- 7.9** A Licence shall be issued by the Licensing Officer:
- (a) upon the requirements of this By-law being met;
 - (b) upon submission of the documents to the Licensing Officer's satisfaction as required by this By-law and as outlined in the applicable Schedule(s) to this By-law;
 - (c) upon obtaining the required approvals and inspections to the Licensing Officer's satisfaction as required by this By-law and as outlined in the applicable Schedule(s) to this By-law.
- 7.10** The Licensing Officer shall not issue a Licence if the Owner(s) have any outstanding fines, fees, penalties, legal costs, disbursements, property or municipal accommodation taxes, or late payment charges owing to the Town.
- 7.11** A Licence issued under this By-law shall include following:
- (a) the municipal address;
 - (b) the Licence Number;
 - (c) the Licensee name and contact information;
 - (d) the Responsible Person's name and contact information
 - (e) the issuance and expiry date of the Licence;
 - (f) the Maximum Occupancy; and,
 - (g) the number of Guest Rooms for rent.

8. Licence – Terms and Conditions

- 8.1** A Licence is subject to the terms and conditions of this By-law, including Licence Class conditions, and the terms and conditions as set out in the applicable Schedule(s) to this By-law.
- 8.2** Only one (1) Short-Term Accommodation Licence will be issued per Property.
- 8.3** The Maximum Occupancy for any Licensed Premises shall be limited to two (2) Persons per approved Guest Room and shall not exceed a total of eight (8) Persons.
- 8.4** A Licensee must prominently display the corresponding Licence Number and the Maximum Occupancy in all Marketing of the Short-Term Accommodation.
- 8.5** The following shall be made available to Renters and Guests during their stay:
- (a) A copy of the current Licence retained on site of the Premises and available for inspections by an Officer;

- (b) A copy of the approved site plan showing the current Parking Area for the Premises;
- (c) A copy of the approved floor plan identifying the rooms and also showing exits and fire escape routes;
- (d) A copy of the Renter's Code of Conduct;
- (e) A copy of the Town's current Noise By-law, Fireworks By-law, and Open Air Burning By-law;
- (f) Instructions for waste management, including information on the applicable waste collection day, and instructions for composting and recycling; and
- (g) Name and contact information of the Responsible Person.

8.6 All Short-Term Accommodations shall provide a minimum rating of 2A 10BC fire extinguisher mounted on each floor of the Premises.

8.7 The Licensee shall maintain a Guest Registry for a minimum of two (2) years from the date of the rental showing the Property address and Licence number, with the following information for each rental:

- (a) check-in and check-out dates,
- (b) the total number of Renters and Guests,
- (c) confirmation that the Renter(s) have signed the Renter's Code of Conduct,
- (d) confirmation that the smoke and carbon monoxide alarms were checked and are in working condition after the previous Renter's departure and before new occupancy, and
- (e) the nightly and total price charged for each rental, including the municipal accommodation tax charged on the transaction if applicable;

8.8 A Licensee shall be responsible for informing the Licensing Officer in writing of any changes to the approved information contained within the Licence application or any deviation to the approved plans within seven (7) days of such change or deviation. Such changes or deviations shall require the submission of the necessary supporting documentation to the Licensing Officer for review and approval.

8.9 A Licensee shall be responsible for the act(s) and omission(s) of its employees, representatives, and the Responsible Person in the carrying on of the business in the same manner and to the same extent as though the Licensee performed the act(s) or omission(s).

8.10 Any record required by this By-law shall be produced by the Licensee upon request by an Officer.

9. Licence – Class Conditions

9.1 In addition to any other terms and conditions set out in this By-law, including applicable Schedule(s), the following Licence Classes shall be subject to the ensuing conditions:

9.2 Class A – Guest Room Short-Term Accommodation (Partial Unit Rental)

- (a) The maximum number of Class A Licences permitted to be operated, provided or Marketed by the same Licensee shall be one (1).
- (b) A Class A Licensee shall ensure that the Premises is the Principal Residence of the Licensee.
- (c) A Class A Licence shall be permitted in a single detached dwelling.
- (d) A Class A Licence shall not occupy the entire gross floor area of the single detached dwelling.
- (e) A Class A Licensee shall ensure that a maximum of three (3) Guest Rooms are available for rent.
- (f) A Class A Licensee shall ensure that at least one (1) bedroom is available on a full-time basis in the Premises for the exclusive use of the Licensee.
- (g) The Class A Licensee shall be on site at the Premises during the stay of a Renter during the hours of 8:00 P.M. and 8:00 A.M., except in the case of an emergency.
- (h) A Class A Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

9.3 Class B – Principal Residence Short-Term Accommodation (Entire Unit Rental)

- (a) The maximum number of Class B Licences permitted to be operated, provided or Marketed by the same Licensee shall be one (1).
- (b) A Class B Licensee shall ensure that the Premises is the Principal Residence of the Licensee.
- (c) A Class B Licence shall be permitted in a single detached dwelling.
- (d) A Class B Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

9.4 Class C – Additional Residential Dwelling Unit Short-Term Accommodation (Entire Unit Rental)

- (a) The maximum number of Class C Licences permitted to be operated, provided or Marketed by the same Owner shall be one (1).
- (b) A Class C Licensee shall be the registered Owner.
- (c) A Class C Licence shall be an Additional Residential Dwelling Unit located on the same Property as the Owner's Principal Residence.

- (d) A Class C Licence shall be permitted in an Additional Residential Dwelling Unit that is within:
 - i. an existing single detached dwelling; or
 - ii. a detached building accessory to a single detached dwelling.
- (e) A Class C Licence shall be permitted to be rented for a maximum of 28 days for any single stay.

10. Required Inspection

- 10.1** It is the responsibility of any Person applying for a new Licence or renewing an existing Licence, to provide the required documentation, and if applicable, ensure that an inspection of the Premises is conducted to verify compliance with Applicable Laws, including but not limited to the following:
- (a) this By-law;
 - (b) the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c. 4 and Regulations;
 - (c) the *Electricity Act, 1998*, S.O. 1998, c. 15, Sched. A and Regulations;
 - (d) the Town's Property Standards By-law, as amended or superseded;
 - (e) the Town's Zoning By-law, as amended or superseded;
 - (f) any other Applicable Laws that apply to the Licensed Premises.
- 10.2** As part of the review of an application for a new Licence or the renewal of an existing Licence, relevant departments of the Town, or external agencies as deemed necessary by the Licensing Officer, may provide comments on any known matters that would assist in the determination of Licence eligibility.
- 10.3** The departments and external agencies referenced in section 10.2 may require an inspection of the Premises prior to providing comments on any known matters that would assist with the determination of Licence eligibility. The Applicant or Agent shall cooperate and facilitate the inspection of the Premises in a timely manner and must be in attendance during the inspection.
- 10.4** If the review of an application or an inspection of the Premises reveals that the Premises does not comply with the requirements set out in this By-law or any Applicable Laws, the Licensing Officer will notify the Applicant or Licensee and provide them with twenty-one (21) days to correct the issue(s). The Applicant or Licensee must notify the Licensing Officer in writing once the required corrections have been completed and, if deemed necessary by an Officer, arrange for a re-inspection. Failure to correct the issue(s) and, if applicable, arrange for a re-inspection within twenty-one (21) days will render the application incomplete, and a new application will need to be submitted.

10.5 The Applicant or Licensee shall be responsible for any additional Fees associated with re-inspections, as outlined in the Town's Fees and Service Charges By-law.

11. Licences – Administrative Suspensions

11.1 Where the Licensee's policy of liability insurance expires, is cancelled, or is otherwise terminated, the applicable Licence shall be automatically suspended effective on the date of such expiration, cancellation, or termination and shall remain so until such insurance has been reinstated. The Licensee shall be required to provide proof of insurance to the Licensing Officer in order for the Licence to be reactivated.

11.2 An administrative suspension of a Licence without a hearing shall be imposed for up to fourteen (14) days if the Licensing Officer is satisfied that the continuation of the business poses an immediate danger to health and safety of any Person or to any Premises or Property. Before imposing a suspension, the Town shall provide the Licensee with the reasons for the suspension, either orally or in writing, and an opportunity to respond to them.

11.3 An administrative suspension imposed under section 11.2 may be imposed on such conditions as the Licensing Officer considers appropriate.

12. Licences - Grounds for Refusal, Suspension or Revocation

12.1 An Applicant or Licensee is entitled to a Licence upon meeting the requirements of this By-law except where:

- (a) the past or present conduct the Applicant or Licensee affords reasonable cause to believe that the Applicant or Licensee will not carry on or engage in the business in respect of which the application is made in accordance with this By-law, any Applicable Laws, or with honesty or integrity;
- (b) the Applicant or Licensee has past breaches or contraventions of any provision of this By-law, any Applicable Laws or any law associated with the carrying on of such business;
- (c) the Applicant or Licensee has failed to pay a fine, fee, or penalty imposed by the Town or a Court for convictions for breach of this By-law or any Applicable Laws;
- (d) the Applicant or Licensee has failed to comply with any term or condition of the Licence, any condition or direction of the Licensing Officer or an Officer, or has failed to permit any inspection or investigation by the Licensing Officer or an Officer;
- (e) the Applicant or Licensee has failed to comply with the requirements set out in this By-law or any Applicable Laws;

- (f) the issuing of a Licence to the Applicant or Licensee would be contrary to the public interest with respect to health and safety, consumer protection, or nuisance control;
- (g) the Applicant or Licensee has submitted an application or other documentation to the Town or Licensing Officer containing false statements, or incorrect, incomplete, or misleading information;
- (h) the Applicant or Licensee is carrying on or engaging in activities that are, or will be, if the Applicant or Licensee is Licensed, in contravention of this By-law, or any Applicable Laws;
- (i) the Applicant or Licensee has not paid the required Fees as set out in the Town's Fees and Service Charges By-law;
- (j) the Applicant or Licensee has accumulated seven (7) or more demerit points in accordance with section 16 of this By-law; or
- (k) the Applicant or Licensee has outstanding legal costs, fees, disbursements, property or municipal accommodation taxes and late payment charges owing to the Town for the Premises or a Property owned by the Applicant or Licensee.

13. Licences – Grounds for Refusal, Suspension or Revocation – Terms and Conditions – Right to a Hearing

13.1 With the exception of section 11, before a Licence is refused, revoked, suspended, or issued with terms or conditions, written notice shall be given to the Applicant or Licensee.

13.2 Notice shall be served to the Applicant or Licensee's last known address or email address filed with the Town and shall:

- (a) contain sufficient information to specify the nature of, or reason for, any recommendation;
- (b) inform the Applicant or Licensee of entitlement to a hearing before the Committee, if a request in writing for a hearing is returned to the Clerk within fourteen (14) days after the date of service of the notice; and
- (c) inform the Applicant or Licensee that if no written request is received, the decision or recommendation of the Licensing Officer shall be final and binding.

13.3 The appeal request shall be made in writing to the Clerk, setting forth the reasons for the appeal, along with payment of the required appeal Fee, which is non-refundable, as set out in the Town's Fees and Service Charges By-law.

13.4 Upon receipt of a written request for a hearing from an Applicant or Licensee, the Clerk shall:

- (a) schedule a hearing;

- (b) give the Applicant or Licensee notice of the hearing at least twenty (20) days prior to the hearing date; and
- (c) post notice of the hearing on the Town's website at least twenty (20) days prior to the hearing date.

13.5 Service of any notice on the Applicant or Licensee under this By-law shall be made by personal delivery, ordinary mail or email transmission. The notice shall be deemed to have been served on the date of personal service, on the seventh (7th) day after the day of mailing, or on the date the email is sent.

14. By-law and Licensing Appeals Committee

14.1 The Committee shall hear and render decisions regarding the refusal, revocation, or suspension of a Licence, and the imposition of terms and conditions on a Licence.

14.2 The decision of the Committee shall be final and binding.

14.3 Appeals to the Committee will not be permitted for:

- (a) the issuance of demerit points, unless they have resulted in the revocation or suspension of a Licence; or,
- (b) any matters that have already been heard by the Committee.

15. Hearing Process

15.1 Committee hearings under this by-law shall be conducted in accordance with the provisions of the *Statutory Powers and Procedures Act*, R.S.O. 1990, c. S.22.

15.2 A hearing shall be held in public, unless determined otherwise in accordance with the *Statutory Powers and Procedures Act*, R.S.O. 1990, c. S.22. The Committee shall hear the Applicant or Licensee and any other Person who desires to be heard. The Committee may adjourn the hearing or reserve its decision.

15.3 No decision of the Committee is valid unless it is agreed to by the majority of the members who heard the matter. The decision shall be in writing, set out the reasons for the decision, and be signed by the member(s) who concur in the decision.

15.4 Any authority or permission granted by the Committee may be for such time and subject to such terms and conditions as the Committee considers advisable and as set out in the decision.

15.5 If a Person who has received written notice of a hearing does not attend at the scheduled time and place, the Committee may proceed with the hearing in their

absence, and the Person shall not be entitled to any further notice of the proceedings.

- 15.6** The Clerk shall, no later than ten (10) days after the decision is made, send a copy of the decision by personal delivery, ordinary mail or email transmission. The notice shall be deemed to have been served on the date of personal service, on the seventh (7th) day after the day of mailing, or on the date the email is sent and shall be sent to:
- (a) the Applicant or Licensee; and
 - (b) each Person who appeared in Person, by Counsel, or by legal representative at the hearing and filed a written request for notice of the decision with the Clerk.

16. Demerit Point System

- 16.1** In addition to other enforcement mechanisms available under this By-law, including the prosecution of offences, the demerit point system established in Schedule "A" to this By-law shall be used when considering the issuance, issuance with conditions, refusal to issue or renew, revocation, or suspension of a Licence under this By-law.
- 16.2** A Licensee may be assessed and attributed demerit points, as outlined in Schedule "A" for a contravention of this By-law or any Applicable Laws, or a penalty, fine or conviction imposed by a Court or tribunal for a breach of this By-law or any Applicable Laws.
- 16.3** The Licensing Officer shall provide the Licensee with written notice upon any demerit points being issued. Any demerit points issued pursuant to this By-law may only be appealed to the Committee if resulting in the suspension or revocation of a Licence, in accordance with section 13 of this By-law.
- 16.4** Demerit points accumulated by a Licensee shall remain in effect for a period of one (1) year from the date the demerit points were imposed.
- 16.5** Where demerit points remain in effect against a Licensee, the Licensing Officer may take into account the demerit points and may reduce the term of a Licence or impose conditions on a Licence, including a reduction in the Maximum Occupancy, as if it was a condition imposed under section 7.2 of this By-law.
- 16.6** A Licence may be suspended for a period of not longer than three (3) months where:
- (a) the total number of demerit points in effect is seven (7) or more in accordance with Schedule "A" of this By-Law; or

- (b) the Town has identified a contravention of this By-law or other Applicable Laws.

16.7 A Licence may be refused or revoked if the total of all demerit points in effect is fourteen (14) or more in accordance with Schedule "A" of this By-Law. Where a Licence has been refused or revoked due to the accumulation of fourteen (14) or more demerit points, no Person shall be entitled to apply for a Licence for the subject Premises for a period of six (6) months from the date of refusal or revocation of the Licence.

16.8 Notice of a refusal, suspension, or revocation of a Licence under this section shall be provided to the Licensee in accordance with section 13 of this By-law. A Licensee may appeal the refusal, suspension or revocation of a Licence in accordance with section 13 of this By-law.

17. Fees

17.1 The Fees for a Licence, renewal of a Licence, inspections or re-inspections, appeals, and any other related services will be prescribed in the Town's Fees and Charges By-law. All fees paid are non-refundable.

18. Order to Discontinue

18.1 Where an Officer has reasonable grounds to believe that a contravention of this By-law has occurred, the Officer may make an order requiring the Person who contravened this By-law, any Person who has caused or permitted the contravention, or the Owner or Licensee of the Premises on which the contravention has occurred, to discontinue the contravening activity.

18.2 An order under section 18.1 shall set out:

- (a) reasonable particulars of the contravention adequate to identify the contravention;
- (b) the location of the Premises or Property on which the contravention occurred; and
- (c) the date by which there must be compliance with the order.

18.3 An order may be served personally, by ordinary mail to the last known address, or by email transmission to:

- (a) the Person the Officer believes contravened this By-law; and
- (b) any other Persons affected by the order as determined by the Officer.

18.4 The order shall be deemed to have been served on the date of personal delivery, on the seventh (7th) day after the date of mailing, or on the date the email is sent.

18.5 If the Officer is unable to serve the order pursuant to this By-law, a placard containing the order shall be placed in a conspicuous location on the Premises. The placing of the placard shall be deemed to be served on the date of placing the placard.

19. Enforcement and Penalty

19.1 The enforcement of this By-law shall be conducted by an Officer.

19.2 An Officer may enter on land at any reasonable time for the purpose of carrying out an inspection to determine whether or not:

- (a) the By-law is complied with;
- (b) the Licence, the terms or conditions of a Licence (including but not limited to compliance with approved plans), or the terms or conditions of this By-law are complied with; or
- (c) a direction or order made under the *Municipal Act, 2001* or this By-law is complied with.

19.3 For the purposes of an inspection under this By-law, an Officer may:

- (a) require the production for inspection of documents or things relevant to the inspection;
- (b) inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts;
- (c) require information from any Person concerning a matter related to the inspection; and,
- (d) alone or in conjunction with a Person possessing special or expert knowledge, make examinations or take tests, samples, or photographs necessary for the purposes of the inspection.

19.4 All documents and records shall be kept in a good and business-like manner for review by the Officer at their request.

19.5 A receipt shall be provided for any document or thing removed under this By-law, and the document or thing shall be promptly returned after the copies or extracts are made.

19.6 A sample taken under this By-law shall be divided into two parts, and one part shall be delivered to the Person from whom the sample is taken, if the Person so requests at the time the sample is taken and provides the necessary facilities.

19.7 If a sample is taken under this By-law and the sample has not been divided into two parts, a copy of any report on the sample shall be given to the Person from whom the sample was taken.

- 19.8** Every Person who makes a false statement in an application, declaration, affidavit or other document required by this By-law or the Town is guilty of an offence.
- 19.9** Every Person who contravenes any provision of this By-law or an order issued pursuant to this By-law, and every director or officer of a Corporation, who knowingly concurs in the contravention of this By-law by the Corporation, is guilty of an offence and upon conviction is liable to:
- (a) on a first offence, a fine not more than \$50,000.00; and
 - (b) on a second offence and each subsequent offence, a fine of not more than \$100,000.00.
- 19.10** In the case of a continuing offence, for each day or part of a day that the offence continues, every Person who contravenes any provision of this By-law and every director or officer of a Corporation who knowingly concurs in the contravention of this By-law by the Corporation is guilty of an offence and liable on conviction to a fine of not more than \$10,000.00. However, the total of all of the daily fines for the offence is not limited to \$100,000.00 in accordance with the *Municipal Act, 2001*, as amended.
- 19.11** In the case of a multiple offence, for each offence included in the multiple offence, every Person who contravenes any provision of this By-law and every director or officer of a Corporation who knowingly concurs in the contravention of this By-law by the Corporation is guilty of an offence and liable on conviction to a fine of not more than \$10,000.00. However, the total of all of the daily fines for the offence is not limited to \$100,000.00 in accordance with the *Municipal Act, 2001*, as amended.
- 19.12** Every Person who is issued a Part I offence notice or summons and is convicted of an offence under this By-law shall be subject to a fine, up to the maximum as provided for in the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.
- 19.13** A court or tribunal may, in the absence of evidence to the contrary, infer that a listing on the Platform of a Short-Term Accommodation Brokerage or a public advertisement to the effect, and by any means, is proof that the Premises is being rented or offered for rent as a Short-Term Accommodation. For greater certainty, a witness need not possess special or expert knowledge for the court or tribunal to make any such inference.
- 19.14** No Person shall hinder or obstruct, or attempt to hinder or obstruct, the Licensing Officer or any Officer exercising a power or performing a duty under this By-law.
- 19.15** Every Person who is alleged to have contravened any of the provisions of this By-law shall identify themselves to an Officer upon request. Failure to do so shall be deemed to have hindered or obstructed an Officer in the execution of their duties.

19.16 Upon conviction, any penalty imposed under this By-law may be collected under the authority of the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.

19.17 If a Person is convicted of an offence under this By-law, the court in which the conviction has been entered, and any court of competent jurisdiction, may, in addition to any other remedy and to any penalty imposed, make an order prohibiting the continuation or repetition of the offence by the Person convicted.

20. Administrative Penalties

20.1 The Town's Administrative Monetary Penalty By-law applies to this By-law.

20.2 Every Person who contravenes a provision of this By-law shall, upon issuance of a penalty notice in accordance with the Town's Administrative Monetary Penalty By-law, be liable to pay the Administrative Penalty in the amount specified in that By-law.

20.3 No Person who is issued a penalty notice under the Town's Administrative Monetary Penalty By-law shall be charged with an offence for the same contravention under the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.

21. Severability

21.1 If a court of competent jurisdiction declares any section, provision, or part of this By-law invalid, it is the intention of Council of the Town that the remainder of this By-law shall continue in force, unless the court makes an order to the contrary.

22. Singular and Plural Use

22.1 In this By-law, unless the context otherwise requires, words importing the singular shall include the plural, words importing the plural shall include the singular, and gendered terms shall include all genders, where applicable.

23. Schedules

23.1 The Schedules attached to this By-law form part of this By-law and shall have the same force and effect as if they were set out in the body of the By-law.

24. Transition and Repeal

24.1 That By-law 2023-085 is hereby repealed.

24.2 Any resolutions that are inconsistent with the provisions of this By-law are deemed to no longer be in effect.

24.3 Any Short-Term Accommodation Licence issued under By-law 2023-085 that is valid as of the date this By-law comes into force and effect shall be deemed to be a Licence issued under this By-law. Licensees holding a valid Licence under By-law 2023-085 shall be permitted to continue operating under the conditions of their existing Licence until its expiry date. Upon expiry, Licensees must apply for a renewal under the provisions of this By-law.

25. Effective Date

25.1 That this By-law shall come into full force and effect on January 6, 2025, at which time all By-laws and/or resolutions that are inconsistent with the provisions of this By-law and the same are hereby repealed or rescinded insofar as it is necessary to give effect to this By-law.

Enacted and passed this 18th day of November, 2024

Mayor

Clerk

Schedule “A”

Short-Term Accommodation – Demerit Point System

1. A demerit point system is established as follows herein this Schedule (Table 1), but does not preclude the use of options otherwise available under this By-Law or other Applicable Laws including, but not limited to, actions pursuant to the *Building Code Act, 1992*, S.O. 1992, c.23 and Regulations, the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c.4 and Regulations, and the *Provincial Offences Act*, R.S.O. 1990, c. P.33.
2. The number of demerit points referenced in Column 4 of Table 1 will be assessed against the Licensee in respect of the matter noted in Column 1 upon the following events:
 - (a) the expiry of the period for appealing a fine imposed pursuant to Part I or Part III of the *Provincial Offences Act*, R.S.O. 1990, c. P.33;
 - (b) the expiry of the period for appealing against a conviction in the Ontario Court of Justice;
 - (c) the confirmation of an Administrative Penalty;
 - (d) the confirmation of an order;
 - (e) the confirmation of an order resulting in Town remediation; or
 - (f) an observation by an Officer.
3. The Licensing Officer may refuse to issue, to renew, suspend or revoke, or may apply conditions to a Licence for the accumulation of demerit points, as provided for in section 16 of this By-Law.
4. Notice of the suspension or revocation of a Licence shall be provided to the Licensee in accordance with section 13 of this By-law.
5. A Licensee may appeal the suspension or revocation in accordance with section 13 of this By-law.
6. Demerit points accumulated by a Licensee shall remain in effect for a period of one (1) year from the date the demerit points were imposed.

Table 1: Demerit Point System			
Infraction	Reference	Type	Demerit Points
Fire Protection and Prevention Act/ Fire Code	<i>Fire Protection and Prevention Act, 1997, S.O. 1997, c.4</i>	Order not Complied With	5
		Part I	2
		Part III	3
Open Air Burning Violation	Town Open Air Burning By-law	Part I/Penalty Notice	2
		Part III	3
Building Code Act (Order to Comply)	<i>Building Code Act, 1992, S.O. 1992, c.23</i>	Order not Complied With	5
		Part III	3
Noise By-law Infraction	Town Noise By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Waste Collection By-law Infraction	County Waste By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Property Standards	Town Property Standards By-law	Order not Complied With	5
Discharge of Fireworks	Town Fireworks By-law	Observed/Noted by Officer	1
		Part I	2
		Part III	3
Responsible Person does not respond within 60 minutes	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3

Violation of any Provision of this By-law	Short-Term Accommodation Licensing By-law	Observed by Officer/ Verbal Warning	1
		Part I/Penalty Notice	2
		Part III	3
Violation of Renter's Code of Conduct	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	1
		Part I/Penalty Notice	2
		Part III	3
Obstruction of Officer	Short-Term Accommodation Licensing By-law	Observed/Noted by Officer	3
		Part I/Penalty Notice or Part III	5

Schedule “B”

Short-Term Accommodation – Additional Requirements and Terms and Conditions

1. In addition to the Licence application requirements set out in section 5.3 of this By-law, an Applicant for a Short-Term Accommodation Licence shall submit the following:
 - (a) a signed copy of the Licensee Code of Conduct, which identifies the Applicant’s responsibilities as a Licensee;
 - (b) a site plan and floor plan, drawn to scale and fully dimensional, showing the Premises and Property and identifying:
 - i. the location of all buildings and structures on the Property;
 - ii. the location of the Parking Area, demonstrating conformance with the Town’s Zoning By-law for the minimum number of required parking spaces for a Short-Term Accommodation;
 - iii. the use of each room;
 - iv. the location of smoke and carbon monoxide alarms, and early warning devices;
 - v. the location of fire extinguishers;
 - vi. the location of all electric and fuel-burning appliances; and,
 - vii. all entrances/exits to and from the Dwelling Unit;
 - (c) a letter or certificate from a licensed electrical contractor, dated within the previous 365 days of making an application for a Licence, stating the Premises is in compliance with Ontario Regulation 164/99: Electrical Safety Code under the *Electricity Act, 1998*, S.O. 1998, c. 15, Sched. A, as amended.
 - (d) proof of insurance with a liability limit of no less than two million dollars (\$2,000,000.00) per occurrence for property damage or bodily injury, identifying that a Short-Term Accommodation is being operated on the Property. The insurance coverage shall be endorsed to the effect that the Town shall be given at least thirty (30) days’ notice in writing of any cancellation or material variation to the policy;
 - (e) the name and contact information of the Responsible Person who can be contacted within thirty (30) minutes and respond to an emergency or contravention of this By-law or any Applicable Laws, including attendance on site of the Premises within sixty (60) minutes of being notified of the occurrence;
 - (f) a complete Fire Safety Checklist to assist the Applicant in preparing for the required fire inspection, in accordance with the Ontario Regulation 213/07: Fire Code and any requirements set out in this By-law; and,
 - (g) a complete Property Standards Checklist to assist the Applicant in preparing for the required property standards inspection in accordance with the Town’s Property Standards By-law.

2. In addition to the Licence application requirements set out in section 5.3 of this By-law, a Licensee renewing an existing Licence shall submit:
 - (a) confirmation that the information provided in the original application for a Licence, including any supporting documentation, remains accurate and up to date. Any changes in information or updates to supporting documentation must be submitted with the renewal application; and,
 - (b) a copy of the Guest Registry, covering the term since the current Licence was issued.

**BY-LAW No. 2024-079
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO PROVIDE FOR THE 2025 INTERIM TAX LEVY

WHEREAS Section 317(1) of the Municipal Act, 2001 authorizes the Council of a local municipality to pass a by-law, before the adoption of the estimates for the year, to levy amounts on the assessment in each property class in the local municipality rateable for local municipality purposes;

AND WHEREAS Section 317(3) of the Municipal Act, 2001 states that the total amount raised when the tax rate is levied on the applicable assessment does not exceed 50 per cent (50%) of the total amount raised for all purposes for the previous year by the levying of tax rates on all the properties that, in the current year, are in the property class;

AND WHEREAS Bill 140 provides that the 2025 interim levy must not exceed 50 per cent (50%) of the property's final 2024 adjusted taxes in each applicable property class;

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** an interim tax levy is hereby imposed and levied on the whole assessment for real property, according to the last revised assessment roll in every property class.
2. **THAT** for the purposes of calculating the total 2024 taxes, if any were levied in 2024 for only part of the year because assessment was added to the assessment roll during 2024, an amount shall be added equal to the additional taxes that would have been levied if the taxes had been levied for the entire year.
3. **THAT** taxes may be levied under this by-law on a property that is rateable for the current year, even if the property was not rateable for the prior year, including assessment of property that is added to the assessment roll after the by-law.
4. **THAT** the said interim tax levy shall become due and payable in two installments as follows:

First Installment..... February 21, 2025
Second Installment..... May 16, 2025
5. **THAT** a penalty/interest shall be imposed for non-payment or late payment of taxes in default of the installment dates set out annually and the penalty shall be one and one quarter percent (1 ¼ % or 15% per year) of the amount in default on the first day of default and on the first day of each calendar month during which the default continues.
6. **THAT** penalties and interest added on all taxes of the interim tax levy in default shall become due and payable and shall be collected forthwith as if the same had originally been imposed and formed part of such unpaid interim tax levy.
7. **THAT** all taxes payable under the Pre-Authorized Payment Plan, shall be due and payable on the fifteenth day of each calendar month, starting in January and continuing until October in the year 2025.
8. **THAT** the Treasurer of the Corporation of the Town of Collingwood be authorized to extend Tax Payment Plans beyond October 2025, should the need arise.
9. **THAT** the Treasurer of the Corporation of the Town of Collingwood mail or cause to be mailed to the residence or place of business of such person indicated on the last revised assessment roll, a written or printed notice specifying the amount of taxes payable.
10. **THAT** the Treasurer of the Corporation of the Town of Collingwood be authorized to adjust the billing schedule and tax rate set out herewith, if required, in order to comply with Provincial legislation or regulations which may be received subsequent to the passing of this by-law.
11. **THAT** this By-law shall come into full force and effect on the date of final passage hereof

at which time all By-laws that are inconsistent with the provisions of this By-law and the same are hereby repealed insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 18th day of November, 2024.

MAYOR

CLERK

**BY-LAW No. 2024-080
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO APPOINT A MUNICIPAL LAW
ENFORCEMENT OFFICER FOR THE CORPORATION OF THE
TOWN OF COLLINGWOOD

WHEREAS Section 55 of the Community Safety and Policing Act, 2019, authorizes a municipality to appoint Municipal Law Enforcement Officers as peace officers for the purposes of enforcing municipal by-laws;

AND WHEREAS Section 11 of the Municipal Act, 2001, authorizes the council of a local municipality to enact by-laws respecting matters within its sphere of jurisdiction and refers to municipal law enforcement officers;

AND WHEREAS Section 227 of the *Municipal Act, 2001* provides that the role of officers and employees of a municipality includes carrying out such duties as are required under that or any Act and other duties assigned by the municipality;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** Melissa Sue Wonfor be hereby appointed as a Municipal Law Enforcement Officer for the Corporation of the Town of Collingwood, effective upon passage of this by-law and remain in effect for the duration of their employment as a Fire Prevention Inspector for the Corporation of the Town of Collingwood.

2. **THAT** this by-law shall come into effect upon the passing thereof.

ENACTED AND PASSED this 18th day of November, 2024.

MAYOR

CLERK



**EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2024-082**

By-law No. 2024-082 (“the Zoning By-law Amendment”) is a By-law under the provisions of Section 34 of the Planning Act, as amended prohibiting the use of land, buildings or structures for or except for such purposes as may be set out in the by-law within the municipality or within any defined area or areas or abutting on any defined highway or part of a highway. The purpose and effect of the proposed Zoning By-law Amendment is to amend the zoning provisions Town-wide to permit short-term accommodation uses subject to the terms and provisions outlined herein.

This By-law will be in conformity with the adopted 2023 Official Plan of the Town of Collingwood, once the Plan is approved by the County of Simcoe and comes into effect and may be passed in accordance with Section 24 (2) and (2.1) of the Planning Act.

**BY-LAW No. 2024-082
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW UNDER THE PROVISIONS OF SECTIONS 24(2) AND
34 OF THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures for or except for such purposes as may be set out in the by-law within the municipality or within any defined area or areas or abutting on any defined highway or part of a highway;

AND WHEREAS Section 24(2) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law that does not conform with the Official Plan but will conform with it when an amendment to the Official Plan comes into effect, in this case a newly adopted Official Plan;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12, 2010;

AND WHEREAS the Council of the Corporation of the Town of Collingwood adopted a new 2023 Official Plan on December 11, 2023;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the adopted 2023 Official Plan of the Town of Collingwood;

AND WHEREAS this by-law will come into effect once the adopted 2023 Official Plan of the Town of Collingwood comes into effect;

AND WHEREAS Council deems that adequate public notice of the public meeting was provided and adequate information regarding this Amendment was presented at the public meeting held on May 22, 2024, and that a further meeting is not considered necessary in order to proceed with this Amendment;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** Section 3.0 titled "Defined Terms" of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part as follows:
 - i. Amending the definition of "Short Term Accommodation" by:
 - a. Adding a hyphen so that it reads "Short-Term Accommodation";
 - b. Replacing the phrase "The use of dwelling unit, or any part thereof," in the first sentence, with the following phrase: "The use of a dwelling unit, or any part thereof, as a home occupation";
 - c. Replacing the phrase "30 consecutive calendar days" with the phrase "28 consecutive calendar days";
 - d. Adding the following sentence to the definition of "Short-Term Accommodation" as the last sentence:

“For greater certainty, Short-Term Accommodation shall not mean or include a Hotel, Motel, Tourist Camp or similar commercial accommodation use, but shall include a Bed and Breakfast.”;

- ii. Amending the definition of “Business Type Hotel or Motel” by deleting the word “accommodation” and replacing it with the word “lodging”;
- iii. Amending the newly created definition of “Additional Residential Unit” through recent By-law 2024-053 by adding the phrase “and may include a short-term accommodation that is a home occupation,” following the words “sleeping and sanitary facilities,” and by deleting the phrase “a tent, or a short-term accommodation.” and replacing it with “or a tent.”;
- iv. Amending the definition of “Dwelling Unit” by adding the phrase “and may include a short-term accommodation that is a home occupation,” following the words “sleeping and sanitary facilities,” and by deleting the phrase “a tent or short term accommodation.” and replacing it with “or a tent.”;

2. THAT Section 4.0 titled “General Provisions” of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in part as follows:

- i. Delete Section 4.22.2 (Dwelling Units) in its entirety;
- ii. Delete Section 4.25 (Bed and Breakfast) in its entirety and replace with the following provisions:

“4.25 Short-Term Accommodation

- 4.25.1 A short-term accommodation shall be permitted subject to compliance with the following provisions:
- 4.25.2 A short-term accommodation shall be carried out as a home occupation which is accessory to the primary residential use on a lot.
- 4.25.3 A maximum of one (1) short-term accommodation shall be located on a lot, and must be located in:
 - a. An existing or proposed single detached dwelling;
 - b. an additional residential unit that is within a single detached dwelling; or
 - c. an additional residential unit within a detached building accessory to a single-detached dwelling. .
- 4.25.4 A short-term accommodation may be permitted on a lot where a municipal water supply system and/or a municipal sanitary sewer are unavailable, provided that it can be demonstrated to the satisfaction of the Town that the applicable provisions of the Ontario Building Code for private individual onsite services are met.
- 4.25.5 The maximum number of guest rooms permitted in a short-term accommodation shall be regulated in the Town’s Short-Term Accommodation Licensing By-law.”

- iii. Delete the second sentence of Section 4.39.1 (Home Occupation) and replace with the following sentence:

“Where the home occupation is a short-term accommodation the provisions of Section 4.25 shall also apply.”;

- iv. Delete the phrase “or pet grooming.” in Section 4.39.2 and replace with the phrase “, pet grooming or a short-term accommodation.”;
- v. Delete the word “dwelling unit” in Section 4.39.4 and replace it with the word “lot” and replace the reference to “one (1)” and replace it with a reference to “two (2)”;
- vi. Delete Sections 4.39.5, 4.39.6, and 4.39.7 in their entirety;
- vii. Delete the final phrase of Section 4.39.10 (Home Occupation) starting at “, but may” to the end of the sentence, and replace the phrase “within any part of the dwelling unit” with the phrase “within any part of a dwelling unit”; and
- viii. Add the following phrase to the end of the existing sentence in Sections 4.39.11 and 4.39.12 (Home Occupation):

“, except where the home occupation is a short-term accommodation”.

- 3. **THAT** Section 5.0 titled “Parking and Loading Provisions” of the Collingwood Zoning By-law No. 2010-040, as amended, is hereby amended in by deleting the row of Table 5.15.1.1 Required Parking Spaces entitled “Home Occupation” and replacing it with the following row:

Home Occupation	<p>1 space per home occupation in addition to spaces required for the primary dwelling unit; or</p> <p>For a home occupation that is a short-term accommodation:</p> <ul style="list-style-type: none"> • where there are 2 or fewer guest rooms, 1 space per guest room in addition to the spaces required for the primary dwelling unit; • where there are 3 or more guest rooms, a minimum of 2 parking spaces in addition to the spaces required for the primary dwelling unit
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- 4. **THAT** the Table of Contents of the Zoning By-law be updated and the provisions of Section 4.39 be renumbered in sequential order to align with the changes in Section 2 of this By-law;
- 5. **THAT** Collingwood Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Collingwood Zoning By-law No. 2010-040 shall in all other respects remain in full force and effect.
- 6. **THAT** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood, subject to adopted 2023 Official Plan for the Town of Collingwood coming into force pursuant to Section 24(2) of the Planning Act, R.S.O. 1990, c. P.13, as amended, and subject to notice hereof being circulated in accordance with the provisions of the Planning Act and Ontario Regulation 543/06 and 545/06, and if required as a result of such circulation, the obtaining of the approval of the Ontario Land Tribunal or its successor.

ENACTED AND PASSED this 18th day of November, 2024.

MAYOR

CLERK

**2025
2029**

collingwoodpubliclibrary

Strategic Plan



Letter from the Library Board Chair and CEO

As we embarked on this strategic plan process, staff and board members ruminated over the role of our Library in the community. We believe this plan focuses on what is most valued by our residents.

Our core goal with this plan is to stay rooted in our community by continuing to provide vital services in a dynamic environment. Through consultation and feedback, we know that access to information and resources remains top of mind for our users. Our space can be challenging for the various functions our patrons are looking for; reimagining our facility is a key part of this plan. The desire for in-person connection was evident, as increased emphasis on programming, events, and art exhibits were your primary concerns.

Over the next four years, we will aspire to reflect the needs of our community through a focus on collection development, unique experiences, streamlined communication, and consideration of our space needs now and in the coming years.

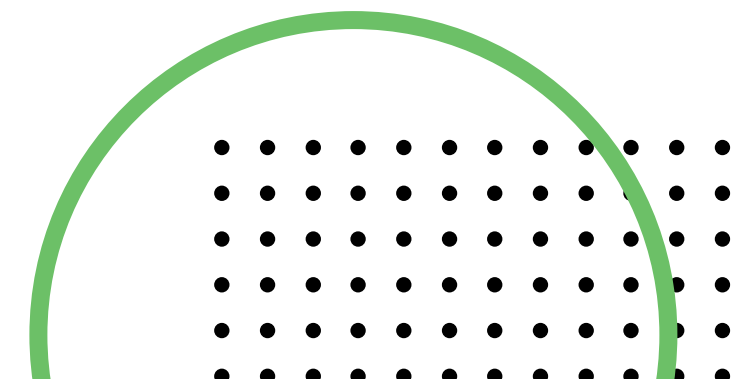
As we look toward the future, we will remind you that this is your Library, it belongs to you. We invite you to visit us with any questions, to share your thoughts, or discover what we have to offer.



Mariane McLeod
Collingwood Public Library Board Chair



Ashley Kulchycki
Chief Executive Officer



Mission

Fostering a place to belong, connect, and explore.

Vision

The Library is cultivating a community enriched by connection, empowered by discovery, and inspired through learning.

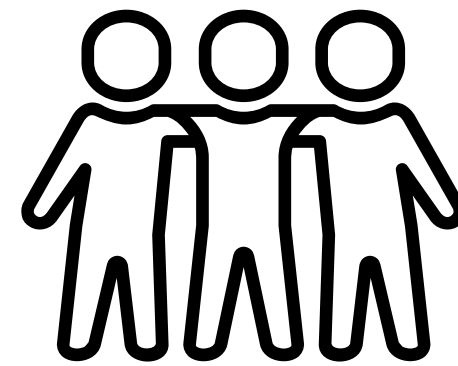
Values

- **Compassion:** Understanding each patron's unique needs
- **Creativity:** Giving staff and patrons space to try new ideas
- **Diversity:** Continuously celebrating our differences
- **Intellectual Freedom:** Upholding access to a range of knowledge, ideas, and opinions
- **Service Excellence:** Providing a welcoming and positive experience



Strategic Goal:

Community



Empower our community through essential programs, services, and resources.

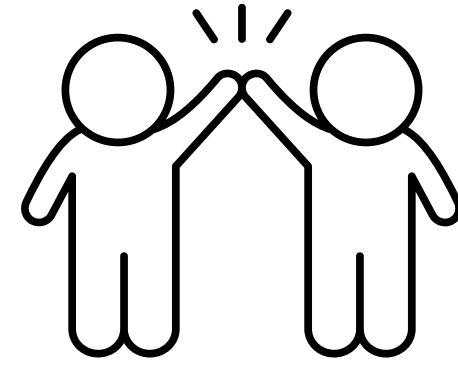
We're going to:

- Increase collaboration with local agencies to improve access to needed services
- Invest in a book vending machine to enhance our reach in the community
- Develop strategic communications to raise awareness of library offerings

“Really like the inclusivity of the library atmosphere - hope the library will continue to flourish as a centre for growth, learning and connecting with others of similar interests.”



Strategic Goal:



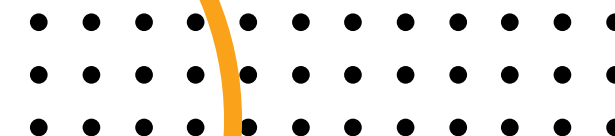
Experiences

Expand opportunities for interaction, while supporting a positive experience at the library.

We're going to:

- Diversify our portfolio of program options and offer them when most desired
- Increase programs and services for underserved populations
- Support our staff in development and service excellence

“More spaces for community and socializing.”





Strategic Goal:



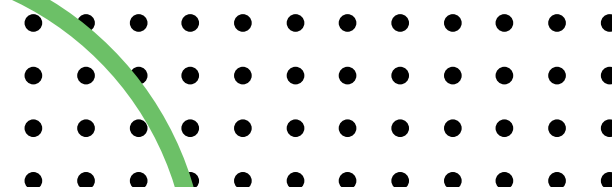
Collections

Keep literacy at the heart of what we do by fostering learning and creativity through library items.

We're going to:

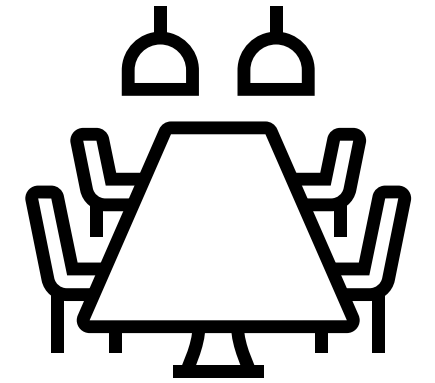
- Grow our collections to offer more resources to our community
- Build our selection of practical household items to meet the needs of our users
- Uphold intellectual freedom with sound collection policies and procedures

"I would love to see additional focus on the book collection."





Strategic Goal:



Spaces

Reimagine our space to better connect and serve our community.

We're going to:

- Investigate the best use of existing library space
- Explore opportunities for physical expansion
- Provide a space that is enjoyable and accessible for all users

“Sometimes there is a lack of seating space and the wifi isn’t great.”

Collingwood Public Library Board of Trustees 2022-2026

Allison Hunwicks

Charles Levine

Donna Mansfield (Vice-Chairperson)

Mariane McLeod (Chairperson)

Steve Perry (Council Representative)

Courtney Squires



Collingwood Public
Library

705-445-1571

info@collingwoodpubliclibrary.ca

www.collingwoodpubliclibrary.ca



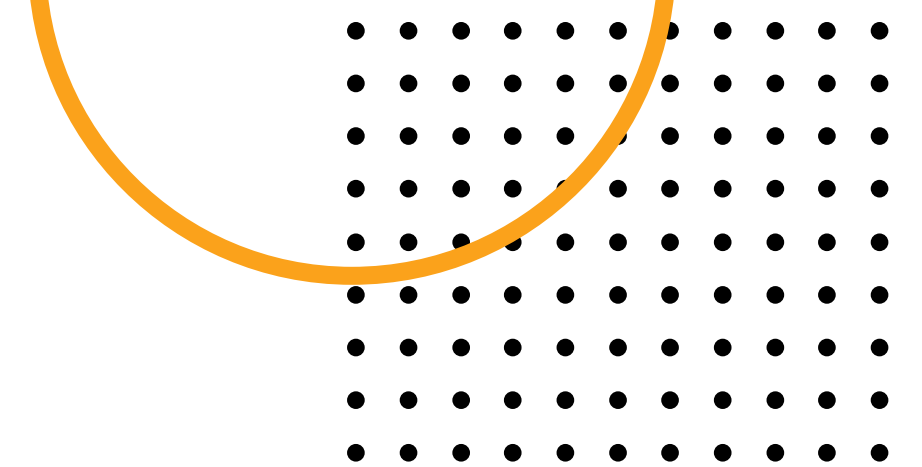
@collingwoodpubliclibrary



@cplcollingwood



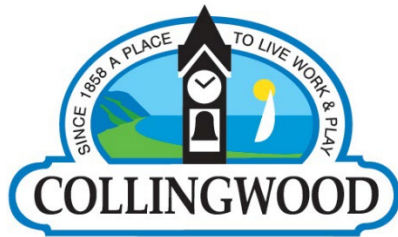
Collingwood Public Library



**The Collingwood
Public Library
works to support the
Town of Collingwood's
Community Based
Strategic Plan
2024-2028**



Please share your
thoughts with us!



Memorandum

Date: November 18, 2024
To: Committee of the Whole | Council
From: Sonya Skinner, Chief Administrative Officer
Subject: Possible Delegation Requests for the 2025 ROMA Conference

The Rural Ontario Municipal Association (ROMA) Conference will be in Toronto on January 19th – 21st. As in past years, Municipalities can submit requests for delegation meetings with Cabinet Ministers. These meetings are a unique opportunity for Council and staff to engage with Ministers, Parliamentary Assistants and senior Ontario Government officials on matters that impact our municipality. Active participation in ROMA delegations is aligned with our Community Based Strategic Plan, Pillar 4 "Responsible". Including, championing local, regional, intergovernmental, and multi-sectoral collaboration and advocacy.

As the deadline (Wednesday, November 27th, at 5:00 p.m.) for submitting delegation requests approaches, staff have summarized the key areas (listed in no particular order) that warrant Councils consideration for submitting (ideally limited up to 3 or less):

1. CCI Expansion / Redevelopment on existing site (Joint delegation with the School Board Trustee)
2. Support for Collingwood's Terminals Point Grain Terminals Redevelopment (Provincial cutting of red tape and funding incentives)

As well, the following joint delegation requests have been proposed through the Regional Mayor's & CAO's Forum, and pending Councils' inputs, CAOs will determine whom is willing to develop material for and speak to any items selected:

- A. OPP Provision of Local Policing - Cost Increase Concerns
- B. Supports for local Physician Recruitment
- C. Community Improvement clarification/revisions to the Municipal Act to better enable Community Development initiatives

Note: Staff are currently unsure of the intent of this item, as the Planning Act enables Community Improvement Plans and the Municipal Act enables Municipal Capital Facilities

D. Tools to fund initiatives that are not part of the municipal scope, yet that municipalities are being tasked with or may be best placed to deliver locally, such as and not limited to social, housing and health items.

When submitting our delegation request(s), it is important to keep in mind the following considerations:

- Select topics that are appropriate for a delegation meeting.
- Delegation meetings are short, 15-minutes is not a lot of time to have a substantive discussion.
- Not all ministers and parliamentary assistants will be accepting delegations, or will have a limited number of delegation times available.
- Applicants must be specific about the issue to discuss.
- AMO has developed a [Guide for Delegation Meetings](#) – tips to request, prepare and participate in delegation meetings.

I encourage each of you to review these potential delegation requests and determine which topics resonate most with our municipal priorities. Together, we can leverage the ROMA Conference as an opportunity to advocate for positive change and advance the interests of our community.

Executive Director Pegg, as our Intergovernmental lead, will support the Mayor and other Collingwood attendees in any delegation opportunities at the conference.

Sincerely,

Sonya Skinner, P.Eng. McSc. Eng.

Chief Administrative Officer

Town of Collingwood



Staff Report P2024-32

Committee 2024-11-18

Submitted To: Committee of the Whole
Submitted By: Summer Valentine, Director, Planning, Building and Economic Development
Prepared By: Johanna Griggs, Manager Economic Development
Subject: Tourism Master Plan and Municipal Accommodation Tax

Recommendation

THAT Staff Report P2024 - 32, "Tourism Master Plan and Municipal Accommodation Tax" dated November 18, 2024 be received;

AND THAT the Tourism Master Plan developed by Bannikin Travel & Tourism Ltd. dated November 2024 be endorsed by Council to guide the Town of Collingwood's actions on Tourism, as budget and resources permit;

AND THAT staff be directed to bring forward a by-law to implement a Municipal Accommodation Tax in accordance with the following:

- Apply a tax rate of 4% as of March 1, 2025, in alignment with the Phase 2 STA By-law implementation if possible, on all accommodation providers, regardless of size and composition, including short-term accommodations;
- Enter into a single source, non-standard procurement agreement with the Ontario Resort, Hotel and Motel Association (ORMHA) for collection of the Municipal Accommodation Tax, including from short-term accommodations for a five-year period and after such period the option to bring the services in-house be explored;
- Sixty percent of the net revenue be allocated to an "eligible third-party entity";
- Establish a not-for-profit corporation designated as the legislatively required "eligible third-party entity" that will receive the tourism-related portion of the

Municipal Accommodation Tax (60%), including establishment of an interim board of directors representative of key tourism industry stakeholders;

AND THAT Council enable and enact a By-Law to amend By-Law No. 2017-060 to include the establishment of a Municipal Accommodation Tax Reserve Fund with the majority of the funds in the Reserve being used to advance the initiatives identified in the Tourism Master Plan;

AND THAT Council approve the Municipal Accommodation Tax Reserve Fund Policy (Appendix A) to direct the allocation of the reserve funds.

Amendments

None.

1. Executive Summary

Tourism is an important economic driver in the Town of Collingwood. To ensure that the tourism sector is strategically and sustainably developed, the Town engaged Bannikin to develop an evidence-based Tourism Master Plan (TMP) in alignment with the 2024 Community Based Strategic Plan. The TMP provides recommendations regarding how the Town can best support the Tourism industry to ensure that tourism in Collingwood is developed in a sustainable manner, enhancing the experience of both visitors and residents, creating jobs and increasing local revenue. The TMP focuses on 3 main pillars: 1) destination management, 2) development, and 3) marketing.

Given that significant resources are required to implement the TMP and to realize the benefits of the identified actions for tourism in Collingwood, this Report also provides recommendations related to the implementation of a 4% Municipal Accommodation Tax (MAT) on all transient accommodations in the Town of Collingwood, as supported by the Economic Development Action Plan (2020).

2. Analysis

Due to the inter-related nature of the TMP and the MAT, the analysis portion of this Report is divided into two main sections, brought together with a cohesive conclusion.

Section 1: Tourism Master Plan (TMP)

1.1 Background - Tourism Master Plan

Tourism is crucial to Collingwood's economy, driving revenue, job creation, and business growth in sectors like hospitality, transportation, and retail. Tourism represents 35% (4,715¹) of jobs in Collingwood and has seen growth of approximately 764 jobs between 2020 and 2023². The industry represents approximately 500³ businesses in Collingwood and the Town welcomes an average of 400,000⁴ visitors each year. By attracting visitors, it stimulates spending on accommodations, dining, and attractions, benefiting local businesses. The industry supports a variety of jobs, from hotel staff to tour guides, fostering a diverse workforce. Additionally, tourism promotes investment in community assets such as recreational infrastructure and placemaking initiatives that revitalize the area and further stimulates economic growth.

Cultural preservation is also essential, as tourism highlights Collingwood's heritage and natural attractions, helping to conserve historical sites and local traditions for future generations. A sustainable tourism sector enhances the local business environment, which in turn improves quality of life and attracts new residents given people interested in relocating often first visit as tourists.

The Economic Development Action Plan emphasizes the importance of tourism to the local economy and includes objectives related to growing the economic impact of the tourism industry and implementation of a MAT but does not provide a comprehensive strategy.

Collingwood has benefited from the organic growth of tourism throughout the years, for example a thriving downtown, a wide range of restaurants, retail shops and events.

¹ Town of Collingwood Community Profile 2023

² 2024 Lightcast – Analyst: Economy Overview: Growing and Declining Industries

³ County of Simcoe June 2024 Business Counts

⁴ Town of Collingwood Community Profile 2023

Without the visitor economy, many local businesses would not be economically viable and able to keep their doors open to residents. However, it is important that the growth of the sector does not have a negative impact on the community due to overtourism and unsustainable practices. This need emphasizes the importance of having a strategic plan to guide the Town's actions to encourage sustainable growth of the industry, which can include actions like promoting visitation in low season, focusing on attracting visitors that spend more rather than simply focusing on growing the number of visitors, encouraging tourists to be responsible visitors, respecting the Town's culture and environment, and introducing new products to redirect the geographical impact of visitors.

In order to strategically approach investment in the tourism sector, a Tourism Master Plan (TMP) was initiated in February 2024, supported by a grant in the amount of \$25,000 from Regional Tourism Organization 7 (RTO7) to fund 50% of the project costs. Through a comprehensive and transparent Request for Proposals (RFP) process, Bannikin was selected to lead the project.

An internal steering committee was established at the start of the project to inform and oversee the development of the TMP. This committee was made up of town staff and one external tourism leader, including:

- Summer Valentine (Director, Planning, Building, & Economic Development at the Town of Collingwood)
- Karen Cubitt (Director of Parks, Recreation, and Culture at the Town of Collingwood)
- Johanna Griggs (Manager of Economic Development, Town of Collingwood)
- Karen Clegg (Economic Development Coordinator, Town of Collingwood)
- Bill Sullivan (CEO, Regional Tourism Organization 7: BruceGreySimcoe)

The project goal was for the Town of Collingwood to have an evidence-based and actionable tourism master plan to guide its work over the next 3+ years. To achieve this goal, five objectives were identified, which included:

1. To gather insights, input, and feedback from stakeholders in the destination;
2. To co-create a vision for tourism in the Town of Collingwood that resonates with its stakeholders;
3. To clarify and confirm the Town of Collingwood's destination management role and responsibilities;
4. To develop strategies and related actions that are achievable by the Town of Collingwood within a 3+ year timeframe, pending appropriate resourcing; and
5. To consider alignments between the Tourism Master Plan and other relevant work, including the potential implementation of a Municipal Accommodation Tax.

The TMP builds upon numerous existing strategies and reports, considering tourism's intersections with economic development, transportation, climate change, recreation, and cultural planning. Key documents reviewed include but are not limited to the Town's Official Plan, Climate Change Action Plan, Community-Based Strategic Plan, regional tourism frameworks, and accommodation studies.

The TMP emphasizes tourism's role as a significant economic driver and highlights important infrastructure considerations such as housing, transportation, signage, parks, recreational spaces, and waterfront development. Collaboration with neighboring regions and alignment with ongoing master planning projects, including the Affordable Housing Master Plan, Master Mobility and Transportation Master Plan (in progress) and Downtown Visioning and Master Plan, are also intersecting components of the TMP.

Tourism Master Plan Summary

The TMP considers social, economic, and environmental factors to ensure that tourism development in Collingwood is both sustainable and beneficial for the community. The

TMP serves as a blueprint for responsible growth, supporting the long-term success of the local tourism sector.

The TMP provides recommendations about how the Town can best support the Tourism Industry to ensure that Collingwood is developed in a sustainable manner, enhancing the experience of both visitors and residents, creating jobs and increasing local revenue. This project focuses on the Town of Collingwood, while taking the regional, provincial and national context into consideration, including alignment with other relevant initiatives and work. The TMP also identifies the roles and responsibilities of the municipality and its partners for local tourism delivery that supports a vision that aligns with the goals and objectives all the organizations and businesses that contribute to the tourism sector.

The following table outlines the three pillars of progress that are identified in the TMP, as well as strategies to achieve anticipated outcomes. There are a total of 32 initiatives further detailed in the TMP that address the pillars of progress which have been prioritized based on resource demands, timelines and strategic importance. It should be noted that there is an expectation that many of the items will be done in collaboration with others and should a MAT be introduced, the Eligible Tourism Entity (ETE) would be engaged to undertake specific initiatives through a revenue sharing agreement.

Pillar of Progress	Strategies
<p>1. <u>Management</u>: the planning and organization, communication, decision-making, monitoring and evaluation of tourism and tourism-related matters.</p>	<p>A. Establish a governance structure and set the operational foundation for tourism</p> <p>B. Develop a system for monitoring and evaluating the impact of tourism in Collingwood</p> <p>C. Communicate to stakeholders on a regular and ongoing basis</p>

<p>2. <u>Development</u>: the targeted investment of time, energy, and resources into projects that will build upon the destination’s strengths and improve the visitor experience.</p>	<p>A. Gather the information needed to make informed decisions about tourism development</p> <p>B. Co-develop and enhance tourism product</p> <p>C. Increase access to and enjoyment of tourism experiences</p>
<p>3. <u>Marketing</u>: the building of awareness amongst prospective visitors to Collingwood of everything that the destination has to offer.</p>	<p>A. Establish a clear tourism brand identity and destination position for Collingwood</p> <p>B. Ensure that visitors have the information needed to make decisions across their journey</p> <p>C. Ensure that visitor expectations are being set, met, and exceeded</p>

A detailed review of the pillars of progress, strategies, and anticipated outcomes is contained in Appendix B.

1.2 Recommendation

Staff recommend that Council endorse the TMP in principle as a guiding document for strategic investment in the tourism industry, including allocation of specified resources should a Municipal Accommodation Tax be approved.

1.3 Options (Not Recommended)

An alternative option is to not endorse the Tourism Master Plan, which would leave the municipality without strategic direction regarding how best to support the tourism industry. Council could also choose to endorse the TMP with amendments, in which

case staff would recommend referral back to staff to consider any Council desired changes and provide staff opinions in an amended report.

1.4 Financial Impacts

Given that resources to implement the TMP are required, staff will report back to Council with a workplan once available resources are secured, including the implementation of a Municipal Accommodation Tax.

Section 2: Municipal Accommodation Tax

2.1 Background – Municipal Accommodation Tax

Municipal Accommodation Tax (MAT) is a tax levied on the purchase of transient accommodations within a municipality. The tax does not apply to incidental fees and charges unrelated to the purchase of accommodation, such as room or laundry services, parking, food, etc. The funds collected through the tax are intended to be used to promote tourism and to support tourism-related activities and projects. MAT is governed by Provincial [O. Reg. 435/17: Transient Accommodation Tax](#). The regulation outlines the rules and procedures for the collection and remittance of the tax.

Report [P2023-08 Consideration of a Municipal Accommodation Tax](#) was approved by Council on April 17, 2023. It provided staff with direction to move forward with further investigation of a MAT, including consultation of the community and industry stakeholders, and a future recommendation of whether to implement the MAT, along with associated governance structures and process options. The report also includes additional background information for reference.

Recognizing that the benefits of tourism also have a cost (e.g. heavier use of parks, trails, beaches, infrastructure, etc.), the objectives of a MAT are to increase investment in the tourism sector in Collingwood, provide additional support to tourism operators and industry, and ensure Collingwood remains competitive with other destinations to maintain and grow market share of tourism receipts. The legislation does not restrict

what the municipal portion of the revenue can be allocated towards, but best practices indicate that it should generally be allocated to initiatives that support the tourism industry either directly or indirectly.

2.2 Options

Through Ontario Regulation 435/17: Transient Accommodation Tax, there are several key decision points related to implementing a MAT that are within the purview of the municipality. These include:

- Application of MAT (type and size of accommodation, with some limitations)
- Tax rate
- Collection process (internal or external)
- Collection frequency (i.e. monthly, quarterly, annually)
- Penalties for infractions (amount/percentage)
- Designation of Eligible Tourism Entity
- Allocation above 50% to an Eligible Tourism Entity
- Allocation of municipal portion
- Implementation Timeline

Application of MAT

The application of a MAT can be extended to any transient accommodation which is defined as an overnight stay of less than 30 days. Staff recommends that MAT apply to all transient accommodations, including hotels, motels, resorts, bed and breakfasts, and short-term accommodations (STAs). As the STA licensing program is new, information about the requirement to collect and remit the MAT should be included in communications and education campaigns related to STAs as well as part of the licensing application process because the requirement to collect MAT may influence the decision to pursue an STA license. Staff recommend that MAT exclude owner use of timeshares/fractional ownership properties, hospitals, long term care homes, dorms, boat slips, shelters for relief or emergency services and accommodations supplied by employers to their employees in premises operated by the employer. The legislation

limits the application of a MAT on “the purchase of transient accommodation at a university or a college of applied arts and technology or post-secondary institution”.

Alternatively, Council can decide to apply MAT to a subset of the transient accommodations based on various qualifiers including type of accommodation (i.e. hotel, motel, resort, STA), the size of the accommodation (i.e. number of rooms) and/or the location. Staff feel strongly that a consistent approach to the application of MAT is the most equitable approach given that all accommodators will benefit from the additional investment in tourism due to the MAT.

Tax Rate

The Regulation allows the municipality to determine the tax rate applied to transient accommodation. The majority of Ontario municipalities have implemented a 4% tax rate, which is staff’s recommendation. It is noted that some municipalities implemented lower rates, some a phased approach (i.e. 2% in year 1, 3% in year 2, 4% in year 3) and some have increased their rates in recent months, including the Cities of Toronto (6%) and London (5%). The Town of Blue Mountains, City of Barrie and City of Orillia have all implemented MAT at a 4 % rate.

Despite the staff recommendation, Council may select a different tax rate. However, should the rate be higher than 4%, it could negatively effect the competitiveness of Collingwood given neighbouring communities would have a lower MAT rate, reducing the economic impact of the tourism industry in Collingwood. Should the rate be lower, Collingwood could be a more competitive destination for overnight accommodations, but there would be less resources to invest in strategically developing the industry and retaining market share.

Collection Process and Frequency

Staff recommend engaging the Ontario Resort, Hotel and Motel Association (ORHMA) to collect MAT on behalf of the Town. ORHMA collects MAT on behalf of numerous municipalities and provides value added services beyond collection. As such they have

the expertise, tools and resources to seamlessly collect and remit the revenue on behalf of the Town. Value added services include creating communication for operators and guests, online FAQs, hosting information sessions for accommodation providers with details on MAT, providing a secure reporting portal for each operator, providing reports on STA licensing for compliance purposes, monthly collection reports and EFT payments.

Collection and remittance through ORMHA would be on a monthly basis for traditional accommodations and quarterly for Short-Term Accommodations based on the terms of collection provided by ORMHA.

The costs associated with engaging ORHMA include a one-time set up fee of \$3,000 plus HST, 1.8% of the monthly remittance to the Town of traditional accommodations and 5% of the quarterly remittance to the Town of Short-Term Accommodations. The costs for collection from STAs is higher due to the more complicated nature of working with STAs given there are exponentially more operators to collect from.

Internal collection has been discussed among staff and, given the complexities of introducing a MAT, it was felt that ORMHA would be a more cost-effective approach in the short-term. The Town can transition to internal collections in the future, once systems have been in place for a period of time and should it be deemed to be more efficient from both cost and human resource perspectives. It should be noted that the revenue distribution between the Town and the ETE is calculated based on gross revenue less reasonable costs to the municipality for collection and administration of the tax (net revenue), which would include the above-mentioned costs for engaging ORMHA.

Alternative options (not recommended) include mandating the ETE to collect and remit MAT on behalf of the municipality. However, the same rationale applied to the Town not collecting the MAT would apply and be amplified given the organization would need to establish financial systems in addition to protocols and processes for collection.

Alternatively, given that Blue Mountain Village Association (BMVA) has processes in place for collecting, they could be approached to discuss their interest in offering this service for Collingwood.

Penalties for Infractions

It is recommended that a rate of 1.25% per month be applied to late MAT remittance in line with penalties imposed by the Town on property taxes. This would allow for a consistent approach to collection of overdue taxes across the municipality and is in line with the approach other municipalities have taken. However, the Town can choose to impose set fines or alternative penalties for infractions.

Designation of Eligible Tourism Entity

The MAT Regulation requires that at minimum 50% of the net revenue be remitted to an ETE, which is defined as a non-profit entity whose mandate includes the promotion of tourism in Ontario or in a municipality. For clarity the regulation also specifies that promotion of tourism includes the development of tourism products.

With the introduction of MAT, the regional landscape related to tourism marketing and promotion is shifting. There does not currently exist an ETE that is dedicated to promotion of tourism on behalf of the Town of Collingwood. Through consultation with the industry, sentiments were expressed related to ensuring that the funds raised through a MAT in Collingwood be directed back into promotion of the industry in Collingwood. Recognizing the interconnected nature of tourism in Southern Georgian Bay, there was also an interest in ensuring that a portion is earmarked for regional marketing and product development but that a dedicated organization would be preferred.

Staff have had discussions with South Georgian Bay Tourism regarding their interest in repositioning the organization to be solely focused on Collingwood. This would require redrafting of the organization by-laws and establishment of a new board of directors.

Staff have sought legal advice regarding this approach and were advised of the following:

- There is the risk of undisclosed or uncrystallized liabilities for which the restructured not-for-profit (NFP) would remain liable, and which would then attach to the funds advanced from the Town.
- There would be the risk of uncertainty in confirming all the relevant information being provided and ensuring changes to the organization were properly approved.
- There would not be significant cost savings with respect to the proposal and the added costs of undertaking due diligence in review of the existing NFP could end up costing more than establishing a new NFP.

As such staff recommends establishing a new NFP with a mandate that includes tourism promotion in Collingwood and enter into a revenue sharing agreement with the not-for-profit for a period of 3 years. The NFP would be governed by a Board of Directors consisting of tourism industry representatives with a diverse skills set, including an appointed member of Council. This approach would allow the Town to structure the organization to ensure appropriate governance and board composition through governing bylaws, including a mix of industry representation and skills. The NFP would be a separate entity, not governed by Council, that would be required to enter into an agreement with the Town respecting reasonable financial accountability matters in order to ensure that amounts paid to the entity are used for the exclusive purpose of promoting tourism as required in the legislation.

Recognizing that there will be a need for runway for the organization to establish themselves, it is recommended that administration of the organization at the outset be outsourced to an existing tourism entity that has the skills, knowledge and expertise to hit the ground running such as Regional Tourism Organization 7 or Tourism Simcoe County. This approach enables the organization to leverage existing expertise in the short-term rather than endeavoring to find a staff person with all of the required skill sets

or retain multiple staff which would be more costly. Should this option be supported, staff will ensure that proper procurement is followed.

Alternatively, Council could choose to phased-in approach by engaging an existing NFP organization with a mandate that includes tourism promotion to act as the ETE for the first two years of MAT implementation, after which time the Town could revisit the need to establish a new NFP. Initial discussions with some existing ETEs have indicated that additional human resources would likely be required and that they may be challenged to bring on staff on an interim basis. With this option, it is recommended that a Collingwood based industry advisory group be appointed to provide input to the interim ETE regarding how the promotional portion of the funds are allocated. Should this option be chosen, procurement policies would be followed in the selection of the ETE.

Additional options for consideration that are not recommended include issuing a Request for Expressions of Interest from ETE to receive the promotional portion of the funds or appointing an existing ETE such as Regional Tourism Organization 7, Tourism Simcoe County or the Blue Mountain Village Association for an indefinite amount of time. While these organizations have significant capacity and expertise, none are focused solely on supporting the tourism in Collingwood, which the tourism operators have indicated is the preferred approach. Furthermore, it would be advantageous to have an on the ground representative to leverage local knowledge and foster and maintain relationship with operators, which some of these entities are not able to provide over the long term.

Allocation Above 50% to an Eligible Tourism Entity

Through consultations, the Tourism industry has advocated for a greater portion of the revenue be allocated to the ETE for marketing and product development, preferably 75% to 100%. The MAT Regulation requires that at least 50% of net revenues be flowed to the ETE, with the remainder being provide to the municipality. Therefore, flexibility exists for Council to determine the percentage division. Staff are

recommending that 60% of the net revenue be provided to the ETE because it would ensure that a majority percentage of the revenue is directly allocated to developing tourism products and marketing the destination. Furthermore, the ETE could develop grant programs to directly fund tourism operators and organizations.

However, it is within the Town's purview to remit any percentage above 50% to the ETE, up to 100%. Given that the Town is responsible for a number of the tourism infrastructure and products including parks, trails, and special events and has an interest in supporting strategic priorities that contribute to the tourism landscape such as transit and housing, it is important that some of the revenue be available to the Town to invest in these areas given they would be outside the mandate of the ETE.

Allocation of Municipal Portion of the MAT

The MAT Regulation allows the municipality to utilize their portion of the MAT revenue at their discretion. However, through industry consultations, stakeholders expressed a keen interest in ensuring that the municipal portion of the funds are transparently allocated towards initiatives that support the tourism sector and ensure that the funds raised do not replace existing funding. Best practices, including guidelines from the United Nations World Tourism Organization, along with the TMP support this rationale.

The TMP articulates a comprehensive strategy to sustainably support and grow the tourism sector in Collingwood, which requires significant resources to implement. There are also priority corporate initiatives that are not articulated in the TMP but do have positive impacts on the tourism industry such as affordable housing and enhanced public transportation. As such, it is recommended that a Use of Municipal Accommodation Tax Reserve Fund Policy be approved in order to provide additional clarity related to the allocation of the municipal portion of the MAT. An example of this type of policy is the Town of Blue Mountains' [Use of Municipal Accommodation Tax and Reserve Fund Policy](#).

A draft policy tailored for the Town of Collingwood is attached as Appendix A and includes guidelines and details regarding how funds from the Town's portion of MAT revenue could be directed toward tourism-supportive initiatives and how the funds should be used in an accountable, transparent, and responsible manner.

The goal of the draft policy is further supported by key funding principles as detailed below:

- Ensure the funds collected through the Town of Collingwood's MAT program are used in an accountable, transparent and responsible manner.
- Ensure the funds collected through the Town of Collingwood's MAT program are primarily used to support and manage tourism activities, services and initiatives either directly or indirectly.
- Ensure the funds allocated towards initiatives that support the tourism industry are in line with the following principles that an initiative or project must meet and demonstrate in order to be funded through the MAT reserve:
 - o To pursue the goals and implement recommendations as outlined in the Tourism Master Plan, as amended from time to time.
 - o To support investment in tourism related initiatives to more effectively manage tourism in Collingwood to the benefit of residents and visitors.
 - o To support investments into tourism related products, including recreational infrastructure, to help more effectively develop tourism products to the benefit of residents and visitors.
 - o To support the promotion and marketing of the Town of Collingwood as a leading destination for tourism with an emphasis on increasing the economic impact of tourism on the local economy.
- Recognize that there are priority corporate initiatives that are not articulated in the Tourism Master Plan but do have positive impacts on the tourism industry, the policy specifies that annually no more than 15% of available reserve funds can be allocated to initiatives outside of the Tourism Master Plan that have a positive impact on the tourism industry such as affordable housing, parks and trails infrastructure, by-law enforcement, and transportation.

In addition, the draft Policy also references the creation of a MAT Reserve Fund and includes a list of ineligible funding examples as related to the Town's delivery of core business operations for items such as:

- Existing staff salaries and wages.
- Existing operating costs, including costs for existing municipal facilities, infrastructure, programs and services. For further clarity, MAT cannot replace existing funding but can augment funding for existing programs.

The draft policy includes a review cycle on an as needed basis which would allow Council to make changes to the policy should there be a pressing need to redirect reserve funds or other trigger for re-evaluation of the Town's approach to the municipal revenue portion.

Implementation Timeline

Fiscal prudence would suggest that the MAT be enacted as soon as possible to initiate additional revenue generation. However, there are key considerations that must be taken into account when determining the implementation date including implementation of MAT in neighbouring communities, legalization and licencing of STAs and appropriate notice to the accommodations sector as well as potential visitors.

Staff have worked closely with neighbouring communities to align the approaches to MAT in a consistent manner in order to create a more cohesive ecosystem across the region, alleviating potential advantages and disadvantages from one community to another. The Town of Blue Mountains has formally approved implementation of a 4% MAT starting January 6, 2025, and the Town of Wasaga Beach is currently undertaking community consultations regarding implementing a MAT in 2025. As such, alignment with these timelines is recommended.

Staff recommend that the MAT come into effect once the STA Phase 2 licencing is in place to ensure fair application of MAT on all transient accommodation. It is equally as important to ensure that adequate notice is provided to the accommodation providers to

allow them sufficient time to put the appropriate process in place to collect, track and remit the MAT revenue as well as provide notice to guests regarding the additional fess on their room rates. It is recognized that any group bookings (i.e. bookings with 10 or more rooms) made before the MAT comes into effect would not be subject to the tax as many groups book their stays in advance and it would not be fair to apply the tax if it was not in effect when the group booking was made.

Council could choose to implement MAT separately from STA licencing, however, leveraging the education campaign and communication to licensees as part of Phase 2 would be advantageous and ensuring consistent application to all transient accommodations would remove unfair competitive advantages. Council could also decide not to allow the exemption of preexisting group bookings which would increase revenue but could also negatively impact the visitor experience from a customer relations standpoint if the booking was made without knowledge of the additional costs associated with MAT. These options are not recommended by staff.

2.3 Financial Impacts

Based on the [Municipal Accommodation Tax Model and Report](#) commissioned in 2023, analysis of traditional accommodators (using a 4% tax) suggests that in an unfavourable scenario, revenues collected from this cohort could approach \$880,000 per year, while in a favourable scenario, the revenues collected could exceed \$1,400,000 annually.

The analysis of STAs has more variables including the unknown impacts of this regulation on both the number of short-term rentals in Collingwood, and the wide price ranges found within this stock. The analysis showed that there are approximately 408 STAs currently operating and that in an unfavourable economic scenario, revenues could approach \$400,000 per year, while in a favourable scenario, revenues could exceed \$1,000,000 per year. This analysis does not take into consideration the cap of 200 STA licences endorsed by Committee of the Whole on November 4, 2024, decision to be ratified by Council on November 18, 2024. With a maximum of 200 STAs, it would be reasonable to assume that the annual revenue would be approximately \$200,000 to

\$500,000 per year since the original analysis was based on 408 illegal STAs operating in Town.

Note that in all scenarios, the analysis took a conservative approach when considering the variables used (i.e. room rates, occupancy rates) to give the most confidence possible on what a “minimum” MAT collection might approach. It should also be noted that the analysis was a point in time exercise and does not consider inflationary costs or future development of transient accommodations.

There are currently initiatives that the Economic Development Department undertakes to support the tourism industry such as promotion of the Craft Beverage sector and hosting the Discover Collingwood App that would be transitioned to the ETE should MAT come into effect. This could result in a reduction of expenses in the Economic Development Division of approximately \$30,000 per year.

The Regulation requires at least one (1) payment be provided to the ETE in each of the fiscal years the tax is collected. As such, the Town can choose to collect MAT throughout 2025 and remit payment to the ETE at year end or provide the organization with a working loan at the outset to initiate operations which would be recovered from future payments. Staff recommend that working loan be provided given that the if funding is not provided to the ETE until year end the organization would not be operational until 2026 which would impact timing for significant investment in promotion of Collingwood and likely leave the municipality open to criticism from the tourism industry. Terms for all payments would be detailed in the agreement between the Town and the ETE.

Conclusion

In conclusion, staff recommend that the TMP be endorsed in principle as a guide for investing resources in further developing tourism in the Town of Collingwood in a sustainable manner, including consideration of the economic, social and environment elements. Implementation of a MAT as articulated above would ensure that there is a

consistent revenue stream to successfully implement the strategies and recommendations in the TMP, ultimately benefiting both residents, visitors and local businesses.

3. Input from Other Sources

Tourism Master Plan

To develop the TMP, a research and consultation plan was developed with inputs from Bannikin and the internal Steering Committee, resulting in 15 primary questions and 30 supplementary questions to guide the research. Research methods included conducting five types of primary research involving stakeholder and community consultation, and four types of secondary research, including a best practice review and jurisdictional scan.

Primary Research (Stakeholder and Community Consultation) included:

- Industry and Resident Survey: Conducted in May 2024, gathering 743 responses (457 residents, 79 industry members, and 137 others) to assess perceptions and feedback on Collingwood's current and future tourism landscape.
- Key Informant Interviews: 16 interviews were held with 19 participants, including the members of Council, subject matter experts, and others with significant tourism knowledge in Collingwood.
- Industry Table Talks: Facilitated two table talks with 15 industry participants representing accommodations, retail, events, beverage producers, and tour operators.
- Community Focus Groups: Conducted two focus groups with 10 residents, ensuring diverse representation, including long-term and new residents, to capture a range of perspectives.
- Public Open House: Bannikin shared research highlights and the draft strategy framework, and the 62+ attendees had an opportunity to discuss potential resources for implementing the plan.

The results of the primary research are included in the TMP.

Secondary Research included:

- **Background Document Review:** Analyzed over 20 local and regional documents related to arts, community, planning, economic development, recreation, and tourism to gather critical insights and alignments and inform the research and engagement strategy.
- **Global Trends and Best Practices:** Reviewed 18 documents on destination stewardship, systems thinking, travel trends, and evaluation methods to understand the tourism context and sustainable development approaches for Collingwood.
- **Market Research:** Analyzed data from Environics, Regional Tourism Organization 7, and Skift Advisory's Ontario travel consumer survey. This provided insights into visitation patterns, source markets, and neighboring municipalities like the Town of Blue Mountains, Town of Wasaga Beach, and Clearview Township.
- **Jurisdictional Scan:** Investigated Canmore (AB), Stowe (VT), and Niagara-on-the-Lake (ON) to assess tourism products, target markets, and sustainable destination management relevant to Collingwood's context.

The results of the secondary research are included in the TMP.

Municipal Accommodation Tax

In March 2023 Staff completed a scoped market study with McSweeney and Associates, a reputable economic development consulting firm with over 20 years of experience in over 150 communities. The [Municipal Accommodation Tax Model and Report](#) was completed to identify an estimated amount of revenues that the Town of Collingwood might conservatively expect upon implementation of a MAT.

Staff researched municipalities across Ontario, including internet research and multiple virtual interviews with tourism staff that have implemented a MAT to understand how

those municipalities have approached it, as well as the successes and challenges that they faced.

Staff also met with neighbouring municipalities to understand their intentions and discuss a coordinated regional approach to MAT, including rate and timelines for implementation. Within the regional context, the Town of Blue Mountains is implementing a 4% MAT as of January 6, 2024. Fifty percent of the revenue will be provided to the Blue Mountain Village Association to market the entire Town of Blue Mountains. The Town of Wasaga Beach is starting to explore the opportunity to implement a MAT in 2025.

Tourism organizations including the Tourism Industry Association of Ontario, Ontario Ministry of Tourism Culture and Gaming, Tourism Simcoe County, Regional Tourism Organization 7 and South Georgian Bay Tourism have also been consulted.

Staff met with accommodation providers individually and in group settings on multiple occasions to discuss implementation of a MAT including objectives, timelines, applicability, governance, and strategic considerations. The June 2023 and February 2024 Mayor's Roundtables on Economic Development focused on bringing together the tourism industry to discuss a MAT and a public survey was conducted in November 2023, which received 294 responses. The survey results were mixed with a slightly higher rate of respondents being supportive of a MAT. The full survey report can be provided upon request.

Resourcing the TMP was also included as part of the discussion at the TMP Open House hosted on September 10, 2024 where 80% of respondents indicated that visitors should be required to contribute to the management, development and marketing of Collingwood as a destination.

Internally, discussions have taken place with Finance and Clerk Services in regard to the implementation and administration of a MAT. As noted previously in this Report, a legal opinion was sought and provided regarding MAT governance through a NFP.

This report was reviewed by Department Heads on October 29 and November 5, 2024, and the content responds to the advice received.

4. Applicable Policy or Legislation

Ontario Regulation 435/17

[Ontario Regulation 435/17: TRANSIENT ACCOMMODATION TAX](#) provides the municipality with the authority to impose a tax in respect of the purchase of transient accommodation in the municipality. The regulation outlines the framework for which the municipality can enact the tax including requirements of revenue sharing, limits to imposing the tax and requirements to enter into agreements with an ETE.

Economic Development Action Plan

Under the objective “Promote Collingwood as a Great Place to Live and Work”, the [Action Plan](#) notes the Town should “grow participant spending and satisfaction with experiences that celebrate Collingwood” and that the Town should “increase revenue stemming from the broader tourism, hospitality, culture and retail sectors”. The plan also notes that the Town should “consider levying a MAT to help fund infrastructure and product development efforts.”

2024 Community Based Strategic Plan

The Community Based Strategic Plan includes the goal of growth and diversification of Collingwood’s economy, including the completion and implementation of the Tourism Master Plan as well as continuing to support four season tourism, building on and leveraging Town assets and amenities. The recommendation within this report also help to achieve the following items specified in the CBSP:

- Support integrated and people-scaled development that enhances livability
- Foster belonging through arts, culture, and events
- Enhance the downtown and waterfront as a place to be

- Maintain the Town's strong financial health and assets

5. Considerations

2024-2028 Community Based Strategic Plan: Advances pillar(s) below:

- Sustainable Connected Vibrant Responsible
- Services adjusted if any Economic Development
- Climate Change / Sustainability: Not Applicable
- Communication / Engagement: Public Engagement has occurred
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

- Staff to bring forward a TMP workplan for Council approval
- Staff to bring forward a bylaw to enact the Municipal Accommodation Tax in accordance with the content of this report

6. Appendices and Other Resources

Appendix A: FIN-POL-2024-03 Municipal Accommodation Tax Reserve Fund Policy

Appendix B: Tourism Master Plan

Appendix C: Tourism Mater Plan Overview

Appendix D: Municipal Accommodation Tax Model and Report, March 2023

Resource 1: P2023-08 Consideration of a Municipal Accommodation Tax

7. Approval

Prepared By:

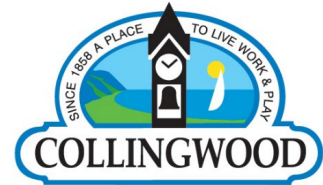
Johanna Griggs, Manager, Economic Development

Reviewed By:

Summer Valentine, Director, Planning, Building and Economic Development

CAO Comments:

- Endorsed by CAO Skinner on November 13, 2024 to proceed to COW



Use of Municipal Accommodation Tax Reserve Funds Policy

Policy Number:	FIN-POL-2024-03
Applies to:	Municipal Accommodation Tax Reserve Funds
Approval Date:	Click or tap to enter a date.
Revision Date(s):	
Approval Authority:	Council, approved by Council Resolution No.

1. Policy Statement

The Town of Collingwood will ensure that funds from the Municipal Portion of the Municipal Accommodation Tax (MAT) Program are directed toward tourism-supportive initiatives and that the funds are used in an accountable, transparent, and responsible manner.

2. Purpose

The purpose of this policy is to establish guidelines for the use of the Municipal Portion of the net funds collected through the Town of Collingwood's MAT program. The fundamental goal of this policy is to ensure that revenue collected through the Municipal Portion of the MAT program is primarily directed to support and manage Tourism activities, services, initiatives, and opportunities for residents, businesses, and visitors to the Town of Collingwood.

3. Definitions

- **Council:** shall mean the Council for The Corporation of the Town of Collingwood.
- **Municipality or Town:** shall mean The Corporation of the Town of Collingwood.
- **Municipal Accommodation Tax or MAT:** shall mean the Transient Accommodation Tax in accordance with Ontario Regulation 435/17 – Transient Accommodation Tax.
- **Municipal Portion:** shall mean the percentage of the net revenue retained by the Town of Collingwood.
- **Net Funds:** shall mean the total revenue received collected less the municipality's reasonable costs of collecting and administering the tax.
- **Policy:** shall mean the Town of Collingwood "Use of Municipal Accommodation Tax Reserve Fund" policy.

- **Reserve or Reserve Fund:** shall mean the reserve fund that is established by the Town of Collingwood for the use of managing funds related to Municipal Accommodation Tax.
- **Staff or Town Staff:** shall mean the employees of The Corporation of the Town of Collingwood

4. Scope

This policy applies to all employees of the Town of Collingwood including members of Council.

5. Principles of the Policy

- 5.1. Ensure the funds collected through the Town of Collingwood's MAT program are used in an accountable, transparent and responsible manner.
- 5.2. Ensure the funds collected through the Town of Collingwood's MAT program are used to support and manage tourism activities, services and initiatives.
- 5.3. Ensure the funds allocated towards initiatives that support the tourism industry in line with the following principles that an initiative or project must meet and demonstrate in order to be funded through MAT funds:
 - i. To pursue the goals and implement recommendations as outlined in the Tourism Master Plan, as amended from time to time.
 - ii. To support investment in tourism related initiatives to more effectively manage tourism in Collingwood to the benefit of residents and visitors.
 - iii. To support investments into tourism related products, including infrastructure, to help more effectively develop tourism products to the benefit of residents and visitors.
 - iv. To support the promotion and marketing of the Town of Collingwood as a leading destination for tourism with an emphasis on increasing the economic impact of tourism on the local economy.
- 5.4. Recognize that there are priority corporate initiatives that are not articulated in the Tourism Master Plan but do have positive impacts on the tourism industry, that no more than 15% of available reserve funds can be allocated to initiatives outside of the Tourism Master Plan. These initiatives must have a positive impact on the tourism industry, such as affordable housing, parks and trails infrastructure, by-law enforcement, and transportation.
- 5.5. Ensure that funds are not allocated to ineligible items including:
 - i. Existing staff salaries and wages.
 - ii. Existing operating costs, including costs for existing municipal facilities, infrastructure, programs and services. For further clarity, MAT cannot replace existing funding but can augment funding for existing programs.

6. Roles and Responsibilities

- **Staff** are responsible for ensuring that the reserve funds are allocated in accordance with this policy.
- **Managers** are responsible for ensuring division practices are in line with the intent and spirit of the policy.
- **Department Heads** are responsible for upholding the intent and integrity of the policy.
- **Treasurer** has overall responsibility for the management of reserves and reserve funds, ensuring that funds are allocated in accordance with this policy.
- **Council** approves all contributions to and/or withdrawals from reserves and reserve funds, normally as part of the annual budget approval process or specifically by resolution.

7. Policy

- 7.1. A Municipal Accommodation Tax Reserve Fund shall be established, to which the Municipal Portion of net MAT revenue collected shall be deposited.
- 7.2. This revenue shall be dispersed at the discretion of Council based on the funding principles of this policy through annual budget deliberations or specific resolution, where warranted.
- 7.3. Interest income earned on the unused actual cash balance within the Reserve is to be held in the Reserve.
- 7.4. Withdrawals from reserves or reserve funds will be made at the actual cost of the project or purchase. Where a project or purchase requires more than the amount of budgeted funding, staff will require Council approval for withdrawing additional funds in excess of 20% of budget.
- 7.5. All contributions to and/or withdrawals from the reserve and reserve funds will be clearly identified and segregated within the Corporation's accounting system and accounted for by entry either to or from an operating account or a capital project.

8. References and Related Documents

- BY-LAW No. 2024-XX: By-Law to Establish a Municipal Accommodation Tax
- BY-LAW No. 2024 – XX: By-Law to amend By-Law No. 2017-060 to include a Municipal Accommodation Tax Reserve Fund
- BY-LAW No. 2017-060: By-Law to Establish and Maintain Reserves and Reserve Funds
- FIN – 004-04: Reserve and Reserve Fund Management Policy

9. Consequences of Non-Compliance

If an employee is found to be in violation of the provisions of this policy, they will be subject to progressive actions ranging from education, through to discipline, up to and including termination.

Review Cycle

The policy will be reviewed on an as needed basis.

Town of Collingwood

TOURISM MASTER PLAN

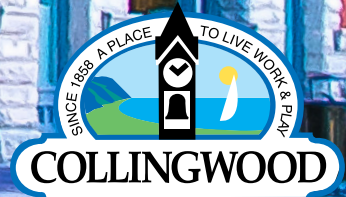


Table of Contents

04

Acknowledgements

07

At a Glance

13

About This Plan

Background 14

Context and Connections 17

20

What We Know

Tourism and Sustainability 21

Trends and Good Practices 25

Factors Affecting Tourism 28

Ecosystem Actors 33

Markets and Marketing 38

50

What We Heard

The Environment and Climate Change 51

The Sustainable Development of Tourism 52

The State of the Tourism Industry 54

The Importance of Partnerships and Collaborations 54

The Value of Tourism Assets, Activations and Experience Development 55

The Importance of Marketing, Promotion and Communications 56

The Need for Tourism Resources and Infrastructure 57

Table of Contents

59

Where We Are Heading

Vision for Tourism	60
Guiding Principles	61

63

Our Plan for Getting There

Pillars of Progress	64
2030 Goal	64
Strategies	65
Initiatives	71
Plan Overview	137

138

Appendices

Appendix A – Document List	139
Appendix B – List of NAICS Codes for Tourism Industries	142
Appendix C – Ecosystem Actors	144
Appendix D – Environics Personas for Collingwood	153

04

Acknowledgements



For more than 15,000 years, the First Nations walked upon, and cared for, the lands we now call home. Anishinaabek, Haudenosaunee, Ojibwe, and many others who were families, friends, and communities, the way we are today. The Town of Collingwood acknowledges the Lake Simcoe-Nottawasaga Treaty of 1818 and the relationship it establishes with the original inhabitants of Turtle Island. We acknowledge the reality of our shared history, and the current contributions of Indigenous people within our community. We seek to continue empowering expressions of pride amongst all of the diverse stakeholders in this area. We seek to do better, and to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.

In our Tourism Master Plan, we have identified guiding principles that are foundational to our work moving forward. These should be read into every aspect of the plan. Going forward, an important guiding principle is our commitment to work towards reconciliation by using tourism as a tool for truth-telling and reconciliation. This means that we will work towards meaningful engagement and strengthen our relationship with all Nations with a current or historic interest in our geography, including Saugeen Ojibway Nation, Chippewas of Saugeen First Nation and Chippewas of Nawash Unceded First Nation, as well

as with Indigenous-led organizations in Collingwood and beyond, such as the Georgian Bay Indigenous Circle, and Indigenous Tourism Ontario. We seek to do better, to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.

Collingwood's Tourism Master Plan is the result of an inclusive, stakeholder-driven, and community-based participatory research process that strived to engage a diversity of stakeholders in the community. We thank the residents, business owners and operators, organizational representatives, tourism partners, and the Mayor and Councillors, who participated in the survey, interviews, table talks, and community focus groups. This Tourism Master Plan would not have come together without your input and feedback.

We would also like to thank the internal project steering committee, including Summer Valentine, Director of Planning, Building & Economic Development; Karen Cubitt, Director of Parks, Recreation and Culture; Johanna Griggs, Manager of Economic Development; Karen Clegg, Economic Development Coordinator, and Bill Sullivan, Chief Executive Officer of Regional Tourism Organization 7: BruceGreySimcoe for providing important insights, perspectives, and direction on the Tourism Master Plan.

Finally, thanks are due to the Province of Ontario and Regional Tourism Organization 7: BruceGreySimcoe (RTO7) for their funding contributions to this project. The views included in this document do not necessarily reflect those of RTO7 or the Province.

The Town of Collingwood is proud to present the Town of Collingwood Tourism Master Plan that will guide municipal work in tourism management, development, and marketing over the next 3+ years. The journey to develop this plan began in February 2024 and involved the formation of an internal project steering committee as well as stakeholder-driven, and community-based participatory research.

The Town looks forward to taking a more active role in growing tourism for the benefit of the community!

Contact

For more information about the Town of Collingwood Tourism Master Plan, please contact:

Johanna Griggs

Manager, Economic Development
jgriggs@collingwood.ca
705-445-8441

The development of the Town of Collingwood Tourism Master Plan was facilitated by the team at Bannikin.



BEYOND TRAVEL & TOURISM

07

At a Glance



About the Plan

The Town of Collingwood Tourism Master Plan is the result of an inclusive, stakeholder-driven, and community-based participatory research process that engaged residents, business owners and operators, organizational representatives, tourism partners, and the Mayor and Councillors.

An internal project steering committee was established at the start of the project to inform and oversee the development of the Tourism Master Plan.

The goal of the plan development process was to produce an evidence based and actionable tourism master plan to guide the work of the Town of Collingwood over the next 3+ years.

Primary and secondary research methods were used to gather information, insight, and input, including:

- + Background document review
- + Global trends and good practice research
- + Market research
- + Jurisdictional scan
- + Industry and resident survey
- + Key informant interviews
- + Industry table talks and community focus groups
- + Community open house



What We Know

The visitor is “someone who takes an overnight out-of-town trip, or who takes an out-of-town same-day trip of 40 kilometres or more away from their home” (Ministry of Tourism, Culture and Gaming).

Sustainable tourism development is “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (United Nations World Tourism Organization).



Trends and Good Practices

- + Digital nomadism and home swapping
- + Shoulder season travel and cool-cationing
- + Skip-generational, multi-generational, and private group travel
- + Astrotourism, dark sky tourism, wellness, and silent travel

Important Perspectives and Good Practices

- + Prioritizing diversity, equity, and inclusion
- + Working through a living systems lens
- + Being realistic about regeneration
- + Committing to destination stewardship
- + Designing for the future

Factors Affecting Tourism

Politically: the role of organizations working in the tourism sector, including municipalities, is shifting.

Economically: the bulk of travel spending is done close to home.

Socially: although most Canadians plan to take their “big trip” in July, August, and May/June, Canadians aged 60 and up are likely to plan their trip for September.

Technologically: data analytics is becoming increasingly important for organizations working in the tourism sector.

Legally: the federal government has imposed a 2-year cap on international student permit applications.

Environmentally: climate change will continue to fuel uncertainty as its impacts intensify and become more pronounced in the coming years.

Ecosystem Actors

The local, regional, provincial, national, and international tourism landscapes are made up of diverse ecosystem actors that collectively support different aspects of the tourism sector, together forming a governing structure for tourism in their respective destinations. Roles for these different actors include marketing and promotion; destination management; education, capacity-building; development; and advocacy.

Municipal Accommodation Tax

MAT consultations have taken place and the proposed framework outlined by the Town provides a solid foundation from which to generate sustainable revenue for the implementation of this Tourism Master Plan.



What We Heard

Environment and Climate Change: the Town must be proactive in its response to the impacts of climate change in the destination.

Sustainable Development of Tourism: a sustainable tourism development approach is needed. One that recognizes and addresses the impacts of tourism on our environment, society, and economy.

The State of the Tourism Industry: the tourism industry is important and valued but also facing many challenges, including those linked to the region, like transportation, housing, workforce, and climate change.

Partnerships and Collaboration: the sustainable development of tourism requires partnership and collaboration to minimize costs and maximize outcomes.

Tourism Assets, Activations, and Experience Development: Collingwood is home to unique tourism assets that can be better leveraged in the development of experiences and activations that span across the year.

Marketing and Communications: Collingwood has the opportunity to establish a clear tourism identity and strengthen its destination communications.

Tourism Resources and Infrastructure: the resources and infrastructure required for Collingwood to grow and thrive as a sustainable destination must recognize that tourism is cross-sectoral.



Where We Are Heading and Our Plan for Getting There

Vision	Collingwood is a socially, economically, and environmentally vibrant destination that consistently applies a sustainability lens to growth and development. It is known as a place for art, culture, food & drink, and as a regional hub for outdoor activities. Collingwood is a welcoming four-season destination that appeals to people of all ages and abilities.		
2030 Goal	By 2030, tourism in Collingwood will be effectively managed, sustainably developed, and responsibly marketed.		
Pillars of Progress and Strategies	<p><u>Management</u></p> <ul style="list-style-type: none"> + Establish a governance structure and set the operational foundation for tourism. + Develop a system for monitoring and evaluating the impact of tourism in Collingwood. + Communicate to stakeholders on a regular and ongoing basis. 	<p><u>Development</u></p> <ul style="list-style-type: none"> + Gather the information needed to make informed decisions about tourism development. + Co-develop and enhance tourism product. + Increase access to and enjoyment of tourism experiences. 	<p><u>Marketing</u></p> <ul style="list-style-type: none"> + Establish a clear tourism brand identity and destination position for Collingwood. + Ensure that visitors have the information needed to make decisions across their journey. + Ensure that visitor expectations are being set, met, and exceeded.
Initiatives	<u>A1.1 – A3.2</u>	<u>B1.1 – B3.5</u>	<u>C1.1 – C3.2</u>
Guiding Principles	<ul style="list-style-type: none"> + Be true to Collingwood. + Nurture partnership. 	<ul style="list-style-type: none"> + Prioritize diversity, equity, inclusion, and reconciliation. + Make decisions backed by data. 	<ul style="list-style-type: none"> + Drive sustainable development. + Stay agile.
Foundation	Town of Collingwood Official Plan (December 2023)		Town of Collingwood Community Based Strategic Plan 2024-2028

13

About This Plan



Background

An internal project steering committee was established at the start of the project to inform and oversee the development of the Tourism Master Plan. This committee was made up of Town staff and an external tourism leader from one of the funding organizations:

- + Summer Valentine (Director, Planning, Building, & Economic Development at Town of Collingwood)
- + Karen Cubitt (Director of Parks, Recreation and Culture at Town of Collingwood)
- + Johanna Griggs (Manager of Economic Development, Town of Collingwood)
- + Karen Clegg (Economic Development Coordinator, Town of Collingwood)
- + Bill Sullivan (CEO, Regional Tourism Organization 7: BruceGreySimcoe)

At the onset of the project a goal was set that by September 2024, the Town of Collingwood would have an evidence-based and actionable tourism master plan to guide its work over the next 3+ years. To achieve this goal, five (5) objectives were identified, which included:

1. To gather insights, input, and feedback from stakeholders in the destination,
2. To co-create a vision for tourism in the Town of Collingwood that resonates with its stakeholders,
3. To clarify and confirm the Town of Collingwood's destination management role and responsibilities,
4. To develop strategies and related actions that are achievable by the Town of Collingwood within a 3+ year timeframe, pending appropriate resourcing, and
5. To consider alignments between the Tourism Master Plan and other relevant work, including the potential implementation of a Municipal Accommodation Tax.

To develop the Tourism Master Plan, a research and consultation plan was created with inputs from the project team and Steering Committee, resulting in 15 main questions and 30 supplementary questions to guide the research.

The research methods included conducting four types of secondary research and five types of stakeholder and community consultation.

Secondary research included:

- + a background document review,
- + global trends and good practice research,
- + market research, and a jurisdictional scan.

Stakeholder and community consultation included:

- + an industry and resident survey,
- + key informant interviews,
- + industry table talks, and four community focus groups, and
- + a community open house.

Additional details about each research and consultation method used for this project are outlined below.

Secondary Research

Background document review: over 20 internal and external documents were reviewed, including plans and policies, related to a wide range of topics like arts, community planning, economic development, recreation, tourism, among others at the local and regional levels (see Appendix A). This review was used to gather key insights, information, and considerations, including alignments to provide important context, and inform research and engagement approaches.

Global trends and good practice

research: 18 documents related to destination stewardship, systems thinking and regeneration, travel trends, and monitoring and evaluation were reviewed. This research was used to understand the context around tourism in Collingwood and to review good practices in other destinations to inform a strong foundation for sustainable tourism development.

Market research: relevant datasets were reviewed and analyzed, such as Environics Data from Tourism Simcoe County and Grey County, visitation data for Regional Tourism Organization 7 from the former Ontario Ministry of Tourism, Culture and Sport, and third-party traveller insights data. The research gathered visitation insights for Collingwood and neighbouring destinations, including data on source markets, and market segments. These neighbouring municipalities included in the research were the Town of the Blue Mountains, the Town of Wasaga Beach, and Clearview Township.

Jurisdictional scan: a review was undertaken of one competitor (Niagara-on-the-Lake) and two comparator destinations (Canmore, Alberta and Stowe, Vermont) to gather insight on the composition of each destination, their tourism products and target markets, and explored sustainable destination development and management in the context of each municipal jurisdiction.

Stakeholder and Community Engagement

Industry and resident survey: a survey was distributed to industry members and residents across May 2024 to gather insights into perceptions of, and feedback on the current state and future of tourism in Collingwood. Overall, 743 responses were received from 457 residents, 79 industry members, and 137 others.

Key informant interviews: interviews were conducted across May 2024 with key informants identified by the internal project steering committee. This process gave an opportunity to the Mayor and all Councillors, as well as subject matter experts with a deep understanding of tourism in Collingwood, to participate. Overall, 16 interviews were conducted with 19 participants (2 interviews saw more than one individual participating).

Industry table talks: two industry table talks were facilitated in May 2024 with tourism business owners and operators who expressed an interest via the Industry and Resident Survey, as well as some direct invitations. The goal was to have participants from across the tourism sector, including accommodations, beverage producers, retailers, events, and tour operators. Overall, 15 industry members participated in the table talks.

Community focus groups: two community focus groups were facilitated in May 2024 with residents who expressed their interest via the Industry and Resident Survey. A qualifying question was used to select participants and ensure a breadth and diversity of demographics and perspectives, including both long-term residents who have lived in Collingwood for 12+ years, and new residents who have lived in Collingwood for 7 years or less. Overall, 10 residents participated in the community focus groups.

Open house: An open house was hosted in September 2024 to report back to the community on progress made in developing the Tourism Master Plan. Feedback was collected around the plan's draft tourism vision, guiding principles, strategies, and initiatives. In total, 62 people signed-in to the open house. Of these, 20 people self-identified as being part of the tourism industry, 42 as residents, and 4 as neither. Open house attendees were provided the choice to share their feedback via online survey, paper survey, or in-person conversation.

Context and Connections

The Town of Collingwood has worked directly on tourism in different capacities for many years. This includes conducting direct marketing as well as contributing financially yearly to South Georgian Bay Tourism, whose mission is to encourage in-destination marketing and tourism development. Over time, the Town’s approach shifted and involvement in tourism became more indirect, focusing on the annual financial contribution to South Georgian Bay Tourism.

Note, in a news release issued on October 23, 2024, South Georgian Bay Tourism Association announced that it was ceasing operations.

However, in 2019, the Town of Collingwood along with the Downtown Collingwood BIA, engaged FJ Galloway & Associates to develop the first Tourism Strategy and Action Plan, with financial support from Regional Tourism Organization 7, and Tourism Simcoe County. Unfortunately, the project was put on hold due to the COVID-19 pandemic, and eventually the strategy and action plan were integrated into the broader Town of Collingwood Economic Development Action Plan 2020-2025. As a result, this current project is the Town’s

first dedicated tourism master plan to guide the municipality’s direct work and supporting role in tourism.

At the same time, many other Town strategies, plans, reports, assessments, frameworks, and studies exist that intersect with tourism, all of which were taken into consideration in developing this tourism master plan. These include work in economic development; transportation; climate change; parks, recreation, and culture; and planning and development. Below are some of the document types reviewed through the background research for this project.

Overall directional plans: Tourism cannot exist without the foundational components and direction of a community, including its perspectives on sustainability, quality of life, community values, goals, priorities and overall direction around factors that impact tourism such as economic development; climate change; parks, recreation, and culture; transportation; infrastructure; diversity, equity, and inclusion; and truth and reconciliation. For this reason, alignments were reviewed and sought with documents such as the Town’s Official Plan (2023), its Corporate Climate Change Action Plan (2023), and its Community-Based Strategic Plan 2020-2023 (2020). Additionally, documents

such as Regional Tourism Organization 7's Evolution – A Balanced Approach to Tourism Destination Development with Supporting Action Plan, Sustainable Tourism 2024-2029 (2024) and Tourism Simcoe County's Destination Stewardship Plan 2023-2026 (2023) were reviewed to identify the goals, priorities, and overall direction of tourism development in the wider region.

Economic development: Tourism is a major economic driver in many communities including the Town of Collingwood because of the direct and indirect revenues it generates, the jobs it creates, and the services and amenities it provides for the community. The Economic Development Action Plan 2020-2025 (2020) was reviewed to identify any relevant information gathered around tourism and any actions that align with tourism development. The South Georgian Bay Media Association's Attracting Film Production to Small Town Ontario (2024) was reviewed to spot linkages between tourism and growing the film industry in the region.

Accommodations: Having places for visitors to stay is essential to tourism. At the same time, challenges can arise from prioritizing visitor accommodations over housing for residents. Therefore, documentation around the development of the Short-Term Accommodation Licensing

Program and around the potential for implementing a Municipal Accommodation Tax was reviewed, including the Staff Report P2023-08, Consideration of a Municipal Accommodation Tax (2023), Presentation of the Municipal Accommodation Tax Draft Framework (2024), and the Staff Report #C2023-24, Licensing Short-term Accommodations (2023).

Transportation and signage: Getting to and around a destination is important for the development of tourism whether this is walking, hiking, cycling, taking public transit, or driving. For this reason, documents outlining how people will move around Collingwood as well as the actions needed to improve the experience were reviewed. These included the Town's Active Transportation Framework (2017), it's Cycling Plan (2019), as well as Collingwood Downtown Wayfinding Signage Report (2017), and Downtown Modernization 2020: Wayfinding Signage – Phase II Main Street Revitalization (2020). Additionally, the Town is currently developing a Master Mobility and Transportation Plan set to be completed in early 2025. Given that the Tourism Master Plan will be finalized before the Master Mobility and Transportation Plan, it will be key to ensure that the Tourism Master Plan informs the recommendations in the Master Mobility and Transportation Plan.

Parks, recreation, and culture: To have a viable tourism sector, tourism assets that appeal to visitors are needed. In many cases, tourism assets are also the community assets regularly used and valued by residents. These include museums and art galleries, public parks, beaches, community spaces, trails and walkways, sports and recreational facilities, among others. For this reason, documents that discussed parks, recreation, and culture were reviewed. These included the Town's Parks, Recreation & Culture Master Plan (2019), and the Arts Centre Feasibility Study (2021 and 2023). Simcoe County's A Natural Playground for Music: A Three-Year Regional Music Strategy for Barrie and Simcoe County (2018) was reviewed. The Town is currently completing a

Joint Multi-use Recreation Feasibility Assessment with the Town of The Blue Mountains. Although this feasibility assessment is not fully accounted for in the Tourism Master Plan, the importance of considering related tourism opportunities, like sports tourism growth, is understood.

Waterfront projects: Evident from the start, one of Collingwood's most important assets is its waterfront. There is much opportunity for the waterfront to be leveraged in tourism development initiatives. For this reason, existing projects, and plans involving the waterfront were reviewed, including the Town's Waterfront Masterplan (2016), the Terminal Point Project (2023), and the Shipyards Public Realm Plan (2024).

20

What We Know



The tourism landscape is made up of diverse sectors and actors. It can be challenging (and exciting), to define tourism, who is involved, and how is it managed. To make sure everyone reads the Tourism Master Plan from a shared foundation, below are the key components of the tourism landscape in Collingwood, while keeping in mind regional connections to other destinations like the Town of the Blue Mountains, the Town of Wasaga Beach, Clearview Township, and Simcoe County.

Tourism and Sustainability

Tourism in Ontario

There are many ways to understand, define, and measure the impacts of tourism. For this reason, it is important to know how tourism is understood in Ontario, including who is counted as a visitor and what types of businesses make up the tourism industry.

In Ontario, the Ministry of Tourism, Culture and Gaming (MTCG) uses the definition adopted by the United Nations World Tourism Organization (UNWTO) and the United Nations Statistical Commission, defining tourism as, “the activities of persons travelling to and staying in places outside their usual environment for no more than one consecutive year for leisure, business and other purposes.”

A visitor is defined by MTCG as, “someone who takes an overnight out-of-town trip, or who takes an out-of-town same-day trip of 40 kilometres or more away from their home.” This definition excludes those commuting to work or school, on a diplomatic mission, shopping as part of a regular activity, or going to regular appointments for doctors or religious ceremonies. It also excludes, international students who stay in Canada for 75 or more nights. Technically, it excludes permanent and seasonal residents, including weekend residents.

When it comes to the tourism industry, MTCG refers to tourism businesses, tourism front-line businesses, or tourism-related industries as, “businesses or industries that sell products and services directly to visitors.” These can include but are not limited to accommodations, food and beverage establishments; arts, entertainment and recreation-based establishments; travel services, and transportation enterprises”. It is important to recognize that many tourism businesses supply their goods and services to both visitors and non-visitors, including both permanent and seasonal residents. Therefore, related jobs and revenues cannot be exclusively linked to tourism. Additionally, each destination has a unique context that may include unconventional industries or businesses as part of tourism. For example, retail stores, grocery stores, gas stations, etc.

NOTE: The Government of Canada has identified specific types of businesses that make up the tourism industry. Specifically, Innovation, Science and Economic Development Canada published a SME Profile 2020: Tourism Industries in Canada (2022) that identifies specific types of businesses using the North American Industry Classification Codes (NAICS) while also applying guidance from Statistics Canada's Canadian Tourism Satellite Account Handbook (2007). The handbook provides a definition of the tourism industry as, "[a business] that would cease or continue to exist only at a significantly reduced level of activity as a direct result of an absence of tourism." This is important to note, when looking for statistical data on the tourism industry at the national level. However, as mentioned before, not all industries or businesses that form part of tourism in a destination will fit within this definition. (See Appendix B for a list of the North American Industry Classification Codes [NAICS] for Tourism Industries)

Sustainable Tourism Development in the Region

Importantly, understandings of tourism are shifting as new challenges and perspectives emerge. One important shift noted over recent years is a focus on sustainable tourism development, which according to the UNWTO is, "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". Different approaches and language can be used in relation to sustainable tourism development. In the region around Collingwood, for example, sustainability is a main theme of RTO7's destination development strategy, Evolution – A Balanced Approach to Tourism, Destination Development (2023) and Clearview Township's Strategic & Sustainable Tourism Plan (2022).

A destination stewardship approach is used by the Town of The Blue Mountains, the Municipality of Grey Highlands, Grey County, and Regional Tourism Organization 7 (i.e., The Beaver Valley project team), to develop the Beaver Valley Sustainable Tourism Strategy (2023). This strategy used the Beaver Valley project team's understanding of destination stewardship to guide their approach to sustainable tourism development. Similarly, Tourism Simcoe County also used destination

stewardship to position its tourism role and responsibilities in One Together: Tourism Simcoe County's 2023-2026 Destination Stewardship Plan (2023). The World Travel and Tourism Council (WTTC) defines stewardship as, "an approach to destination governance that seeks to balance and meet the economic, environmental, and social/cultural needs of a destination; whilst operating within a legitimate governance model with active participation from the public and private sectors, as well as the local community."

Similarly, a regenerative approach was proposed by the Town of Wasaga Beach in its 2024-2027 Tourism Destination Management Plan Refresh (2024). In its report A Regenerative Approach to Tourism in Canada (2023), Destination Canada defines regenerative as, "[regenerating] the vitality of our places: of local people, businesses, community, and the complex ecologies that sustain them all...[regenerating] life's ability to thrive within those contexts. Just as in soil, the potential for vitality exists in any community and in any place... [regenerating] is to come together to discover and cultivate that potential through mutual care for people and place. The ongoing practice of regeneration is to tend the "soil" of the human and more-than human community together so that new levels of health and new possibilities continually arise."

Whether or not the language of destination stewardship or regeneration is used, it is vital that any efforts made towards growing tourism in the destination are sustainable; that is, they account for impacts upon the environment, society, and economy, and they work to balance the needs of locals, visitors, industry, and the environment.

Measuring Sustainable Tourism

To understand the outcomes associated with sustainable tourism initiatives, mechanisms must be developed to monitor and evaluate the combined impact sustainable tourism initiatives have on a destination, socially, environmentally, and economically. Various frameworks and sets of indicators have been created by organizations around the world to assist destination stakeholders and tourism proponents, like the Town of Collingwood, with measuring success. In developing the Tourism Master Plan, two of these, were investigated; namely, the Statistical Framework for Measuring the Sustainability of Tourism and the Global Sustainable Tourism Council (GSTC) Destination Criteria, Version 2.0. In the strategies and initiatives identified in this plan, specifically Strategy A2, Initiative A2.1, the Town of Collingwood is committed to creating a system for monitoring and evaluating the impact of tourism in Collingwood, beginning with

the development of a monitoring and evaluation framework that has as its foundation the Global Sustainable Tourism Council's Destination Criteria (GSTC) Version 2.0.

Statistical Framework for Measuring the Sustainability of Tourism

At the 55th session of the United Nations in early 2024, the United Nations World Tourism Organization presented a Statistical Framework for Measuring the Sustainability of Tourism (SF-MST), which was adopted by all 193 United Nations member states. The SF-MST is a multi-purpose conceptual framework designed to guide the measurement and presentation of data about the sustainability of tourism in relation to the environment (e.g., water resources, energy use, GHG emissions), society (e.g., visitor satisfaction, host community perceptions, decent work), and economy (e.g., visitor flows, economic distribution, investment).

The framework was developed to acknowledge the range of direct and indirect effects tourism has on a diverse spectrum of stakeholders with distinct and sometimes competing needs. Because of this complexity, there is a need to standardize and integrate approaches to tourism development, management, and measurement so that sustainability outcomes can be monitored

in consistently. This framework was designed with enough flexibility to account for the differences of scale in tourism (e.g., local, regional, national), while promoting a comparable understanding of tourism's impacts. To this end, the methods for collection and data sources can be customized to meet the needs of the organization measuring the impact of tourism. Currently, there is no accreditation scheme associated with this framework.

Global Sustainable Tourism Council Destination Criteria, Version 2.0

The Global Sustainable Tourism Council (GSTC) is a membership-based not-for-profit organization developing destination related criteria to provide a common understanding of sustainable tourism which certifying bodies use to evaluate and accredit places as sustainable tourism destinations. The GSTC Destination criteria are linked to the UN's 17 Sustainable Development Goals and represent the minimum that any tourism destination should aspire to reach to be considered sustainable. The criteria are organized around four main sections, which are then broken down into sub-sections, each with its own set of indicators.

The four main sections are:

- + sustainable management,
- + socio-economic sustainability,
- + cultural sustainability, and
- + environmental sustainability.

The GSTC destination criteria are important because they are widely used to measure and certify sustainable tourism destinations. Due to the existence of many accreditation schemes associated with GSTC criteria, it may be advantageous for the Town of Collingwood to apply the framework to inform a measurement and monitoring program in the destination. Certification could also be an eventual goal but should not be the primary motivator. At the same time, conducting meaningful community engagement will be essential to developing any sustainable tourism monitoring framework in Collingwood. Note, the SF-MST is more current (2024) than the GSTC criteria which were last updated in December 2019, so it also provides an important reference point.

Trends and Good Practices

International Travel Trends

Trends are worth considering when deciding who to attract to a destination.

Although one cannot solely rely on trending travel patterns in marketing and product development, it is nonetheless important to explore these as potential drivers for visitation. Below are four travel trends identified for 2024 that the Town of Collingwood should keep in mind as it works to expand its visitor base; however, additional research is needed to confirm a positive return on investing into these. Note, past trends, such as cycle tourism, 2SLGBTQI+ tourism, and food tourism, including agritourism and beverage tourism, which have developed into niche parts of the tourism sector, should still be seriously considered as drivers of visitation by the Town of Collingwood moving forward.

Digital nomadism and home swapping:

As return-to-the-office conversations increase, especially in Ontario, combining vacation days with work-remote privileges has become an attractive, and sometimes cost-effective, way to remain “plugged in” while exploring a new place and culture. With the increasingly high costs of travel, and accommodation making up a significant portion of travel budgets, home swapping—and home-swapping platforms, like Kindred, are helping to make digital nomadism a reality.

Shoulder season travel and cool-cationing:

With 2023 being Earth’s warmest year in recorded history, the idea of travelling to a crowded destination

at the height of summer is losing its appeal. Knowing that destinations are working to, and successfully extending into their shoulder seasons, many people are choosing to visit when temperatures are more bearable, while others are actively choosing to visit more temperate destinations.

Skip-generational, multi-generational, and private group travel: The global ratio of living grandparents to grandchildren has reached a high point, owing to an increase in life expectancies and the fact that people are having fewer children. Since the pandemic, visitors have been looking to cultivate meaningful connections with loved ones through travel. Older, retired generations are creating memories with their grandchildren while providing their own children with the gift of childcare and allowing parents to take a break. At the same time, multi-generational and group travel is on the rise, with families and friends seeking to share unique experiences, such as renting an entire home instead of staying in separate rooms. Interestingly, the Family Travel Association's 2023 US Family Travel Survey (2023) noted that 81% of parents said they are likely to travel with their children in the next year with a planned increase in travel spending. Additionally, over 50% of parents said they were planning to travel with grandparents and children, and 20% of grandparents

mentioned they planned to take a skip-generation trip in the next 3 years.

Astrotourism, dark sky tourism, wellness, and silent travel: The desire for connection away from the internet is rising. More specifically, connecting with the great beyond and related phenomena, like the total solar eclipse of April 8, 2024, is pulling people away from cities to landscapes offering peace, quiet, and perspective. With the sun expected to reach its solar maximum in 2024, the aurora borealis will be on full display and available to those seeking indelible awe. Additionally, there is an interest by visitors to engage with places during the night with special night-time activities. These include moon-bathing, nocturnal creature guided tours, night-time storytelling, and night-time artistic events. Also, wellness travel is expanding to include silent experiences, ranging from quiet travel and silent retreats, walks, tours, and spaces free of noise pollution.

Important Perspectives and Good Practices

It is important that good practices be considered in tourism management, particularly around approaches to increasing sustainability, equity, and wellbeing in the community for visitors and residents alike. Below are five good practices in tourism development to be kept in mind moving forward.

Prioritizing diversity, equity, and inclusion:

A collective interest in moving towards the realization of diversity, equity, and inclusion (DEI) in tourism is informing the work of industry associations, organizations, and businesses in Ontario and beyond. Efforts are being taken by tourism stakeholders to build inclusive practices into their operations and develop their anti-racist and anti-oppressive capacity to collectively challenge systemic discrimination and inequities and implement needed and lasting change. Examples include the Tourism Industry Association of Ontario's "Building Inclusive Tourism" monthly webinar series, and the "Rainbow Registered Accreditation Program for 2SLGBTQI+ Friendly Spaces", managed by the Canadian Gay & Lesbian Chamber of Commerce.

Working through a living systems

lens: Living systems theories seek to make sense of the world by explaining how living things interact with their environments and each other. Within tourism, a living systems lens encourages a paradigm shift away from thinking about destinations as machines and towards thinking of destinations as manifestations of ecosystems that are part of a larger living system: the world. This shift in perspective should be accompanied by an acknowledgement that the pursuit of sustainability in tourism will not remedy

the negative impacts of tourism from the past or in the present. This demands a systems change and the application of more integrated approaches to destination development and management towards sustainable tourism development.

Being realistic about regeneration:

While there is no universally accepted definition of regeneration as it relates to tourism, regenerative approaches to tourism development are sparking important conversations around the future of tourism and encouraging efforts to activate regenerative thinking and inform how destinations are developed and managed. In 2023, Destination Canada produced a Regenerative Approach to Tourism in Canada and hosted the first International Symposium on Destination Stewardship, which served as a platform for sharing perspectives on and learning about regeneration while calling on all tourism proponents to accept their role and responsibilities as destination stewards.

Committing to destination

stewardship: According to the Global Sustainable Tourism Council, Destination stewardship is: "a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town. In other words, to ensure

that the destination retains and enhances the distinctive attributes that appeal to both residents and tourists.” Importantly, destination stewardship has the potential to support sustainable tourism development while producing outcomes associated with regeneration. However, it does not have an end point. Instead, it is a cross-sectoral and collaborative pursuit requiring a breadth and diversity of stakeholders to come together. This makes monitoring and evaluating destination stewardship activities, and progress towards sustainability and regeneration, a challenging but important exercise in building understanding and awareness around where a destination is at in comparison to where it aspires to be.

Designing for the future: With a growing recognition and acceptance in the tourism industry that “business as usual” does not align with the long-term needs of destination stakeholders, new opportunities are presenting themselves to challenge how the business of tourism is designed. The Flourishing Business Canvas is a business modelling and storytelling tool that can empower tourism businesses and organizations. Through 17 necessary and sufficient questions, the design tool invites users to consider their organization in the contexts of the environment, society, and economy, through the perspectives of people, value, outcomes, and process. Using such tools in the tourism industry, means

that destination stakeholders can design business models that consider more risks and more opportunities, while embracing their role as stewards and contributing to the sustainability, regeneration, and ultimate flourishing of their destination.

Factors Affecting Tourism

Because of the tourism industry’s diverse, intersectional nature, destinations around the world are rethinking how tourism can benefit their communities while simultaneously responding to shifts in visitor demands and major forces of change, from population growth and urbanization to ecosystem decline and water scarcity. As such, to flourish as a tourism destination, mindfulness of macro factors that will directly affect sustainability is required. Below are some political, economic, social, technological, legal, and environmental (PESTLE) factors affecting tourism, and the organizations working in tourism, like municipalities, in Ontario and Canada more broadly to be kept in mind when planning for tourism in Collingwood. The following secondary sources were used to identify these macro factors.

- + World Economic Forum Travel & Tourism Development Index (2024)
- + State of Destination Marketing Report (2024)
- + 2024 Summer Travel Outlook

Canadian destination in the spotlight (2024)

- + Blue Cross Travel Study (2024)
- + Ontario Cycle Tourism & Cycling Activity Report (2024)
- + Destination Canada, Fall 2023 Industry Outlook
- + Ontario Tourism Industry Health Check (2024)
- + Skift Advisory, Analysis of the Latest Economic Market Data (2024)
- + The Business Guide to Advancing Climate Justice (2024)
- + SKIFT Global Forum Key Takeaways (2023)
- + The Newcomer Perspective (2024)
- + Immigration, Refugees and Citizenship Canada report on Canadian citizenship (n.d).
- + Cycling, Energized! A Report on the State of E-Bikes in Canada (2024)
- + TIAO “Articles” (2024)
- + TIAC press releases (2024)
- + McKinsey & Company, “The state of tourism and hospitality 2024” (2024)

Politically, the role of organizations working in the tourism sector, including municipalities, is shifting. There is a growing need for in-house teams that

are equipped, knowledgeable, strategic, and creative with the capacity to make decisions and the skills to execute these. Recently, organizations working in the tourism sector, are increasingly offering a suite of services for visitors to plan and book their trips rather than focusing only on awareness-building activities. Connected to this shift, many organizations in the tourism sector are now collecting a municipal accommodation tax (MAT) in their destinations. In many cases, this has brought a more sustainable revenue stream to execute tourism-related initiatives beyond marketing and promotion, such as product development, industry capacity development, and tourism infrastructure development. MATs can also be used to offset negative externalities associated with tourism.

Across much of the world, there are growing calls from the public for accountability from the private sector to pursue climate justice, a concept that seeks to address the disproportionate impacts of climate change on underserved communities, including low-income groups, People of Colour, Black and Indigenous Peoples, and those with fewer resources to prepare for and recover from climate disasters. There is also a large need (globally) for comprehensive management, promotion, and protection strategies for environmental and cultural

resources in travel and tourism, alongside investment in robust infrastructure and readiness to effectively harness these resources (i.e., environmental remediation projects, monitoring ecological health, supporting the conservation and adaptation of historic places, infrastructure for accessible use of historic places, etc.)

Economically, the bulk of travel spending is done close to home, providing Collingwood with the opportunity to further capitalize on the potential of domestic travel. Meanwhile inter-regional trips are also on the rise across the United States and Canada and present an avenue for destinations to target international travellers. For Collingwood, this could mean travellers exploring the Great Lakes area. Despite tourism businesses slowly recovering from the pandemic, other factors in the economy have continued to challenge full recovery, such as inflation, which contributes to increased costs and smaller profit margins. Some of the larger challenges for tourism in Canada are capacity restraints, limiting growth and the ability to host visitors, including limited accommodations (anticipated shortage of 20,000 hotel rooms by 2030 due to projected demand outpacing supply in peak seasons despite new hotel builds), labour shortage (anticipated labour shortage of 12% by 2030) and air access (anticipated 30% increase in demand for seats to and within Canada from 2023-

2030). In addition to capacity restraints, increased costs have contributed to the underperformance of key sectors within the tourism industry, including hotel rentals.

Relatedly, 94% of Canadians feel that travel costs are rising, with 58% of these feeling that travel has become significantly more expensive. However, despite inflation and increased costs, Canadians are still eager to travel, though this sometimes means they need to be creative to find cost-efficient travel solutions or travel less than before. At the same time, organizations working in the tourism sector are increasingly interested in co-op marketing campaigns with other tourism partners to maximize limited marketing resources and reach a wider audience. Interestingly, “shop small, local, and independent” is an enduring trend in Canada and foundational to the tourism experiences sought by Canadian travellers.

Socially, although most Canadians plan to take their “big trip” in July (37%), August (27%), and May/June (22%), Canadians aged 60 and up are likely to plan their trip for September (44%). Additionally, 44% of Canadians said they planned to spend their “big trip with one other adult, and this increased to 52% for those making above \$150,000, and 58% for Boomers. About 32% of Canadians said they would travel with family, and this

percentage increased for Gen Z (45%), and Millennials (47%). Finally, about 23% of Canadians with an income under \$50,000 said they would be travelling solo, and this percentage increased for those aged 60 and up (41%).

Growing demand for experiential and luxury travel, combined with decreased consumer contentment with one-size-fits all experiences are changing the tourism landscape and pushing businesses and organizations to segment and better understand their audiences to develop products and experiences for specific markets and sub-segments. Although, US entries to Canada are recovering year over year, these are not yet at 2019 levels. Canadians travelling to the US have rebounded faster. More Ontarians continue to travel to the US than Americans travelling to Ontario.

Ontarians travelling within Ontario are the biggest group of visitors by market segment, both by numbers and spend, making up about 88% of Ontario's visitors and 65.9% of total visitor spending. In contrast, economic pressures are leading to an increase in budget-conscious travel, with these travellers likely to plan more intently to maximize their vacations and avoid higher costs. Interestingly, Canadian travellers find that Canadian destinations lack fitness/sports options, all-inclusive packages, nightlife options, beach/pool access, and personalized

customer service. It is also expected that Indigenous tourism will continue to drive interest and participation among domestic and international travellers. The majority of Canadians (58%), and especially Gen Z (68%), are aware of Indigenous tourism experiences and more than half of Canadians (57%) –especially Gen Z (75%), and Millennials (68%), and Gen X (55%)– are likely to take part in an Indigenous tourism experience. Interestingly, one third of international travellers (31%) are also interested in Indigenous tourism experiences.

Technologically, data analytics is becoming increasingly important for organizations working in the tourism sector that need this information to better understand their visitors and increase the efficacy of marketing activities and campaigns. To execute a successful marketing initiative, it is important to know the audience being targeted, as well as the marketing goal (e.g., audience being aware of the product/brand, audience booking and/or purchasing the product, etc.). However, there are challenges in realizing the potential of data including the high cost of acquiring data, lack of current data integration, and limited access to quality data. With the increase in digital marketing, new data sources are becoming available, such as numbers of views and clicks. The marketing mix of organizations working in the tourism

sector is increasingly and mostly digital via social media, content management, and e-mail marketing. More than 70% of organizations working in the tourism sector consider their marketing to be mostly digital.

Legally, the federal government has imposed a 2-year cap on international student permit applications, with province and territory caps weighted by population. This will result in significant decreases for Ontario, where a larger share of international students had been accepted in the past. However, the Ministry of Colleges and Universities announced that hospitality will be one of the priority program areas (or sector with high employment demand) that will be prioritized for the province's allocation of international study permit applications. The Immigration, Refugees and Citizenship Canada (IRCC) also announced in January 2024 that international post-secondary students will be able to work a maximum of 24 hours per week, instead of the permitted 40 hours during the pandemic, during term time, starting in September 2024. Additionally, asylum seekers with valid work permits in Canada have now been added to the list of designated, under-represented groups to be targeted by employers in their recruitment efforts, before applying for a Labour Market Impact Assessment (LMIA) to hire

temporary foreign workers for low-wage positions. The 2-year cap on international student permit applications is connected to the current shortage of housing throughout the country, therefore, this cap may be extended beyond the 2-years if a shortage of housing continues.

Environmentally, climate change will continue to fuel uncertainty as its impacts intensify and become more pronounced in the coming years. Associated with the increasing impacts of climate change, is a growing need for adaptation and resiliency efforts and attention to climate justice necessitating a shift from short-term to long-term thinking. Also, amidst calls for tourism's sustainability, organizations working in the tourism sector are increasingly being asked to drive sustainability, potentially shifting their focus from short-term gain to the long-term viability of tourism from an environmental, social, and economic perspective.

In parallel, Canadians are interested in ecotourism with 82% saying they are interested in this kind of travel and 26% saying that they have taken or plan to take an "ecotourism trip". Gen Z and Millennials are most interested in this type of travel and were most likely to have participated in ecotourism in the past 12 months. Also, there is growing value placed by Canadian travellers, particularly young Canadians, on travel destinations

and experiences that show environmental sustainability (e.g., low carbon footprint, renewable energy sources, EV charging stations, etc.). However, persuading travellers to pay for sustainable travel experiences is still challenging and there is increased scrutiny of environmental claims where misleading information is suspected.

Ecosystem Actors

The local, regional, provincial, national, and international tourism landscapes are made up of diverse ecosystem actors that collectively support different aspects of the tourism sector, together forming a governing structure for tourism in their respective destinations. Roles for these different actors include marketing and promotion; destination management; education, capacity-building; development; and advocacy. To grow as a destination, familiarity with these different actors is an asset, and working to identify the best ways to work together as stewards of destination(s) as well as across jurisdictions and to reduce duplication is the preferred path forward.

Collingwood

There are many ecosystem actors in the local tourism landscape, and the importance of finding opportunities to work together on sustainable tourism development will be key. By bringing

together the collective knowledge, skillsets, expertise, and networks the collective actors can achieve greater outcomes for tourism in the community than any individual organization working alone. Additionally, as a destination in proximity to other major Ontario destinations, the importance of working with neighbouring destination partners will be paramount for success, especially the Town of The Blue Mountains, Clearview Township, and Wasaga Beach, to collectively elevate the tourism offering in the region, and maximize the benefits realized from tourism.

For Collingwood, there are over 30 ecosystem actors directly working within tourism at the regional, provincial, national, and international levels. Through the Tourism Master Plan, there is a commitment to finding ways to collaborate with these partners to drive sustainable tourism development. (To learn more about these ecosystem actors, including their mandates, roles and responsibilities, see Appendix C). In addition to the entities, it is also important to explore collaborations with entities not directly involved in tourism, but whose work or missions align with efforts towards sustainable tourism development. For example, entities working in economic development, environmental protection, transportation, cultural heritage conservation, education, and recreation.

Regional Actors

**Regional Tourism Organization 7:
BruceGreySimcoe**

Tourism Simcoe County

Georgian College

Saugeen Ojibway Nation

Town of Collingwood

**The Blue Mountains Village
Association**

Town of The Blue Mountains

Clearview Township

Town of Wasaga Beach

**Collingwood Downtown
Business Improvement Area**

**South Georgian Bay Small
Business Development Centre**

**Community Futures South
Georgian Bay**

Simcoe Muskoka Skillforce

Provincial Actors

Destination Ontario

**Tourism Industry Association
of Ontario**

Indigenous Tourism Ontario

Festivals and Events Ontario

Attractions Ontario

Ontario By Bike

**Ontario Tourism Education
Corporation**

**Ontario Restaurant Hotel &
Motel Association**

Travel Industry Council of Ontario

Waterfront Regeneration Trust

Resorts of Ontario

National Actors

Destination Canada

Tourism Industry Association of Canada

Indigenous Tourism Association of Canada

Tourism HR Canada

Culinary Tourism Alliance

Sports Tourism Canada

Canadian LGBT+ Chamber of Commerce

Travel Media Association of Canada

Trans Canada Trail

Resorts of Ontario

International Actors

UN Tourism

Global Sustainable Tourism Council

World Travel & Tourism Council

At the Town, an essential component of collaboration will be developing a strong governance structure for tourism in Collingwood. This means, identifying how tourism will be managed, developed, and marketed, while working with the other ecosystem actors. This also

means knowing how best to continually engage stakeholders to gather input on tourism decisions. A key factor influencing tourism governance is the potential implementation of a Municipal Accommodation Tax (MAT), including how it might be structured if a decision is made to do so.

Since 2023, the Town has worked diligently to identify if implementing a MAT would be appropriate for Collingwood, as well as identifying the best way to implement and govern the MAT, if approved. Specifically, in April 2023, Town Council received a report titled, “P2023-08 – Municipal Accommodation Tax Model and Report for the Town of Collingwood,” which considered the implementation of a 4% MAT, including defining the parameters of the model and outlining variables used and expected revenue ranges. Following the report, stakeholder consultation was initiated on the MAT to gather insights and perspectives, and to provide preliminary options and recommendations on the possible implementation of the MAT to Council. In 2024, the Town presented a draft framework for industry input and feedback at a Mayor’s Economic Development Roundtable and hosted a subsequent Small Group Consultation with Accommodation providers and Council members appointed to the Roundtable on

Economic Development. The proposed framework outlined implementation of the MAT, including details around which types of accommodation the MAT would apply to, the rate and collection process, the eligible not-for-profit entity to receive 50%+ of the net revenue, and the entity's method of administration.

Please note, at the time of developing this Tourism Master Plan, no decision has been made by Council on the implementation of a MAT. Additionally, no Eligible Tourism Entity (ETE)

focuses solely on marketing the Town of Collingwood. There are also shifts in the tourism ecosystem, including several neighbouring and nearby municipalities now collecting a MAT and South Georgian Bay Tourism Association announcing that it was ceasing operations. However, the MAT consultations that have taken place, as well as the proposed framework outlined below, provide a solid foundation from which the Town could generate sustainable revenue for the implementation of this plan.

MAT Component: Application

Recommendation: Hotels and motels, including resorts, short-term accommodations

Rationale: Consistent application to all eligible accommodation providers regardless of size, operational structure, or tenure

MAT Component: Rate

Recommendation: 4%

Rationale: Consistent with market average (including Town of The Blue Mountains intentions) to safeguard competitiveness

MAT Component: Collection

Recommendation: Contract the Ontario Restaurant Hotel & Motel Association (ORHMA) to collect MAT on behalf of the Town

Rationale: Outsourcing requires fewer staff resources and leverages expertise (ORHMA currently collects for 24 municipalities)

Rationale
(continued):

Value added services are included (i.e., analysis, reports, communication, training, software, audit, client support, support for industry, etc.)

Opportunity to re-evaluate and bring this function in-house in the future

MAT Component: Eligible Tourism Entity

Recommendation: Establish a new not-for-profit entity with the mandate to promote tourism in Collingwood

Rationale: Dedicated organization to promote the Town of Collingwood to visitors and support industry

Town can structure the organization to ensure proper governance and board composition through governing bylaws

Mixture of industry and skills based board composition will provide a balanced and skilled board

Would be arms-length from the Town, with a clear memorandum of understanding and key performance indicators to be achieved

MAT Component: Administration of Eligible Tourism Entity

Recommendation: Appoint an agency for administration

Rationale: Leverages skills, knowledge and experience within established organization

Less costly than retaining in house staff with similar expertise

Ability to bring in expertise based on organizational needs

Markets and Marketing

Comparator and Competitor Destinations

An important tool for understanding Collingwood's tourism markets and informing the approach to tourism management, development, and marketing is looking at how other destinations are approaching these tasks. Although the local context should always define a unique approach to tourism, there is also value in learning from the successes and challenges of others. Below are vignettes profiling two comparator and two competitor destinations. Specifically, Niagara-on-the-Lake, Ontario was selected as a competitor destination because it attracts similar markets as Collingwood including from the Greater Toronto-Hamilton Area. Stowe, Vermont and Canmore, Alberta were selected as comparator destinations due to overlap in tourism product with Collingwood and because both destinations neighbour major and mature outdoor tourism destinations including Stowe Mountain Resort and Banff National Park, respectively.

Niagara-on-the-Lake, Ontario

In June 2022, Niagara -on-the-Lake (NOTL) Town Council approved a 2% Municipal Accommodation Tax that increased to 3% in October 2023. Also in 2023, the Town elected a Committee

of Council to determine how to use the Town's portion of MAT revenue. In spring 2024, the Niagara-on-the-Lake Tourism Strategy, Master Plan, & Action Plan (2024-2028) was launched, outlining how tourism in NOTL will be managed and marketed over the next four years. The strategy provides the following tourism vision: "Niagara-on-the-Lake is an extraordinary wine country destination, known for its natural beauty and unrivalled cultural experiences." Sustainability is mentioned across the document, however, no inspiring innovations in sustainable tourism development were noted during the review process. Efforts to combat seasonality are minimal.

The strategy describes two primary tourism players- Tourism Niagara-on-the-Lake (run through the Chamber of Commerce), and the Town of Niagara-on-the-Lake. On its website, NOTL Tourism states a commitment to "the development, encouragement, promotion and enhancement of a positive and diverse economic environment consistent with the special cultural, historical, agricultural, ecological and community qualities of NOTL and its environs," and a main goal being "to increase awareness of NOTL as a travel destination and to increase engagement of both local residents and visitors." Since 2022 Tourism NOTL has taken on the management of the NOTL Ambassadors, who welcome

visitors and offer recommendations on sites to see, things to do, and personal insights into how people can get the most out of their visit. The program was previously run by the Town and the Shaw Guild. To further tourism, the tourism strategy recommends that the Town sets up a new role for an “Economic Development and Tourism Director” to manage strategic infrastructure projects and collaborate with Tourism NOTL. Some roles assigned to the Town include the oversight and execution of the tourism strategy; community relations; data analysis, tourism research and business intelligence; governance and administration with the formed Tourism Strategy Committee; tourism business support and relations, as appropriate; tourism investment attraction; visitor infrastructure; and wayfinding and signage.

In addition to acting as the local Destination Marketing Organization (DMO), the NOTL Chamber of Commerce takes on data analysis, tourism research and business intelligence; marketing and promotion of the destination; product and experience development; special event hosting; tourism branding; tourism business support and relations; and visitor services, including website, guidebooks, information booths, etc. Other important actors promoting NOTL and contributing to its development include, Tourism

Niagara, and Niagara Economic Development. NOTL is a tourism destination of national importance, as such, both Destination Ontario and Destination Canada promote it in their marketing efforts.

The tourism strategy makes clear the importance of basing destination management on the wellbeing of the community and the environment, stating that “the Town’s share of MAT funding must support infrastructure that will benefit visitors, businesses and residents.” The main ways information is shared with stakeholders is via the Town website and by staff reporting back to the Tourism Committee and Council. However, the strategy also calls for an “interactive communication between the municipality, businesses, and residents” and lists Collaboration and Communication as values for the strategy. Relatedly, the strategy recommends that existing Tourism Strategy Committee stays active in an advisory role across the implementation process.

Stowe, Vermont

Like Collingwood, Stowe Vermont, is the gateway to an important ski destination. Winter sports, especially downhill and cross-country skiing are important draws to the area. However, the local (DMO)’s visitor-facing website also presents visitor offerings across

the seasons, from maple sugaring in the spring to fall hikes. Outdoor tourism, sports tourism, cultural tourism, and family-friendly travel are presented via marketing materials as priorities for the destination. Important tourism assets include fall foliage, craft beverages, a charming downtown, local businesses, hiking, farmer and artisan markets, events, boutique accommodations, spas, and arts & culture. The State of Vermont also highlights Stowe on its visitor-facing website and specifically calls out the historic Long Trail, a footpath running 273 miles between the Massachusetts and Canadian borders, as a key tourism asset.

The Stowe Area Association (SAA) is the DMO for Stowe. It is a member-based organization established in 1945 with the purpose of “promoting the Stowe region as a vibrant world-class destination.” Their visitor-facing brand is called “Go Stowe.” In addition to its marketing work, the SAA offers business development and educational opportunities to its members including a Tourism Talks program that provides members with a platform to engage with each other, enabling them to “collectively navigate the challenges and capitalize on the opportunities defining the local business landscape.”

The SAA also operates the Stowe Visitor Information Center downtown and a central reservations system for nearby lodgings. It provides visitors with the

resources needed to plan a trip, including access to vacation planning experts who help guests reserve accommodations and plan their itineraries. The SAA markets themselves as connectors, stating that they are the “bridge between member businesses and the local, regional, and state stakeholders.” Prospective visitors can also request a quote to receive personalized accommodation options via email. Through this reservation system, the SAA brings in over \$3 million in bookings a year. As further evidence of the SAA’s hands-on approach, they also coordinate and distribute sales leads to their members, including specific requests for local venues, suppliers, products, and services. In addition, the SAA distributes tour operator schedules to member businesses to help them prepare for the influx of guests.

It should be noted that the landscape in Ontario is more challenging for organizations to provide reservation services given the need to hold a Travel Industry Council of Ontario licence.

The SAA clearly focusses on destination marketing and there is little information on tourism management on their website. There is no tourism strategy for Stowe available online, but members businesses seem to be the SAA’s main stakeholders, with visitors and residents taking secondary positions. Sustainability is integrated into the SAA’s mission, which

is “to market and sell the natural beauty of Stowe, its cultural and recreational opportunities and member businesses, while simultaneously enhancing the quality experience for our guests and the quality of life of the residents, in a manner which improves the economic well-being of the community and consciously promotes environmental integrity.” The three strategic pillars of the SAA are Destination Stewardship, Sustainability, and Membership Growth. To report back on their work, the industry-facing side of the SAA website includes updates (e.g. 60K annual guests to Visitor Information Center) along with a membership brochure outlining membership benefits and past successes.

The Town of Stowe is involved in select aspects of tourism management. For example, the Parks & Recreation Department collaborates with the SAA to draw tournaments to the local arena. The Town also helps attract investment by “ensuring sufficient infrastructure capacity and planning to maintain Stowe’s sense of place through design review, preservation of historic buildings, land conservation, recreation opportunities on Town-owned lands and maintaining public buildings.” In addition, the municipality held a “Special Town Meeting” on May 1, 2024 to vote on “Shall the voters rescind the Stowe Short-Term Rental Registry Ordinance adopted February 29, 2024?”, which relates to

creating a list of short-term rentals to inform future decision-making around possible regulations.

Another important organization is Stowe Vibrancy (similar to a Business Improvement Association or BIA), which hosts events in the village centre to draw people downtown. Stowe Vibrancy uses community engagement to inform its planning documents and many of the called-for improvements would benefit both residents and visitors (e.g. sidewalk infrastructure). Stowe Vibrancy understands its role in helping to create a liveable community that meets resident needs while balancing the demands of visitors.

Canmore, Alberta

An hour drive from Calgary and 20-min from Banff, Canmore sits in the Bow River Valley, surrounded by the Rocky Mountains. Tourism Canmore Kananaskis (TCK) is Canmore’s official Destination Management Organization (DMO) and sets out “to increase overnight visitation, especially during the shoulder and winter seasons.” They are voluntarily funded by partner hotels and by marketing buy-ins from businesses. TCK works closely with Travel Alberta and Destination Canada to extend their marketing reach, celebrating Canmore’s connection to the mountains, small town charm (especially downtown retail, food & beverage), proximity to

wilderness, and mountain sports like hiking and biking. The main types of tourism being promoted are adventure tourism, nature/outdoor tourism, and sports tourism. Building off these, the DMO's strategic plan prioritizes future product development towards nature and sustainability-focussed tourism; meetings, incentives, conferences, and exhibitions; culture and history; culinary and shopping; sport; and health and wellness. There are two domestic target markets for the destination. This includes Authentic Experiencers from Alberta and Canada, who are visitors that are typically understated travellers looking for authentic, tangible engagement with destination they seek, and an interest in understanding the history of the places they visit. This also includes Free Spirits from the United States and overseas, who are highly social and open-minded with enthusiasm for like that extends to their outlook on travel. They indulge in high-end experiences that are shared with others, and would embrace the authentic mountain town experience and vast wilderness that Canmore Kananaskis has to offer.

The Town of Canmore also contributes to marketing the destination through a tourism webpage, set up as a "Visit" tab on the Town website. Beyond providing basic information for trip planning, the Town has also developed a Regenerative

Tourism Framework but provides no indication of how TCK and the Town are collaborating on or actioning it. Several of TCK's strategic plan initiatives focus on cross-regional collaborations related to product development, marketing, and promotion. Banff and Lake Louise Tourism, Stoney Nakoda First Nation, and Indigenous Tourism Alberta, for example are called out specifically in the strategic plan as potential partners. Travel Alberta also collaborates with TCK. The provincial website features TripAdvisor reviews and information for trip planning, including featured accommodations, getting here, climate & weather, maps & transportation, health & safety, and FAQs. Travel Alberta's "Alberta Tourism Information System" is a space to register market-ready product for provincial-level promotion and exposure, however it is unclear how this is coordinated and maintained.

Canmore Kananaskis Community Tourism Strategic Plan was completed in 2019 and sets the path for tourism development until 2029. Sustainability in the plan is considered through a "triple bottom line approach," which uses "economic, environmental and social factors to develop a more holistic accounting of sustainability. The approach is the backbone of the vision and will be the fibre that holds together a strong and unifying strategic

plan.” Seasonality is directly addressed through several initiatives including a call to animate Canmore’s downtown during weekends throughout the year; and via the development of high-quality, on-brand, authentic visitor experiences for core customers. TCK’s website has a sub-page where they outline their commitment to sustainability. TCK also encourages visitors to sign the “Pledge to the Peaks” as an awareness and commitment building resource for visitors to coexist with and respect the wildlife and environment.

TCK’s sees their stakeholders as: visitors (consumption-based and participative), businesses (production-based, collaborative/supportive, participative), residents (supportive, representative (hosts), governments (administrative/legislative, supportive /investment), NGOs (supportive, collaborative). TCK also has an industry portal within their website for industry stakeholders to learn about each other and connect with specific industry-facing resources and supports. Other important communication methods are internal meetings and presentations to Council, along with an industry newsletter. TCK’s CEO also shares updates and relevant information through LinkedIn to industry.

Current Visitor Markets

RT07: Bruce Grey Simcoe

According to the Ontario Ministry of Tourism, Culture and Gaming (MTCG), Tourism Region 7, which includes Bruce County, Grey County, and Simcoe County, welcomed over 11.5 million domestic visitors in 2022, with 99% coming from other parts of Ontario and the rest from elsewhere in Canada. About 6% of visitors to the region were between the ages of 18-24, 24% were 25-34, 30% were 35-54, and 40% were 55+. Approximately, 65% of all visitors came for a same-day visit, versus 35% staying overnight. Importantly, of the very limited number of visitors coming to the region from elsewhere in Canada, 83% stayed overnight and 17% came for a same-day visit. It is important to recognize the impact COVID-19 had on travel, especially when considering the visitation numbers for 2022. Particularly, recognizing that the high number of domestic visitors and high occupancy rates were driven by the limited opportunities to leave the province. With the reduction of pandemic measures, these numbers cannot be counted on in the future. Additionally, it is important to note that data used from MTCG did not include visitors from the United States to the region. However, the number of visitors from the United States is considered to be relatively low based on the experience of local tourism leaders in Collingwood.

The average overnight stay for visitors was 2.6 nights, with 33% staying 2 nights, 32% staying 1 night, and 18% staying 3 nights. Also, the average visiting party size for all visitors was 1.1 with 21% travelling with children. More specifically, 45% visited as an individual, 41% visited in a group of 3 or more people, and 14% visited in a group of 2 people. Additionally, as of 2022, the occupation rate of the region was 54.7% with a projected increased recovery rate. The average daily rate was \$161.95 with \$88.58 in revenue per available room. Similarly, as of 2023, the occupation rate of short-term rentals in the region was 40% (out of 9,743 properties) with an average daily rate of \$224.69, and \$89.98 in revenue per available room. In contrast to Collingwood, visitors to the region preferred staying in private homes (38%); followed by other accommodation types, excluding hotels, motels, camping/RV facilities, and private homes (26%); other roofed commercial accommodations, excluding hotels and motels (13%); hotels (12%); camping/RV facilities (9%); and motels (2%).

Overall, the main reason visitors came to the region is for pleasure (47%) followed by spending time with friends and family (36%). Additionally, the top five (5) activities that visitors are interested in include visiting friends and family (29%), outdoor/sports activities (24%), visiting

restaurants or bars (12%), shopping (11%), and sightseeing (10%). For visitors interested in outdoor/sports activities, most wanted to visit a beach (29%), hike (16%), and ski/snowboard (10%).

In 2022, the total visitor spend for the region was approximately \$2.2 billion with about 69% coming from overnight visitors and 31% coming from same-day visitors. Not surprisingly, those visitors coming for pleasure spent the most (65%), followed by those visiting friends and relatives (20%). Most visitors came to the region in July-September, (37%), followed by April-June (26%), January-March (19%), and October-December (18%). Unsurprisingly, visitor spend coincided with the number of visitors in the region. Specifically, the region saw its highest visitor spending during Q3 July-September, followed by Q2 April-June, Q1 January-March, and Q4 October-December. Specifically, the average spend was as follows:

- + \$371 per person per overnight visit
- + \$291 per household party
- + \$190 per person
- + \$145 per person per night
- + \$90 per person per same-day visit

Note: The average spend “per person per overnight visit” means the amount a person spent for their overall overnight trip (which could include multiple nights),

while average spend “per person per night” means the average amount a person spent per night. Additionally, most spending incurred by visitors was on food & beverage (31%), including purchasing at a restaurant/bar and stores; followed by accommodations (27%); transportation (20%), including vehicle operations, vehicle rentals, public transportation, and local transportation; recreation/entertainment (14%), including recreation and culture; and retail/other (8%).

Collingwood

When it comes to current visitors to Collingwood, using Environics personas, the four main visitor groups are, by order of importance, Affluent Established Families, Affluent Suburban Families, Exploring Country Couples, and Countryside Families. The importance of these visitor groups is based on having the highest number of unique visitors coming to Collingwood overall, and the above average visitation of these visitor groups to Collingwood in comparison to other visitor groups. Most are white Canadian-born visitors who speak English and are from Ottawa, the Greater Toronto and Hamilton Area, Southwestern and Southeastern Ontario, and Peterborough and the Kawarthas. They are mostly married or in common law relationships and have children living at home that range from teenagers to young adults, except Exploring Country Couples, who

have a higher percentage of visitors without children at home.

In the last three (3) years, these groups have taken about 3.5-3.6 out-of-town vacations, and spent on average \$1,718-\$1,789 on their last trip. More specifically, about 33% spent under \$500, followed by 20% spending \$1,000-\$1,999, and 15% spending \$500-\$999. Importantly, Affluent Established Families and Affluent Suburban Families both showed a higher-than-average spend of over \$3,000 per trip. In addition to this, they prefer staying at hotels, followed by friends and relatives, all-inclusive resorts, and camping. However, Countryside Families prefer cottages more than camping. At the same time, both Countryside Families and Exploring Country Couples showed a higher-than-average index of visitors preferring to stay in an RV or camper, while Affluent Established Families and Affluent Suburban Families showed a higher-than-average index for preferring a cruise ship. It is important to note that despite Collingwood not having specific places for visitor to park their RVs and campers, or to disembark from a cruise ship, there may be opportunities to collaborate with regional partners on providing these spaces while encouraging visitation to Collingwood for other interests by these visitor groups.

Overall, the top tourism activities for all four groups includes swimming, camping;

arts, crafts, sewing and knitting; cycling; playing video games; movies at the theatre/drive-in; bars and restaurants bars; and canoeing and kayaking. More specifically, the top leisure activities and local attractions for Countryside Families includes ATV/snowmobiling, water-based activities, sports and local, provincial and national parks. Exploring Country Couples also enjoy ATV/snowmobiling, and water-based activities, but also a mix of sports, parks, and festivals and events. In comparison Affluent Established Families are interested in downhill skiing, country skilling, snowshoeing, golfing, a mix of cultural heritage, and theme parks, while Affluent Suburban Families are interested in downhill skiing, power boating, jet skiing, theme parks, skating, jogging, and playing video games.

Finally, the top media channels used by all four groups includes community and daily newspapers, and radio. However, both Countryside Families and Affluent Suburban Families also use TV, while Exploring Country Couples use magazines. (See Appendix D for more details on these personas). Interestingly, this contrasts larger trends in the province around the increased focus on digital media channels, especially social media. This is in part due to their limited comfort and/or use of the internet and social media. Importantly, it reflects the need to still consider more traditional media channels, while still focusing efforts on

growing a strong digital presence for Collingwood.

Tourism Assets

Collingwood is home to a variety of tangible and intangible tourism assets, experiences, and products that collectively form the unique tourism offering that visitors are interested in experiencing. Although not a robust list of tangible and intangible tourism assets, below are the tourism assets referenced by residents and tourism industry members in Collingwood.

- + Georgian Bay, its waterfront, and swimming access points
- + Municipal trail networks
- + Local businesses (e.g., restaurants, craft beverage producers, retail, etc.)
- + Historic downtown district
- + Local artists, including strong cultural scene
- + Welcoming and friendly atmosphere
- + Small-town feel
- + Indigenous heritage
- + Collingwood Museum
- + Community parks and spaces (e.g., Sunset Point Park, the Awen' Gathering Place, Shipyards Amphitheatre, etc.)

- + Community-focused festivals and events (e.g., Collingwood Pride, Slide Launch Days Festival, the Grill Cheese Contest, etc.)
- + Indoor/outdoor recreational spaces
- + Terminals Point (under development as a major tourism asset)

At the same time, visitors to the region do not see municipal boundaries. This means, tangible and intangible tourism assets found outside of Collingwood across the larger region also form part of the local tourism offering. Some key regional assets referenced by residents and industry members include but are not limited to:

- + Blue Mountains Village and downhill skiing
- + Pretty River Valley Provincial Park
- + Wasaga Beach Provincial Park
- + Bruce Trail
- + Village of Creemore
- + Apple Pie Trail
- + Agritourism establishments
- + Regional artists
- + Regional trail networks
- + Regional craft beverage establishments
- + Hiking trails

Prospective Market Segments to Target

There is an opportunity to attract new visitor segments to Collingwood. Building off of the tourism trends mentioned earlier in this Plan, the following visitor types are seen as having a interest in visiting Collingwood based on the tourism offerings and/or alignment with the direction expressed by residents and industry members of the destination.

2SLGBTQ+ travellers: Collingwood's reputation as a welcoming destination for a diversity of peoples can be grown in the future, including 2SLGBTQ+ visitors wanting to experience the many assets offered in the destination, such as outdoor, cultural, and culinary activities. Collingwood Pride is an important event for the community, and the potential of working with community organizers to grow the event into a more visitor-facing asset is strong.

Cyclists, bikepackers, and trail users: Continue to be known as a destination with amazing trails and cycling adventures for visitors of all experience levels. As well as a place that welcomes e-bike users to encourage more accessible cycling experiences with multigenerational travellers, and travellers with different mobility needs. Collingwood has an extensive inventory of municipal trails and is connected with larger regional trails linking other important destinations in the region.

Non-vehicular travellers: Grow the reputation of Collingwood as a walkable and cyclable destination where visitors are able to arrive and move around the community without a personal vehicle by leveraging public and private transportation providers, as well as proposing itineraries using alternative modes of transportation.

Eco-travellers: Continue to be a gateway to diverse ecosystems and natural spaces both in Collingwood and beyond, like Georgian Bay and the Niagara Escarpment, among many others. Moreover, the values of eco-travellers are aligned with the direction expressed by residents and industry members of the destination.

Food & beverage travellers: Continue to grow Collingwood's reputation as a food & beverage destination with the breadth and diversity of restaurants, cafes, breweries, distilleries, as well as the various agritourism activities available in the neighbouring municipalities like Clearview Township and Town of The Blue Mountains.

Small-town Ontario cultural visitors: There is an opportunity to celebrate Collingwood's unique history as a community connected to Georgian Bay and the surrounding area by leveraging the many unique assets, such as the

historic downtown, local museum, arts and culture spaces, waterfront, etc., to tell the story of Collingwood's history from the first stewards of this land to the European settlers and beyond.

Business retreaters: Become a business retreat destination that welcomes small and medium sized groups to the destination to connect on work and with each other. Collingwood has access to a variety of accommodation types, meeting spaces, and amenities, including amenities offered by neighbouring destinations.

Digital nomads and home swappers: Leverage the significant number of weekend and seasonal visitors to Collingwood and encourage them to stay longer by working remotely and offering recreational activities during their stays.

Shoulder season travellers and cool-cationers: Increase visitation numbers during the shoulder seasons by attracting digital nomads and home swappers interested in a change of scenery during a cooler climate, hosting month-long events or activations, or offering unique packages unavailable the rest of the year. This can also support increased occupancy rates by encouraging digital nomads to stay overnight. Although Collingwood is a four-season destination, April and October are some of the lowest months for visitation.

Skip-generational, multi-generational, and private group travellers: Grow Collingwood's reputation as a destination for all ages and abilities throughout the year. The Collingwood community aspires to further prioritize being a place where groups made up of individuals with different capabilities and interests can all find something to do.

Dark sky travellers and silent travellers: Grow the reputation of Collingwood as a basecamp/hub to experience the region under the dark sky through night-time activities like storytelling, culinary experiences, outdoor activities, nocturnal creature guides, etc. Importantly, there will be a need to explore these opportunities in collaboration with neighbouring municipalities like Clearview Township, the Town of The Blue Mountains, and/or the Town of Wasaga Beach.

Boaters and cruisers travelling along Georgian Bay: This market could benefit from the continued redevelopment of the waterfront area in collaboration with other neighbouring boating destinations like Midland, Thornbury and Meaford.

In addition, there is an opportunity to welcome visitors travelling to neighbouring destinations, especially the Town of The Blue Mountains, the Town of Wasaga Beach, and Clearview Township. Specifically, there may be an opportunity to encourage these visitors to spend more time in Collingwood by marketing the Town's overnight accommodations, along with the assets and activities that are or will be offered.



50

What We Heard



Through the community-based and participatory approach underpinning the development of the Tourism Master Plan, input from residents, business owners/operators, municipal staff, organizational representatives, tourism partners, and industry leaders was received around the challenges and opportunities for tourism in Collingwood. Below are summarized the top areas stakeholders highlighted as areas to consider moving forward.

The Environment and Climate Change

Stakeholders were clear that the Town must be proactive in its response to the impacts of climate change in the destination. They referenced how changes in weather impacts visitation, and as a result, they see a financial impact on their businesses and the overall tourism industry. An example they shared was weather cancellations due to lack of snow, heavy rain, or extreme heat. They also recognized that tourism

can have a negative impact on our environment via increased pressures on natural resources like water, as well as the increased production of waste, risks of introducing invasive species, and the physical destruction of habitats. They specifically mentioned existing challenges with the garbage in public parks and trails. Additionally, stakeholders were clear about the importance of conserving greenspaces, including wetlands, grasslands, and shorelines, while ensuring access to the natural environment.

At the same time, they saw the opportunity to use sustainable tourism development that recognizes the negative impacts of tourism to the environment (as well as the impacts to society and the economy), and implement actions that mitigate these negative impacts. They also recognized that the natural environment is a major asset for Collingwood because of all the outdoor activities residents and visitors can do here such as cycling, hiking, swimming,



*Protection of our existing greenspace, protection of our hiking trails, protection of Georgian Bay, water quality and access for tourists – **Collingwood Resident***

*Please [make] sure assets such as public spaces [and] park lands continue to be accessible to all. – **Collingwood Resident***

*We need to do more to protect and enhance our environment, surroundings, the Bay... we need to not take out beautiful Bay and the escarpment for granted. – **Collingwood Industry Member***



etc. This includes accessing the waterfront and local parks, as well as other assets in the broader region, like the provincial parks and conservation areas. However, they also underlined the importance of ensuring access to the waterfront for people with different abilities, attracting visitors who are more aware of and mitigate their impacts on

The Sustainable Development of Tourism

Stakeholders called for a sustainable tourism development approach that recognizes and addresses the impacts of tourism on our environment, society, and economy. Although some work



To enhance Collingwood's tourism appeal for both residents and visitors, our focus should be on preserving and enhancing waterfront access rather than constructing additional condominiums along the shoreline. – Collingwood Resident

Waterfront development should be a priority to create space for more public beaches, boating, waterfront dining, etc. – Collingwood Industry Member

Develop more public waterfront areas. – Collingwood Resident

I think more emphasis on [Collingwood being] nature's playground should be what [we have] to offer...the beauty of Collingwood is in the mountains and Georgian Bay...– Collingwood Industry Member



the environment (e.g., eco-travellers, Cyclists, bike-packers, and trail users, and non-vehicular travellers), and investing in infrastructure to support sustainable tourism development like expanding and linking trails, new electric vehicle charging stations, washroom facilities, garbage disposal, and net zero buildings. Importantly, they emphasized the need to ensure the natural environment's long-term health and wellbeing for future generations and future visitation.

has been done to support sustainable tourism development, there is much to do. Interestingly, many of the areas of focus stakeholders identified went beyond tourism and connected with other disciplines, especially transportation planning, housing development, and parks and recreation. This interdisciplinary reality underlined the importance of collaborative, multidisciplinary approaches to tourism development and the need to work across municipal departments and

collaborate with other organizations to develop tourism sustainably.

One main concern from stakeholders is transportation, specifically increased vehicle traffic, limited transit options locally and regionally, including bus routes, hours of operation, and frequency, and limited transportation options from urban centres like Toronto, Hamilton, Guelph, Waterloo Region, etc. Other concerns included the limited affordability for locals to live in Collingwood; overcrowded assets like the trails and public parks; lack of pedestrian priority in the downtown and other areas; and lack of effective communications with local businesses (e.g. not warning hotels and other businesses when big events are coming to town). Additionally, they

mentioned the importance of attracting a diversity of visitors of all ages (i.e., multigenerational) to ensure the destination remains a socially inclusive place that offers activities for everyone. In alignment with this, they also mentioned the need to ensure that tourism assets are physically accessible and that information about their level of accessibility is easily available to residents and visitors.

Finally, stakeholders were clear that continued engagement with them and others is key to the successful development of sustainable tourism. They specifically mentioned the need to ensure residents are aware of the impacts and benefits of tourism to their daily lives and providing opportunities and spaces for residents to voice their concerns and call



I dream that Main Street (Hurontario) would be pedestrian/bike ONLY from fifth to first street. – Collingwood Resident

...our historic district...doesn't have the...feel of a Niagara-on-the-Lake for example, {but} once you turn the historic district into a more pedestrian and cycle-friendly street, then you can activate it more. – Collingwood Industry Member

We need better connectivity to major transportation hubs like Union Station and Pearson airport. – Collingwood Resident

Affordable transportation to and from the city, makes it really hard for my customers to get here – most people in the city don't have cars and rely on public transportation to get around... – Collingwood Industry Member

Become a leader in sustainable tourism including the living wage for those who work here – Collingwood Resident



out the opportunities they see to ensure tourism development in Collingwood benefits residents while also keeping in mind environmental and economic impacts. Many stakeholders, particularly residents, shared concerns of losing Collingwood's small-town feel and friendly atmosphere due to overcrowding, and lack of access for residents to services and amenities.

The State of the Tourism Industry

Most stakeholders recognized the importance of tourism. They specifically mentioned the benefits it brings to the community such as investments into infrastructure and services at local parks and trails; supporting a variety of small local businesses including retail, restaurants, and beverage producers; creating jobs for residents; and supporting a healthy and vibrant destination for both residents and visitors all year long. At the same time, they highlighted the many challenges the tourism industry has faced, including those linked to larger interdisciplinary regional challenges like transportation, housing, workforce, climate change, etc. In particular, they mentioned the challenge of having visitor-facing businesses close early (i.e. by 6pm) and how this negatively impacts the visitor experience and the local economy. Many stakeholders connected

this challenge with the limited workforce availability in the area, in part, due to the lack of affordable housing. However, it is also important to note that early closures for some small family-run/owned businesses have been common for many years. Some businesses do not have the capacity to offer extended hours, while others are satisfied with closing early.

In parallel, stakeholders recognized the strength of the tourism industry in Collingwood and the opportunity to further capitalize on this. They mentioned the opportunity to leverage local artists in the region, but also, the need to provide supports like physical spaces/facilities to showcase their work, and the need to build awareness of this talent through collective marketing. At the same time, they mentioned that it would be beneficial to attract new businesses, professionals, and artists to benefit both residents and visitors. Finally, a key consideration highlighted was the importance of prioritizing and ensuring local businesses are central to tourism development.

The Importance of Partnerships and Collaborations

Sustainable tourism development in Collingwood will require partnerships and collaboration. This was reinforced by several stakeholders who emphasized



[Need] businesses on the main street to be open later than 6pm. – Collingwood Resident

Nightlife is the number one question: Where can we go after seeing a show at the theatre? – Collingwood Industry Member

Ensuring that the economic benefits of tourism are not exported out of the local economy and instead [ensuring] tourism is prioritized around small local businesses – Collingwood Resident



Business owners and operators highlighted funding/investment in tourism, collaboration with community organizations, undertaking destination marketing, and permitting process support as the four (4) areas of action the Town could take to better support them in their efforts to support sustainable tourism development.

the value of working with others including local, regional, provincial, and national partners to minimize costs and duplication and leverage existing knowledge and expertise to successfully grow and develop the destination. Stakeholders noted opportunities to work with neighbouring municipalities on mutually beneficial actions, as well as the opportunity to host industry networking events that bring together business owners/operators beyond downtown Collingwood, including the broader tourism industry and relevant organizations.

The Value of Tourism Assets, Activations and Experience Development

Stakeholders recognized the distinctive tourism assets in Collingwood and specifically highlighted culinary offerings, trails, waterfront, parks, arts and entertainment community, and the unique Georgian Bay shipping history. However, they also saw an opportunity to better leverage these assets for tourism. More specifically, they mentioned the opportunity to have a space to activate

and share First Nations stories and stories around how the Georgian Bay shipping history connects to the community. They also mentioned the importance of developing evergreen experiences, meaning long-term experiences that can be offered in an ongoing fashion, despite the time of the year and/or weather, that encourage visitors to come year-round (e.g., indoor spaces offering cultural productions/exhibits, indoor culinary experiences, etc.), as well as experiences that leverage and activate the waterfront. Finally, they suggested developing experiences that encourage visitors to stay in Collingwood longer, instead of spending their time in neighbouring destinations. One example was the closure of key streets on certain days and working with businesses to plan activations and activities that keep businesses open longer.

At the same time, they emphasized the importance of creating more reasons for visitors to come to Collingwood across the year through the development of new and enhanced tourism experiences that not only attract visitors, but also benefit residents. Some examples they shared include the development of an arts and culture centre, and sports complex, as well as more water access, trails, festivals, and events. Additionally, some challenges that certain stakeholders highlighted for the development of new and enhanced tourism assets included

red tape at the Town (e.g., excessive and unclear information requirements, unclear timelines, and high cost for new small activations at a business).

The Importance of Marketing, Promotion and Communications

Marketing, promotion, and communications was a key topic for stakeholders. Specifically, they noted that Collingwood as a destination does not have a clear identity that explains to both visitors and residents what the destination has to offer. They also mentioned that limited visitor marketing is done for Collingwood, and this creates a challenge for businesses if they decide to develop new activation and experiences as they will not receive marketing support. In contrast, others mentioned the challenge of marketing Collingwood prematurely with a lack of activations and experiences available for visitors.

Overall, stakeholders saw several opportunities for marketing, promotion, and communications. Specifically, they identified the need to develop a destination brand that differentiates Collingwood from neighbouring destinations, while also keeping a regional perspective. They identified the opportunity to strengthen communications with visitors through up-to-date trip

“ *More information and awareness of diverse local products and services that Collingwood can provide, not only focus on downtown – **Collingwood Resident***

*Better advertising. I want to know about all of the events in Collingwood every week! – **Collingwood Resident***

*Attracting more diverse visitors would be great. Not everyone is a white, straight wealthy boomer who golfs and skis. Attract LGBT visitors, etc. – **Collingwood Resident***

*I think social media could be better leveraged to bring people here...I never saw any for Collingwood when I lived in the city... – **Collingwood Industry Member***

”

planning information including an events calendar on a destination website, destination maps, and wayfinding signage that provide visitors direction to tourism assets, especially local businesses. They also mentioned an opportunity to strengthen storytelling among the tourism industry to celebrate Collingwood’s stories and inspire visitation from new and returning visitors. Finally, they noted the need to market to an increasingly broad range of visitors.

The Need for Tourism Resources and Infrastructure

Stakeholders believe that the resources and infrastructure required for Collingwood to grow and thrive as a sustainable destination must recognize that tourism is cross-sectoral. For

example, they highlighted concerns with the current state of infrastructure including the privatization of the waterfront, lack of recreational spaces for sporting tournaments and arts and culture, and a lack of boating-related infrastructure. A key challenge that stakeholders identified was the lack of investment and funding provided to tourism over the last few decades by the Town of Collingwood. However, it is important to note that tourism has only become a key sector in the local economy within the last few decades; therefore, investment into tourism is still in its infancy.

Many opportunities for Collingwood to develop as a destination were also noted, including investing in infrastructure like boating facilities, public transportation, waterfront activations, spaces for sporting and arts and culture, and a space to welcome visitors. Importantly,

stakeholders identified an opportunity to invest in developing a dedicated destination marketing organization that is staffed by subject matter experts (e.g., marketing and product development experts, etc.) to lead the sustainable development of tourism in Collingwood. Relatedly, it was suggested that a group of tourism industry representatives inform the direction taken by a new destination marketing organization. This could take the form of an industry led board of directors. Overall, residents, business owners, and operators highlighted the three (3) areas to direct investment funds to support sustainable tourism development:

- + Tourism product and experience development (incl., events, festivals, walking tours, brewery tours, apiary tours, etc.)
- + Public space beautification, and activations (e.g., facade repairs, cultural heritage conservation, public furniture, plant/tree maintenance, walkable spaces, pop-up activities, etc.)
- + Accessibility and inclusivity through tourism (e.g., affordable housing for tourism and hospitality workers, ongoing efforts for Truth and Reconciliation with Indigenous peoples, etc.)



59

Where We Are Heading



Vision for Tourism

Strategic Alignment

The vision for tourism builds upon the mission and long-term vision for Collingwood as captured in the Town of Collingwood Community Based Strategic Plan 2024-2028:

Mission: Working together to provide excellent services, progressive and accountable decision-making, collaboration and advocacy.

Vision: Collingwood is an inclusive community that offers a healthy and active lifestyle in a beautiful waterfront setting, anchored by a responsible government, strong business network, and a historic, animated downtown.

It is also informed by the aspirations associated with the 2051 horizon in the Town of Collingwood Official Plan (December 2023):

- + Collingwood is a unique community that is a hub of year-round healthy active lifestyles. It is defined by the shoreline of Georgian Bay, with a backdrop of the nearby Niagara Escarpment - both are cherished for their natural features, historic legacy, and recreational amenities.
- + The entire community comes together in the Downtown, which is recognized as the heart of the

community, with a mix of activities, the highest quality public realm, and connections with the waterfront, to present a distinct image of the Town to residents and visitors alike.

- + The residents of Collingwood aspire to live in healthy and complete communities that are inclusive, accessible, compact and well connected for all modes of travel – and prioritizes active transportation. All residents will continue to require access to a range and mixture of housing types, community services and recreational amenities to support their well-being.
- + Collingwood wants to retain and grow its economic prosperity, while protecting its environmental and cultural assets. The local economy will continue to thrive because it is diverse, entrepreneurial, and adaptable to changing trends, just as it has been over the course of Collingwood’s history.
- As Collingwood grows, the success of existing neighbourhoods and its cultural heritage resources will be strengthened, and the features that make the Town unique will remain as valued assets for future generations to enjoy.

Vision

The Town of Collingwood's vision for tourism is as follows:

Collingwood is a socially, economically, and environmentally vibrant destination that consistently applies a sustainability lens to growth and development. It is known as a place for art, culture, food & drink, and as a regional hub for outdoor activities. Collingwood is a welcoming four-season destination that appeals to people of all ages and abilities.

Guiding Principles

Many steps will need to be taken towards realizing Collingwood's vision for tourism. Building upon the Community Based Strategic Plan (2024-2028) values of Leadership, Integrity, Respect, Excellence, and Financial Stewardship, the following principles will help to guide the Town's important work in tourism:

Be true to Collingwood. Celebrate Collingwood by leaning into the Town's unique strengths to connect with those visitors most likely to appreciate everything the destination has to offer. Authenticity is dynamic and should include sustainable growth, positive change, and new tourism offerings that showcase everything that makes Collingwood a great place to live, work, and visit.

Prioritize diversity, equity, inclusion, and reconciliation. Continue to work towards building a destination based on anti-racist, anti-oppressive principles, that is welcoming, safe, diverse, inclusive, and accessible for all visitors to enjoy. This work also requires looking at tourism as a tool for truth-telling and reconciliation through meaningful engagement and relationship-building with all First Nations with a current or historic interest in the geography of the Town of Collingwood.

Drive sustainable development. Actions will be based on socially, economically, and environmentally sustainable outcomes for the community. This includes balancing the needs of residents and visitors in all of the Town's tourism-related actions and continuing to engage stakeholders in tourism development decisions.

Nurture partnership. Use a collaborative approach to tourism development that identifies synergies and nurtures collaboration between Town Departments, along with tourism partners regionally and beyond. Continue to consider and integrate tourism goals into other strategic planning initiatives and documents.

Make decisions backed by data. Implement realistic and achievable actions that are data-driven and outcome-based. Data insights and key performance indicators will assist the Town with adjusting its tourism action and approaches over time based on evidence.

Stay agile. Be adaptable, flexible and nimble to build Collingwood's resilience to changing social, economic, and environmental contexts. This also means taking advantage of opportunities as they arise, undertaking pilot projects, and embracing possible failure as part of the learning and growth process.

63

Our Plan For Getting There



Pillars of Progress

Progress means the movement towards a desired place to reach, in this case the Town's vision for tourism and Collingwood as a destination. The pillars of progress are the broad areas that will see all the work taking place over the next 3+ years, in pursuit of the vision and in collaboration with others. The pillars of progress are Management, Development, and Marketing.

Management: the planning and organization, communication and decision-making, monitoring and evaluation of tourism and tourism-related matters.

Development: the targeted investment of time, energy, and resources into projects that will build upon the destination and improve the visitor experience.

Marketing: the building of awareness amongst prospective visitors to Collingwood of everything that the destination has to offer.

2030 Goal

Importantly, the pillars of progress share one common goal:

By 2030, tourism in Collingwood will be effectively managed, sustainably developed, and responsibly marketed.

Towards achieving this goal, strategies and implementation initiatives within each pillar of progress have been identified.

Strategies and Initiatives

What follows is an overview of the strategies within each pillar of progress, along with the related initiatives. After this is a more detailed account of each initiative.

A. Management

Strategy A1

Establish a governance structure and set the operational foundation for tourism.

To grow tourism sustainably, clarity around who is managing various aspects of tourism is needed. This ensures that the Town of Collingwood has defined roles and responsibilities related to tourism that do not overlap with those of other organizations. It also ensures that the Town has the capacity to identify whether or not a given action falls within or beyond its jurisdiction as well as how and when to collaborate with partner organizations. With a well-defined governance structure and operating model for tourism, there can be oversight for and transparency in tourism management. It also makes it possible to accurately track the implementation of the Tourism Master Plan and identify alignments between tourism development and other Town activities.

A1 Initiatives

- + A1.1 Confirm roles, responsibilities, and decision-making processes for tourism management, development, and marketing.
- + A1.2 Develop a Tourism Master Plan (TMP) implementation tracker and process for monitoring progress.
- + A1.3 Establish a mechanism for the Town to gather input, insight, and feedback on TMP implementation matters from key stakeholders.
- + A1.4 Create and implement a financially sustainable revenue model for executing TMP strategies.
- + A1.5 Formalize strategic partnerships with tourism organizations and suppliers that can help to implement the TMP.
- + A1.6 Ensure that the tourism perspective informs relevant internal/external plans, policies, and projects.

Strategy A2

Develop a system for monitoring and evaluating the impact of tourism in Collingwood.

To manage tourism responsibly, establishing a measurement system and baseline of tourism sustainability

to measure against over time allows policymakers to monitor the performance of tourism and make data-informed decisions around necessary changes. Findings from this monitoring and evaluation exercise should be shared regularly with key stakeholders, including industry, residents, partner organizations, etc. to ensure the information can be leveraged to inform strategic decision-making and actions in tourism management, marketing, and beyond.

A2 Initiatives

- + A2.1 - Develop a framework for monitoring and evaluating the sustainability of tourism in Collingwood.
- + A2.2 - Monitor, evaluate, and report back on tourism sustainability on a regular basis
- + A2.3 - Identify and implement short-term actions for improving the sustainability of tourism in Collingwood.

Strategy A3

Communicate to stakeholders on a regular and ongoing basis.

To ensure that information and updates about tourism are available to a wide variety of stakeholders, the Town of Collingwood will need up-to-date contact information for key stakeholders, and a communications plan tailored to their

needs. When stakeholders are aware of the tourism developments and the ways these contribute to their community, they will be better able to support tourism growth, whether that is business owners bringing on additional staff when events come to town or residents knowing where to take their visiting friends and relatives. Similarly, when stakeholders are able to share their news, information, and updates through dedicated channels, the Town of Collingwood will be better positioned to respond.

A3 Initiatives

- + A3.1 - Create and maintain a contact database of tourism stakeholders within and outside of Collingwood.
- + A3.2 - Develop and implement a communications plan for sharing TMP and tourism-related updates with stakeholders.

B. Development

Strategy B1

Gather the information needed to make informed decisions about tourism development.

It is important for tourism development in Collingwood to be driven by data and innovative. This requires an accurate and shared understanding of what Collingwood has to offer as a destination and how this offering aligns, or not, with demands from existing and high-potential visitor target

markets. Such information and insights allow for gaps and opportunities to be identified. Tourism research undertaken by organizations across Canada and internationally is another important source of data and learning that the Town of Collingwood can benefit from while avoiding the duplication of research efforts.

B1 Initiatives

- + B1.1 - Create and maintain an inventory of tangible and intangible local and regional tourism assets.
- + B1.2 - Identify gaps in market intelligence and undertake research to fill these gaps.
- + B1.3 - Stay on top of relevant tourism research, including attending select tourism conferences.

Strategy B2

Co-develop and enhance tourism product.

To set Collingwood apart as a destination, high-quality place-based tourism product is essential. For the Town of Collingwood, this means working collaboratively with others to improve the destination's existing assets and develop new ones. It is important to conduct and use market research to identify new tourism business and investment opportunities, and

then develop a plan to attract investors accordingly. At the same time, it's possible that some existing community assets can be transformed into visitor-facing assets, especially events. Finally, a big part of improving tourism product means supporting tourism businesses to better meet the needs of visitors and promoting collaboration amongst industry.

B2 Initiatives

- + B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities.
- + B2.2 - Drive investment into strategic tourism product opportunities.
- + B2.3 - Explore the feasibility of evolving select community events into visitor-facing events.
- + B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry.
- + B2.5 - Host an annual industry networking event to foster collaboration.

Strategy B3

Increase access to and enjoyment of tourism experiences.

There is an opportunity to attract more visitors to and improve their experience

of Collingwood and region by working to ensure that they are able to travel to, in, and around the region effortlessly and tourism assets are accessible to them. To start, it is important to know how accessible the current visitor experience is and to work with businesses and other key stakeholders to identify areas for improvement. Knowing how visitors get to and move around Collingwood and the broader region can help to identify ways in which to facilitate the use of multiple modes of transportation across the visitor journey. With this information and collective action, Collingwood can become a place where visitors can get to, move around comfortably while easily enjoying the destination. To further the enjoyment of Collingwood by residents and visitors alike, there is also an opportunity to leverage the people power of community organizations towards activating public spaces.

B3 Initiatives

- + B3.1 - Develop and share a best practices toolkit for businesses seeking to be more accessible.
- + B3.2 - Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region.
- + B3.3 - Research and explore alternative transportation solutions for visitors to Collingwood.

- + B3.4 - Pilot a pedestrian street program.
- + B3.5 - Engage community organizations and business clusters to develop public space activations and beautification.

C. Marketing

Strategy C1

Establish a clear tourism brand identity and destination position for Collingwood.

To ensure that Collingwood stands out amongst competitor destinations and attracts high-potential target markets, there is an opportunity to reimagine Collingwood's brand identity and destination position, while also recognizing its strong connections to the South Georgian Bay Region.

C1 Initiatives

- + C1.1 - Undertake a destination brand refresh process, including the development of new visual identity collateral and guidelines.
- + C1.2 - Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment.

Strategy C2

Ensure that visitors have the information needed to make decisions across their journey.

To plan trips that meet (and exceed) expectations, actual and prospective visitors need access to compelling, detailed, reliable, up-to-date, and easy-to-access multi-platform information across their journey. This includes the dreaming, planning, booking, experiencing, and reminiscing stages of their trip. It is strategic when sharing information with visitors to consider destination priorities related to sustainable tourism development. For example, promoting visitation in the shoulder seasons and encouraging low-carbon transportation options.

C2 Initiatives

- + C2.1 - Develop a consumer-facing website that is focused on Collingwood in relation to the broader region.
- + C2.2 - Produce a four-season visitor guide and map that is available in both digital and print versions.
- + C2.3 - Pilot a Visitor Information Kiosks program while exploring the need for and feasibility of a permanent Visitor Information Centre.

- + C2.4 - Equip businesses with the information they need to provide meaningful recommendations to visitors on what to do in Collingwood.

Strategy C3

Ensure that visitor expectations are being set, met, and exceeded.

To encourage repeat visitation, referrals, and positive reputation development, Collingwood can take steps to increase the likelihood that visitor expectations are not only met but exceeded. Quality assurance along with honest and accurate marketing efforts are two parallel pieces of this process. It is important to review how key stakeholders communicate about Collingwood, but this needs to be paired with setting standards of excellence at a destination level and sharing feedback with operators around areas for improvement at the business-level.

C3 Initiatives

- + C3.1 - Implement a quality assurance program that includes conducting experience assessments and providing operators with feedback.
- + C3.2 - Conduct a marketing audit and annual review.



Initiatives

Legend

Pillar of Progress:

Management, Development, or Marketing
(A, B, or C)

Strategy:

Strategy statement
(A1 to C3)

Initiative:

Initiative statement
(A1.1 to C3.2)

Priority Level:

Very High Priority, High Priority, Medium Priority, Lower Priority

Determined in consideration of the resource demand, timeline, and perceived return on investment, including value creation and impact.

Proposed Roles:

Role of the Town of Collingwood and perceived role of others, specifically an Eligible Tourism Entity if MAT is implemented.

Lead (sole responsibility for decision-making and management, and intimately involved in implementation).

Co-lead (shared responsibility for decisionmaking and management, and intimately involved in implementation).

Support (no responsibility for decision-making or management but involved in implementation).

Resource Demand:

Estimated initial budget required to implement the initiative, excluding necessary human resources.

Very low demand (little to no financial resources are required, i.e. >\$5,000)

Low demand (\$5,001-\$25,000)

Medium demand (\$25,001 - \$50,000)

High demand (\$50,001 - \$75,000)

Very high demand (\$75,001+)

Timeline:

Approximate timing for the implementation of the initiative to begin.

Immediate term (triggered within the first 6-11 months)

Short term (triggered at 12-23 months)

Medium term (triggered at 24- 35 months)

Long term (triggered at 36+ months)

For future consideration

**Ongoing (to indicate that the initiative will continue beyond the initial period identified)*

Measure of Success:

Qualitative indicator(s) of the success of the initiative.

Considerations:

Additional information and insights to inform implementation but neither exhaustive nor the confirmed approach that will be taken to implementing the initiative.

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.1– Confirm roles, responsibilities, and decision-making processes for tourism management, development, and marketing.

Priority Level:

Very high priority

Proposed Roles:

Lead

Resource Demand:

Low demand

Timeline:

Immediate term

Measure of Success:

- + Total clarity amongst key stakeholders around the roles, responsibilities, and processes associated with tourism management, development, and marketing.
- + Documentation that clearly articulates roles, responsibilities, and related decision-making processes.

Considerations

For the TMP to be successfully implemented, it is imperative that Town of Collingwood (TOC) confirm the governance structure it will be using for tourism. Significant consultation around a municipal accommodation tax (MAT) has already taken place, and all signs point to the need to implement a MAT. This will require TOC to confirm or establish an “eligible tourism entity” (ETE) whose mandate includes tourism promotion, to receive and utilize a portion of the revenue generated through a MAT for promoting tourism, which can include the development of tourism products. An ETE could be an arm’s length not-for-profit destination marketing organization. This insight should be used to develop a governance

framework that clearly articulates the role and responsibilities associated with TOC and the ETE, as well as the related reporting mechanisms, e.g., Council, Board of Directors, etc. Since it will take some time for enough MAT revenue to be accrued to ensure the financial sustainability of a new ETE, it would be strategic for TOC to work with an existing ETE or establish a new ETE but have a third party, such as RTO7 or Tourism Simcoe County (TSC), deliver its services for the first couple of years. This arrangement can be formalized through a strategic partner or service agreement with the third party, as appropriate. (See Initiatives A1.3 , A1.5 and A1.6 for additional information on tourism governance)

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.2 – Develop a TMP implementation tracker and process for monitoring progress.

Priority Level:

Very high priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Immediate term

Measure of Success:

- + Regular and ongoing insight into the status of TMP implementation.

Considerations

To manage the implementation of the TMP and report back to stakeholders on progress (see Initiative A3.2), TOC will need to create a simple spreadsheet at minimum, but this could evolve into a more sophisticated tool over time with sight lines for industry and other partners, that identifies what strategies are being implemented, by whom, over what period of time, processes for

monitoring progress, such as check-in meetings or quarterly reports, and level of progress made, etc. This tracker or monitoring tool, which needs to align with TOC reporting standards and protocols, should also inform the agreement and related reporting relationship between TOC and the third party and eventual ETE responsible for marketing the destination.

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.3 – Establish a mechanism for TOC to gather input, insight, and feedback on TMP implementation matters from key stakeholders.

Priority Level:

High priority

Proposed Roles:

Lead

Resource Demand:

Very low demand

Timeline:

Immediate term

Measure of Success:

- + High quality input and feedback from breadth of key tourism stakeholders.
- + Number of key stakeholders formally engaged in the supply of insight and input.

Considerations

To ensure that TOC implementation of the TMP is benefiting from continued and valuable stakeholder insight, input, and feedback, TOC could establish a Tourism Advisory Group that reflects the breadth and diversity of stakeholders in the destination, including representatives from the public, private, and not-for-profit sectors. However, with an already high number of committees of Council, TOC may be better served to include tourism advisory support in the terms of reference for members of existing

committees or groups, such as the Economic Development Roundtable. Note, such tourism advisory support needs to be distinct from any feedback or support provided by the Board of Directors of the ETE. TOC would need to include this development and the related committee in its governance structure for tourism (see Initiative A1.1) and formalize related processes for consulting the relevant committee or group on tourism matters, including the implementation of TMP strategies being led by TOC.

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.4 – Create and implement a financially sustainable revenue model for executing TMP strategies.

Priority Level:

Very high priority

Proposed Roles:

Lead

Resource Demand:

Low demand

Timeline:

Immediate term

Measure of Success:

- + Sustainable revenue sources for implementing TMP projects and initiatives.
- + Amount (\$) of revenue generated by TOC for tourism purposes.
- + Amount (\$) of investment into TMP implementation.
- + Amount (\$) of funds leveraged from non-TOC revenue sources towards TMP-related initiatives.

Considerations

The sustainable development of tourism in Collingwood will be highly dependent upon reliable revenue sources. A MAT can serve as a consistent and reliable stream of revenue that can be leveraged by TOC for implementing the TMP and sustaining a new or existing ETE. Conversely, without a MAT, it will be challenging for TOC to implement the TMP and pursue the sustainable tourism development in the future; that is, unless is allocated a significantly higher proportion of its annual budget to tourism. Therefore, as part of implementation planning for the TMP, it will be important for TOC to consider what strategies can be implemented with and without a MAT. As important

will be decision-making around the percentage of potential MAT revenue to share with the ETE, noting that if a MAT is approved TOC will be mandated to share no less than 50% of the net revenues from the tax, so this percentage may be used as a starting point. Note, once a new ETE is fully operational, it may be able to negotiate with TOC to increase in its share of MAT revenue. TOC and the ETE should also be seeking to generate revenue to implement the TMP from alternative sources, including but not limited to grants, such as the Tourism Growth Program as well as funding programs run by TSC, RTO7, etc.

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.5 – Formalize strategic partnerships with tourism organizations and suppliers that can help to implement the TMP.

Priority Level:

High priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Immediate term, Ongoing

Measure of Success:

- + Increased access to strategic resources and supports.
- + Value (\$) of partner resources secured / leverage.

Considerations

TOC has a breadth and diversity of actors within its tourism ecosystem, all of which have access to diverse forms of capital and resources, some of which can be leveraged for the implementation of the TMP. As part of planning the implementation of the strategies that it is identified to lead, TOC will need to identify activities that fall outside the jurisdiction of the municipality, areas where resources (including skills and expertise) are lacking and prospective implementation partners to fill these

gaps. Once identified, TOC will be able to proceed with engaging prospective partners (e.g. TSC, RTO7, Destination Ontario, neighbouring municipalities, etc.) in conversation around the creation of synergy through collaboration and the sharing of related resources. After this it will be important for the parties to formalize their commitments and relationships; for example, through partnership agreements, Memorandums of Understanding, service agreements, and other, as identified.

Management

Pillar of Progress:

A – Management

Strategy:

A1 – Establish a governance structure and set the operational foundation for tourism.

Initiative:

A1.6 – Ensure that the tourism perspective informs relevant internal/external plans, policies, and projects.

Priority Level:

High priority

Proposed Roles:

Lead

Resource Demand:

Very low demand

Timeline:

Immediate term, Ongoing

Measure of Success:

- + Improved synergies and efficiencies amongst Town departments.
- + Number (#) of plan, policies, and projects that seriously consider tourism.

Considerations

Taking an integrated approach to sustainable tourism development means considering the diversity of stakeholders in the destination while proceeding with tourism initiatives. It also means taking the tourism perspective seriously when proceeding with other municipal plans, policies, and projects. For various departments within TOC to be aligned in their efforts and working towards reducing duplication, one way for the tourism perspective to be institutionalized is to have a dedicated tourism resource at TOC, either a new hire or existing staff person, be responsible for implementing the TMP

and coordinating with the ETE. This would also allow tourism to be formally recognized as an area of focus and for consultation with them be mandated on any matters that may affect visitors to Collingwood, the tourism industry, etc. This includes having the tourism lead participate in relevant meetings, review relevant documentation, and be invited to provide insight and input into any matters that may be deemed as tourism-related. Note, since downtown Collingwood is a key tourism asset, there is potential for TOC to create a combined position for implementing the Tourism Master Plan and the Downtown Master Plan.

Management

Pillar of Progress:

A – Management

Strategy:

A2 – Develop a system for monitoring and evaluating the impact of tourism in Collingwood.

Initiative:

A2.1 – Develop a framework for monitoring and evaluating the sustainability of tourism in Collingwood.

Priority Level:

Medium priority

Proposed Roles:

Lead

Resource Demand:

Medium demand

Timeline:

Medium term

Measure of Success:

- + Increased capacity to gather and act on data associated with the sustainability of tourism in Collingwood.
- + Number of data collection points being used to generate insights into the sustainability of tourism.

Considerations

To pursue the sustainable development of tourism in Collingwood, TOC needs to be able to measure the social, economic, and environmental impacts that tourism is having on the destination over time. To do this, TOC should create a monitoring and evaluation (M&E) framework that identifies sustainable tourism outcomes for stakeholders within the private, public, and not-for-profit sectors to pursue as well as indicators to measure progress against. The framework should also identify the processes, programs, and/

or tools needed to collect data and generate tourism sustainability insights (e.g. annual resident-sentiment surveys). The M&E framework should be informed by global standards and best practices, specifically the Global Sustainable Tourism Council's Destination Criteria (GSTC) Version 2.0. It should also be informed by consultations with key stakeholders and partners around what is already being tracked, where there are gaps in information and capacities to track, and what is feasible for moving forward.

Management

Pillar of Progress:

A – Management

Strategy:

A2 – Develop a system for monitoring and evaluating the impact of tourism in Collingwood.

Initiative:

A2.2 – Monitor, evaluate, and report back on tourism sustainability on a regular basis.

Priority Level:

Medium priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Medium demand

Timeline:

Long term, Ongoing

Measure of Success:

- + Baseline understanding of the sustainability of tourism in Collingwood.
- + Insight into how sustainable tourism is in Collingwood over time.

Considerations

Once a framework is developed (see Initiative A2.1) and processes are put in place to monitor and evaluate the sustainability of tourism in Collingwood, TOC should work with partners to establish a tourism sustainability baseline. From here, and with continued support from partners, TOC will need to monitor and evaluate tourism performance over

time, making sure to report back to stakeholders on any progress made towards the outcomes identified in the framework. Insights garnered from process, and feedback from stakeholders, should be used to inform decision-making around necessary steps to improve sustainability (see Initiative A2.3) and course corrections to related programs and initiatives.

Management

Pillar of Progress:

A – Management

Strategy:

A2 – Develop a system for monitoring and evaluating the impact of tourism in Collingwood.

Initiative:

A2.3 – Identify and implement short-term actions for improving the sustainability of tourism in Collingwood.

Priority Level:

Lower priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very high demand

Timeline:

For future consideration

Measure of Success:

- + Increased clarity around the initiatives that need to be implemented to improve the sustainability of tourism in Collingwood.

Considerations

Once a tourism sustainability baseline has been established for Collingwood, TOC should leverage its tourism advisory support (see Initiative A1.3) and work with its partners to identify specific changes and innovations that will help the destination to become more sustainable over time. It should then prioritize these based on what is feasible to act upon in the short term and what will require a more strategic approach and/or time, energy, and resources to effect change. Short-term projects and initiatives should be included in annual budgets and corresponding work plans, while longer

term changes and innovations should be noted for future tourism planning processes. For example, if the creation of a welcoming and inclusive destination is one of the social sustainability outcomes that TOC has included in its M&E framework, and it is found in its baseline of tourism sustainability that visitors from the 2SLGBTQI+ community do not feel welcome or included in Collingwood, then this may point to a short-term action to collaborate with the CGLCC (Canada's 2SLGBTQI+ Chamber of Commerce) to become Rainbow Registered as a destination.

Management

Pillar of Progress:

A – Management

Strategy:

A3 – Communicate to stakeholders on a regular and ongoing basis.

Initiative:

A3.1 – Create and maintain a contact database of tourism stakeholders within and outside of Collingwood.

Priority Level:

High Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Immediate term, Ongoing

Measure of Success:

- + Increased and up-to-date awareness of the breadth and diversity of tourism stakeholders.
- + Number and type of contacts in database.

Considerations

To communicate and collaborate with stakeholders on a regular and ongoing basis, TOC should maintain a database of tourism stakeholders (including but not limited to tourism industry members and partner organizations) and their relevant information, such as business/ organization name, description of the business/ organization, primary communication channels, the name and contact information for key individuals, etc. Considering the

time, energy, and effort associated with developing and maintain a new standalone tourism stakeholder database, TOC should leverage their existing Customer Relationship Management (CRM) tool for this purpose. If this were the case, then tourism stakeholder information can be accessed and updated more easily across departments. There may also be opportunities for TOC to provide ETE access to tourism stakeholder information in the CRM.

Management

Pillar of Progress:

A – Management

Strategy:

A3 – Communicate to stakeholders on a regular and ongoing basis.

Initiative:

A3.2 – Develop and implement a communications plan for sharing TMP- and tourism-related updates with stakeholders.

Priority Level:

High Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Short term, Ongoing

Measure of Success:

- + Clarity around the who, what, where, when, why, and how to communicate with tourism stakeholders.
- + Increased interest in and understanding of tourism matters amongst stakeholders.
- + Level of engagement with tourism stakeholders.

Considerations

As a natural follow-up to the stakeholder engagements that informed the development of the TMP, TOC should develop and implement a communications plan to share implementation progress and other relevant updates as well as collect input and feedback from stakeholders. A fulsome two-way communications plan should outline

- + what type of information to share,
- + how the information will be shared,
- + who will receive the information,
- + and how often to share this information.

The plan should be flexible and adjusted as needed to successfully reach stakeholders. When the ETE arrangement is confirmed, for example, adjustments to the communication plan will likely be needed to account for the important relationship the ETE will have with industry.

Some examples of the types of information to share with stakeholders may include, but are not limited to, the following:

All: grow awareness of the TMP, how tourism-related funds are being used each year, updates on implementation progress, insights on Collingwood's tourism sustainability, how the tourism ecosystem in Collingwood and the region has changed e.g., around tourism governance)

Residents: Opportunities to become more aware of tourism in Collingwood, and how TMP implementation is benefitting the community etc.

Industry: research into sustainable tourism businesses, existing tools and supports offered by the Town and other partners, information on upcoming major events, etc.

Partners: updates on tourism development work in Collingwood, etc.

Management

Pillar of Progress:

B – Development

Strategy:

B1 – Gather the information needed to make informed decisions about tourism development.

Initiative:

B1.1 – Create and maintain an inventory of tangible and intangible local and regional tourism assets.

Priority Level:

Medium Priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Medium demand

Timeline:

Short term, Ongoing

Measure of Success:

- + Increased clarity around the local and regional asset pool.
- + Number and type of assets inventoried.
- + Number and type of initiatives leveraging inventory.

Considerations

The ETE responsible for marketing Collingwood should lead the development and ongoing maintenance of a tangible and intangible local and regional tourism asset inventory, with support from TOC and other partners. To be efficient, the creation of the inventory should leverage any existing lists such as the contact database (see Initiative A3.1) which is likely to include most, if not all, tourism businesses and many of the Town's parks and rec facilities, etc. More specifically, the ETE should work with key stakeholders, including RTO7, TSC, the Town's Parks and

Rec and Culture Division and relevant committees, such as the Heritage Advisory Committee and Public Art Committee, the Collingwood Museum, Collingwood Public Library, among others, to develop the inventory. This inventory will be used to understand what to market (see Initiatives in C1), where investment is needed in product development (see Initiatives in B2), and how accessible existing assets are to visitors (see Initiatives in B3.1), and more broadly answer questions around what product, experiences and events are currently offered both locally and regionally.

Pillar of Progress:

B – Development

Strategy:

B1 – Gather the information needed to make informed decisions about tourism development.

Initiative:

B1.2 – Identify gaps in market intelligence and undertake research to fill these gaps.

Priority Level:

Lower Priority

Proposed Roles:

Lead

Resource Demand:

Medium demand

Timeline:

Medium term

Measure of Success:

- + Increased insight into the tourism market, including new segments to market to and their related demands.
- + Number of insights generated through research.
- + Number and types of initiatives leveraging insights.

Considerations

To make informed product development and marketing decisions, dedicated and ongoing market research activities are needed that complement research that is already taking place in the region. TOC should continue to collect and compile existing research relevant to tourism actors and undertake new research into potential target markets that are mentioned in the TMP, including 2SLGBTQ+ travelers, dark sky and silent travellers, boaters, business retreaters, digital nomads and home swappers, neighbouring municipality target groups, shoulder season travellers and cool-cationers, skip-gen and private group travellers, etc. TOC

should consider leveraging Environics Data, Destination Canada's Data Collective, and existing data sources to conduct this research, along with coordinating additional data collection activities, as needed. There may also be opportunities to collect relevant visitation and other data from industry. Importantly, to maximize impacts of this research activity, TOC and the ETE should share research and related insights with stakeholders to inform their decision making (See Initiatives in A2) and continuously refine ideal target audiences/markets and reconfirm what travel experiences are they seeking.

Management

Pillar of Progress:

B – Development

Strategy:

B1 – Gather the information needed to make informed decisions about tourism development.

Initiative:

B1.3 – Stay on top of relevant tourism research, including attending select tourism conferences.

Priority Level:

Medium Priority

Proposed Roles:

Lead

Resource Demand:

Very low demand

Timeline:

Medium term, Ongoing

Measure of Success:

- + Increased awareness and understanding of tourism trends and best practices.
- + Number and type of resources secured/accessed.
- + Number and type of events attended.

Considerations

To ensure TOC and partners can make informed decisions and stay in-the-know of tourism trends and direction at a provincial, national, and international level, TOC and the ETE should stay on top of tourism research and developments, including research conducted by strategic partners like RTO7. This means attending tourism conferences like the Tourism Industry Association of Ontario's Ontario Tourism Summit, the Tourism Industry Association of Canada's Tourism Congress, IMPACT Sustainability Travel & Tourism, International

Indigenous Tourism Conference, relevant Destination Canada events, such as the past International Symposium on Destination Stewardship, etc. Additionally, TOC should seek opportunities to collaborate with tourism and hospitality post-secondary programs offered by institutions like Georgian College, Centennial College, University of Waterloo, Toronto Metropolitan University, etc. These could support research and workforce development projects that would be mutually beneficial.

Management

Pillar of Progress:

B – Development

Strategy:

B2 – Co-develop and enhance tourism product.

Initiative:

B2.1 – Identify and assess tourism product development opportunities, including collaboration opportunities.

Priority Level:

Medium Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Medium demand

Timeline:

Medium term

Measure of Success:

- + Insight into high-potential and high-impact tourism investment and collaboration opportunities.
- + Number and type of product development opportunities identified.

Considerations

Some tourism product gaps are best filled by the public sector collaborations, others by the private sector, and others still by public-private partnership. Examples of tourism product opportunities identified through the TMP research to be further explored include participating in regional products managed by neighbouring destinations (e.g., Apple Pie Trail, etc.), new branded regional cycling/hiking routes, craft alcohol bus tour (e.g., Guelph Beer Bus), paddling rentals and experiences along the waterfront, pop-up vendor spaces, additional bike/e-bike rentals, new

events, marina services, waterfront restaurants, etc. To narrow in on opportunities, TOC should undertake research to identify a shortlist of tourism product development opportunities. This research should at a minimum consider the tourism asset inventory (see Initiative B1.1) and new market research (see Initiative B1.2) to produce basic feasibility assessments of the shortlisted opportunities and determine which ones are “best bets” along with who should lead or be involved in their execution. (i.e. public, private, PPP).

Development

Pillar of Progress:

B – Development

Strategy:

B2 – Co-develop and enhance tourism product.

Initiative:

B2.2 – Drive investment into strategic tourism product opportunities.

Priority Level:

Lower Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Low demand

Timeline:

Long term, Ongoing

Measure of Success:

- + Number of new and enhance tourism product that complement the existing offer.

Considerations

With tourism product opportunities identified in Initiative B2.1 and basic feasibility assessments undertaken, it will be easier for TOC to sell these (soft and hard) tourism product development opportunities to potential investors, entrepreneurs, and collaborators. As well as make decisions on how TOC and partners can participate in product development activities. Based on the results of the opportunity scan, it is likely that some of the low-investment opportunities identified could be taken on directly by the ETE. Other more resource-

intensive opportunities would be best suited to private investment from entrepreneurs, businesses, and organizations, etc. These investment attraction and decision-making activities should align with the Town's Economic Development Action Plan and help inform TOC's other economic development activities. The ETE could also develop a grant program so that some MAT revenue, if implemented, is being used to drive investment back into the private sector to create more tourism product.

Development

Pillar of Progress:

B – Development

Strategy:

B2 – Co-develop and enhance tourism product.

Initiative:

B2.3 – Explore the feasibility of evolving select community events into visitor-facing events.

Priority Level:

High Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Short term, Ongoing

Measure of Success:

- + Increased clarity around whether specific community events can and should be used to attract visitors.
- + Number of existing community events that attract a significant number of visitors.

Considerations

With strategic evolutions, some community tourism assets, especially events, have the potential to develop into visitor-facing tourism draws (e.g., Collingwood Pride, Side Launch Days Festival, Indigenous-led community events by Georgian Bay Indigenous Circle, music events, etc.). TOC's Economic Development Division should lead this strategy with collaboration from Parks, Recreation and Culture and the ETE. A first step will be determining if community/

Town event organizers are interested/ consent to expanding the audience of their event to non-residents and then working in partnership with these players if the appetite for evolution and growth is there. It is also possible that other community assets like the pending Arts and Culture Centre and/ or Multi-Use Recreation Facility could also be evolved and positioned as visitor-facing assets depending on their offerings and interest.

Development

Pillar of Progress:

B – Development

Strategy:

B2 – Co-develop and enhance tourism product.

Initiative:

B2.4 – Collaborate with others to deliver tourism-specific training and supports to industry.

Priority Level:

High Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Very low demand

Timeline:

Immediate term, Ongoing

Measure of Success:

- + Increased industry capacity to meet the needs of visitors.
- + Number of training opportunities/support provided to industry members.

Considerations

To maintain an attractive and compelling tourism product, ongoing industry trainings are essential as they give business owners and operators the tools needed to meet and exceed the needs of visitors and locals, develop new products/services, communicate their offerings across platforms, etc. To avoid duplication of efforts, the ETE will share information with industry on trainings offered by tourism organizations like TIAO and RTO7, and institutions (see Initiative B1.3) as well gather information from industry on additional desired/needed trainings. TOC and the Small Business Enterprise Centre (SBEC) would focus on more tailored hands-on training and capacity building workshops.

Specific training topics, which will be identified during TMP implementation, could include such things as travel AI. For example, through the tourism product opportunity identification it could be determined that workshops on experience development and collaboration are needed. There are alignments between this initiative and the assets inventory development (Initiative B1.1) in deciding what is considered a community asset versus a visitor-facing asset. Note: Tourism businesses did not express a strong desire for trainings; however, that does not mean they are not important for Collingwood's tourism industry to stay ahead.

Development

Pillar of Progress:

B – Development

Strategy:

B2 – Co-develop and enhance tourism product.

Initiative:

B2.5 – Host an annual industry networking event to foster collaboration.

Priority Level:

High Priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Very low demand

Timeline:

Immediate term

Measure of Success:

- + Stronger tourism industry network.
- + Increased localization of tourism dollars.
- + Number of event attendees.

Considerations

To nurture a tourism industry where diverse collaborations and partnerships are second nature, the ETE and partners including the TOC and SBEC should leverage any opportunity where industry are gathered to encourage networking as well as coordinate at a minimum a yearly industry meet-and-greet. For example, there is an opportunity to support a circular economy for tourism, by strengthening local food and drink supply chains, through

facilitating regional networking/product development events (e.g. chef/farmer/producer meet-and-greets) and to encourage collaborative product development. In organizing networking opportunities, it is important to invite community organizations as they could also be interested in developing tourism products (e.g., Georgian Bay Indigenous Circle, Indigenous Tourism Ontario, Collingwood Pride, and other cultural and community groups).

Development

Pillar of Progress:

B – Development

Strategy:

B3 – Increase access to and enjoyment of tourism experiences.

Initiative:

B3.1 – Develop and share a best practices toolkit for businesses seeking to be more accessible.

Priority Level:

Lower Priority

Proposed Roles:

Co-lead with ETE

Resource Demand:

Medium demand

Timeline:

Long term

Measure of Success:

- + Increased awareness of tourism asset accessibility and means for ways to improve visitor access.
- + Number of toolkits shared.
- + Number of actions/initiatives undertaken by industry towards increasing accessibility.

Considerations

TOC and partners, like the ETE, will benefit from a better understanding of the current level of accessibility of Collingwood's tourism assets, above and beyond Accessibility for Ontarians with Disabilities Act (AODA) requirements and basic building codes. Prospective visitors should also have easy access to this information so that a wide diversity of visitors are able to make the most of their time in Collingwood. The City of Burlington, for example, has applied a Venue Accessibility Rating system and the City of Vancouver has an Accessible

Vancouver program with many resources and tools for businesses to use. Importantly, communicating information about accessibility on a future visitor-facing website will be important to enable visitors with accessibility concerns to plan trips that will meet their specific needs effectively.

Note: A better understanding of current levels of accessibility can be achieved via a review or assessment of a proportional representation of tourism assets.

Development

Pillar of Progress:

B – Development

Strategy:

B3 – Increase access to and enjoyment of tourism experiences.

Initiative:

B3.2 – Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region.

Priority Level:

Lower Priority

Proposed Roles:

Lead

Resource Demand:

Medium demand

Timeline:

For future consideration

Measure of Success:

- + Increased awareness amongst visitors of diverse ways to travel within Collingwood and the region.
- + Number and type of modes of transportation being used by visitors.

Considerations

Visitors have unique transportation needs compared to residents, as they move across destinations in unique ways often at different times. This is why it's so important that the tourism perspective informs relevant internal/external plans, policies, and projects (see Initiative 1.6). To encourage multi-modal movement where transportation becomes part of the visitor experience, TOC should consider visitor behaviours and identify how visitor-transportation needs can be better met. A key question to consider is “how will visitors move from their accommodations and/or parking spots to enjoy key assets in Collingwood and the region without the use of a car (e.g., walking/hiking, cycling, public transit, etc.)”? This would improve trip planning options for visitors wanting to go to places like Blue Mountains Village, Bruce Trail, Pretty River Provincial Park, Wasaga Beach, Creemore, craft alcohol

establishments, etc. For example, is a shuttle needed to support linear hiking and cycling routes? Consider service linkage needs (e.g., bus stops at specific locations, etc.) and consider infrastructure needs (e.g., signage of businesses near trails, signage for attractions outside the downtown, and signage bringing visitors to Collingwood on major roads, etc.). As part of the analysis process, it will be important to consider existing tools, such as the Trails Map, etc. These findings and perspectives must be considered in the Town's transportation planning and wayfinding efforts. A positive outcome of this work would be for multi-modal transportation to become a sought-after experience by visitors that adds to their experience rather than being a burden. It should be the top choice for simplicity, convenience, and fun.

Development

Pillar of Progress:

B – Development

Strategy:

B3 – Increase access to and enjoyment of tourism experiences.

Initiative:

B3.3 – Research and explore alternative transportation solutions for visitors to Collingwood.

Priority Level:

Lower Priority

Proposed Roles:

Lead

Resource Demand:

Medium demand

Timeline:

Long term

Measure of Success:

- + Insight into transportation options.
- + Number of opportunities acted upon for increasing visitation to Collingwood.

Considerations

Establishing transportation to Collingwood beyond private vehicle will open up the destination to new tourism markets and would simultaneously benefit residents. This strategy is about TOC starting explorations into transportation options catering to visitor needs. This could include beginning conversations with Metrolinx to see the possibility of offering public transit links to Collingwood (even on a seasonal basis or event specific basis) from places like the Greater Toronto-

Hamilton Area, Waterloo Region, Guelph, etc. This could also include connecting with private bus services bringing visitors to the Blue Mountains Village to identify opportunities to stop in Collingwood or advocating for new route. For example, the Shaw Festival in Niagara-on-the Lake organizes buses from Toronto and Burlington. Similarly, the Stratford Festival organizes buses from Toronto. It is also important to connect with regional efforts, including the Simcoe County Linx system.

Development

Pillar of Progress:

B – Development

Strategy:

B3 – Increase access to and enjoyment of tourism experiences.

Initiative:

B3.4 – Pilot a pedestrian street program.

Priority Level:

High Priority

Proposed Roles:

Lead

Resource Demand:

Low demand

Timeline:

Short term

Measure of Success:

- + Amount of foot-traffic on street during pilot.
- + Difference in sales for businesses in the downtown core.

Considerations

Industry and residents both expressed a desire for closing a portion of Hurontario Street to vehicles on specific and/or reoccurring days/evenings with and various activations taking place on the street (e.g., live music, buskers, sporting activates, arts and crafts activities, etc.). Pedestrian days are also an opportunity to collaborate with business owners and encourage them to stay open later to better meet visitor needs and add

life to the community in the evening. Referencing the potential Hurontario road closure pilots noted in the Shipyards Public Realm Plan, TOC should lead this work in collaboration with other Town Departments, the Collingwood BIA, and community organizations interested in offering activities, as well as work on alignments with other activations, such as the Art Crawl or Christmas Market.

Development

Pillar of Progress:

B – Development

Strategy:

B3 – Increase access to and enjoyment of tourism experiences.

Initiative:

B3.5 – Engage community organizations and business clusters to develop public space activations and beautification.

Priority Level:

High Priority

Proposed Roles:

Lead

Resource Demand:

Very low demand

Timeline:

Short term, Ongoing

Measure of Success:

- + Increased pride in place and appreciation of public spaces.
- + Number and type of activations and/or beautification initiatives implemented.

Considerations

Through the TMP engagements, community members/organizations expressed a desire to be more involved in placemaking and community-building activities. This can also apply to clusters of businesses that share a general location, such as along the same stretch of street or alleyway. This can be achieved through coordinating participation of these groups in activations and beautifications, including managing public gardens, sports assets, community art spaces, the Terminals Point Development; however, this does not mean funding these. Examples

of community organizations include arts organizations like Blue Mountains Foundation for the Arts; environmental organizations like Nature League, Keep Collingwood Clean, and Georgian Bay Forever; recreational organizations like the Curling Club, YMCA, boating groups, etc. TOC's PRC and BIA should work together to lead this initiative. Note: Although not fully related, this strategy should also be considered while implementing the Shipyards Public Realm Plan May 2024 (e.g., mural creations, garden development/maintenance, etc.) and Collingwood Downtown Master Plan.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C1 – Establish a clear tourism brand identity and destination position for Collingwood.

Initiative:

C1.1 – Undertake a destination brand refresh process, including the development of new visual identity collateral and guidelines.

Priority Level:

Very high priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Medium demand

Timeline:

Immediate term

Measure of Success:

- + Clarity on Collingwood’s tourism unique brand identity and value proposition, along with an understanding on how to activate these.
- + Level of brand awareness.

Considerations

Brand identity is a foundational part of tourism marketing and stakeholders have indicated that, at present, Collingwood does not have a clear, compelling, identifiable, and distinguishable tourism brand. To build a strong brand and destination position, the ETE should lead a destination brand refresh process with support from the TOC, other strategic partners, and a third party specializing in destination identity development. This brand refresh process should include reviewing how Collingwood is currently positioned by different marketing organizations and the existing brands, such

as Experience Collingwood and Discover Collingwood. A decision will need to be made around how to approach alignments with the Town's current brand, while prioritizing the development of a compelling/non-corporate new tourism brand for the destination. The brand refresh process should be informed by feedback from residents, industry, and visitors. The refreshed brand should speak to key target markets and include the development of new brand guidelines and visual collateral that reflects Collingwood's four season offerings and its connection to the broader South Georgian Bay region.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C1 – Establish a clear tourism brand identity and destination position for Collingwood.

Initiative:

C1.2 – Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment.

Priority Level:

High Priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Medium demand

Timeline:

Immediate term, Ongoing

Measure of Success:

+ Number of visitors to Collingwood.

Considerations

With a refreshed destination brand (see Initiative C1.1) the ETE should develop a values-based marketing plan that also considers regional marketing and cross-promotional opportunities. The plan should align with sustainability aspirations (see Initiative A2.3), leverage research on existing tourism assets (see Initiative B1.1), and complement regional marketing efforts. Questions the plan will need to answer include but are not limited to:

- + what should be marketed in the destination (e.g., marketing assets that are less visited vs. assets facing overtourism, highlighting assets that are available during the week and shoulder/low-seasons, etc.),
- + who to market these specific assets to (e.g., identifying ideal visitor target groups based on the identified assets), and
- + how to market these assets (e.g., what communication channels/campaigns to use to reach target markets).

Ultimately, the marketing plan will be an important companion plan to the TMP and help to ensure its successful implementation and the sustainable development of tourism in Collingwood.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C2 – Ensure that visitors have the information needed to make decisions across their journey.

Initiative:

C2.1 – Develop a consumer-facing website that is focused on Collingwood in relation to the broader region.

Priority Level:

Very high priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Low demand

Timeline:

Immediate term, Ongoing

Measure of Success:

- + A central, accessible information hub is available with all needed visitor-facing information from trip inspiration, to planning, and beyond.
- + Increased awareness among stakeholders about current tourism products in Collingwood, including information about accessibility, being welcoming and inclusive, etc.
- + Number of visitors to website.

Considerations

Visitors and residents need a central place to get information on what there is to do/see/experience in Collingwood. For example, residents expressed a desire to have more information on events taking place in town and what to do with visiting friends and family, and visitors need access to information to inspire visitation as well as help trip planning. In alignment with Collingwood's refreshed tourism brand (see Initiative C1.1) and the new marketing plan (see Initiative C1.2), the ETE should develop a new consumer-facing website and an events calendar for Collingwood. In addition to inspiring imagery and information on tourism draws, the website should include information about

- + health and safety including environmental concerns like safe versus unsafe swimming areas, dangerous flora and fauna in the area, locations of cooling stations, etc.,

- + trip planning logistical information,
- + community expectations of visitors (e.g., being a respectful/responsible visitor),
- + information on accessibility including accessible assets (see Initiative B3.1).

The events calendar should also include coordination with relevant stakeholders and the development of a system to ensure it is updated on a regular basis. The ETE should also collaborate with TOC around the overarching communication plan (see Initiative A3.4) in case there are opportunities for alignment (e.g. sharing sustainability success stories with prospective visitors).

Note: To avoid duplicating efforts, it will be important to connect up existing events calendars and streamline processes so that business owners do not need to fill in or communicate with multiple calendar managers.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C2 – Ensure that visitors have the information needed to make decisions across their journey.

Initiative:

C2.2 – Produce a four-season visitor guide and map that is available in both digital and print versions.

Priority Level:

Medium Priority

Proposed Roles:

ETE lead

Resource Demand:

Low demand

Timeline:

Short term

Measure of Success:

- + Increased visitor access to information that inspires shoulder season visitation and helps visitors make the most of their trips (i.e. increase visitor satisfaction, increase spend).
- + Number of guides printed and distributed.
- + Traffic to and/or downloads of digital guide.

Considerations

The ETE should develop both physical and digital visitor guides and destination maps that are aligned with the refreshed brand (see Initiative C1.1) and the marketing plan (see Initiative C1.2) as well as the consumer-facing website (see Initiative C2.1). This marketing collateral should be distributed at strategic locations in and around Collingwood (e.g., local businesses, recreational facilities, museum and cultural spaces, etc.), as well as at key events and group visits (e.g., tour groups, sports groups,

school groups, filming crew groups, etc.). If the decision is made to move forward with a bricks-and-mortar or popup visitor information kiosks (see Initiative C2.3), the guides should be available at these locations. The visitor guide should feature diverse visitor segments and activities across the year, while catering to the needs of different target markets.

Note, the Discover Collingwood app could be leveraged here.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C2 – Ensure that visitors have the information needed to make decisions across their journey.

Initiative:

C2.3 – Pilot a Visitor Information Kiosks program while exploring the need for and feasibility of a permanent Visitor Information Centre.

Priority Level:

Lower Priority

Proposed Roles:

Support (ETE to lead)

Resource Demand:

Medium demand

Timeline:

Medium term

Measure of Success:

- + Better understanding around value of pop up vs. permanent visitor information kiosks as tools to provide in-market.
- + Information to visitors to help them make the most of their trips (i.e. increase visitor satisfaction, increase spend).
- + Level of foot traffic/demand at pilot kiosks.

Considerations

With support from TOC, the ETE should pilot a visitor information kiosk program at strategic locations/times (e.g. during the weekends, holidays, festivals/events, and during the week at specific businesses/venues). There are several options for how this could be rolled out including staffing the Business Development Centre (BDC) or Town Hall front desk with a highly knowledgeable resource (e.g. ETE staff person or trained and reliable ambassador) to provide in-person recommendations and other relevant

information and/or managing pop-up kiosks in a more ad-hoc fashion. The pilot program should have a monitoring and evaluations system associated with it so that it could, if successful, be evolved into a permanent solution that best meets visitor needs and is an effective use of resources. Note: There are also potential benefits to having the ETE be colocated with other business services at the BDC such as increasing synergies, avoiding duplication, and growing partnerships.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C2 – Ensure that visitors have the information needed to make decisions across their journey.

Initiative:

C2.4 – Equip businesses with the information they need to provide meaningful recommendations to visitors on what to do in Collingwood.

Priority Level:

Lower Priority

Proposed Roles:

ETE lead

Resource Demand:

Very low demand

Timeline:

Ongoing

Measure of Success:

- + Businesses know where to get information to make recommendations (e.g. hours/days of operation for different businesses) and visitors receive tailored and relevant information.
- + Amount and type of information provided to industry.
- + Level of industry awareness.

Considerations

Tourism businesses and their staff are the face of any destination. These ambassadors have the potential to strongly influence visitor trip satisfaction. For this reason, it's important that the ETE work to ensure that tourism industry members in Collingwood (and beyond) are comfortable recommending and sharing information with visitors about the destination. Even better, is when these business owners and operators can tailor recommendations to the needs/desires of specific visitors. For example, industry should know or have easy access to the hours of operation for different businesses and understand their offerings in detail.

To equip industry with the tools and ability to do this, tactics include hosting industry meet and greet events, organizing familiarization tours to local businesses, designing an easy-to-read cheat sheet for industry with basic business/event information, providing visitor resources that businesses can hand out such as visitor guides and maps. The ETE should also consider polling industry on common questions they are asked by visitors to inform the production of the cheat sheet as well as to inform training for those staffing the tourism information kiosks (see. Initiative C2.3).

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C3 – Ensure that visitor expectations are being set, met, and exceeded.

Initiative:

C3.1 – Implement a quality assurance program that includes conducting experience assessments and providing operators with feedback.

Priority Level:

Lower Priority

Proposed Roles:

ETE to lead

Resource Demand:

Medium demand

Timeline:

Long term

Measure of Success:

- + Increased awareness of the quality levels of tourism experiences in Collingwood and how these change over time, Increased operator awareness of opportunities for improvement.
- + Number of businesses assesses and/or involved in program.
- + Number of action taken by operators to improve their quality.
- + Quality of visitor experience.

Considerations

The ETE should develop a quality assurance program to ensure that the visitor experience in Collingwood (at the business level and destination-level) is consistently of a high-quality and aligns with visitor expectations and the brand promise. To review the quality of tourism experiences in Collingwood the ETE can commission secret shopper activities at set time intervals using an assessment template that identifies tourism product evaluation criteria and then provide feedback to business operators. Additionally, to capture destination-level data and in alignment with other visitor surveys disseminated by the ETE or TOC, questions could be asked to visitors about their experience in the destination across

the year. Responses would be analyzed by the ETE on an ongoing basis to inform responsive actions. In alignment with other strategies in the TMP, survey questions can also ask about accessibility and sustainability. The ETE may choose to coordinate with preexisting quality assurance and certifications programs or commission third party support the design of a Collingwood-specific quality assurance program and/or undertake the secret shopping activities. Identified destination-wide gaps, needs, or shortcomings should inform themes for industry capacity-building workshops and destination-wide initiatives to improve the quality of the visitor experience.

Marketing

Pillar of Progress:

C – Marketing

Strategy:

C3 – Ensure that visitor expectations are being set, met, and exceeded.

Initiative:

C3.2 – Conduct a marketing audit and annual review.

Priority Level:

Medium Priority

Proposed Roles:

ETE to lead

Resource Demand:

Very low demand

Timeline:

Long term

Measure of Success:

- + Increased understanding of how various partner organizations involved in tourism are marketing Collingwood as a destination, along with the identification of any gaps or areas for improvement, and how these change year-to-year.
- + Degree of alignment between marketing efforts and visitor experience.

Considerations

The ETE responsible for marketing the destination should leverage insights from the quality assurance program (see Initiative C3.1), and compare these results with the messaging shared to visitors through marketing efforts across various internal and external marketing channels. The audit and review processes can help ensure that the messaging received by visitors about Collingwood sets appropriate expectations of their experience in-destination. For

example, if online marketing is heavily focused on fantastic cycling routes and trails, the audit and review process will help to ensure that the cycling routes and trails in the destination are indeed of high-quality). If gaps are identified between how assets are marketed and their state in reality, then efforts to collaboratively close these gaps should be undertaken and/or marketing messaging should be adjusted to better reflect the situation on the ground.

Plan Overview

Vision	<p>Collingwood is a socially, economically, and environmentally vibrant destination that consistently applies a sustainability lens to growth and development. It is known as a place for art, culture, food & drink, and as a regional hub for outdoor activities. Collingwood is a welcoming four-season destination that appeals to people of all ages and abilities.</p>		
2030 Goal	<p>By 2030, tourism in Collingwood will be effectively managed, sustainably developed, and responsibly marketed.</p>		
Pillars of Progress and Strategies	<p><u>Management</u></p> <ul style="list-style-type: none"> + Establish a governance structure and set the operational foundation for tourism. + Develop a system for monitoring and evaluating the impact of tourism in Collingwood. + Communicate to stakeholders on a regular and ongoing basis. 	<p><u>Development</u></p> <ul style="list-style-type: none"> + Gather the information needed to make informed decisions about tourism development. + Co-develop and enhance tourism product. + Increase access to and enjoyment of tourism experiences. 	<p><u>Marketing</u></p> <ul style="list-style-type: none"> + Establish a clear tourism brand identity and destination position for Collingwood. + Ensure that visitors have the information needed to make decisions across their journey. + Ensure that visitor expectations are being set, met, and exceeded.
Initiatives	<p><u>A1.1 – A3.2</u></p>	<p><u>B1.1 – B3.5</u></p>	<p><u>C1.1 – C3.2</u></p>
Guiding Principles	<ul style="list-style-type: none"> + Be true to Collingwood. + Nurture partnership. 	<ul style="list-style-type: none"> + Prioritize diversity, equity, inclusion, and reconciliation. + Make decisions backed by data. 	<ul style="list-style-type: none"> + Drive sustainable development. + Stay agile.
Foundation	<p>Town of Collingwood Official Plan (December 2023)</p>		<p>Town of Collingwood Community Based Strategic Plan 2024-2028</p>

138

Appendices



Appendix A – Document List

Overall Directional Plans

[Town of Collingwood Official Plan \(2023\)](#)

[Corporate Climate Change Action Plan](#)

[Community-Based Strategic Plan 2020-2023. \(2020\)](#)

[Evolution – A Balanced Approach to Tourism Destination Development with Supporting Action Plan, Sustainable Tourism 2024-2029 \(2023\)](#)

[Destination Stewardship Plan 2023-2026. \(2023\)](#)

Economic Development

[Town of Collingwood Economic Development Action Plan 2020-2025 \(2020\)](#)

[Attracting Film Production to Small Town Ontario \(2024\)](#)

Accommodations

[Staff Report P2023-08, Consideration of a Municipal Accommodation Tax \(2023\)](#)

[Presentation of the Municipal Accommodation Tax Draft Framework \(2024\)](#)

[Staff Report #C2023-24, Licensing Short-term Accommodations \(2023\)](#)

Transportation and Signage

[Active Transportation Framework \(2017\)](#)

[Cycling Plan \(2019\)](#)

[Collingwood Downtown Wayfinding Signage Report \(2017\)](#)

[Downtown Modernization 2020: Wayfinding Signage – Phase II Main Street Revitalization \(2020\)](#)

Parks, Recreation, and Culture

[Parks, Recreation & Culture Master Plan \(2019\)](#)

[Collingwood Arts & Culture Centre Feasibility Study: Presentation \(2021\)](#)

[Collingwood Arts & Culture Centre Feasibility – Phase 2: Presentation to City Council \(2023\)](#)

[Collingwood Arts Centre Feasibility Study: Council Check-in \(2023\)](#)

[A Natural Playground for Music: A Three-Year Regional Music Strategy for Barrie and Simcoe County \(2018\)](#)

Waterfront Projects

[Waterfront Masterplan \(2016\)](#)

[Collingwood Grain Terminals Revitalization \(2023\)](#)

[Collingwood Terminals Revitalization \(n.d.\)](#)

[Town of Collingwood Shipyards Public Realm Plan \(2024\)](#)

Tourism 101 in Ontario

[SME Profile 2020: Tourism Industries in Canada \(2022\)](#)

[Canadian Tourism Satellite Account Handbook \(2007\)](#)

[Beaver Valley Sustainable Tourism Strategy \(2023\)](#)

[One Together: Tourism Simcoe County's 2023-2026 Destination Stewardship Plan \(2023\)](#)

[A Regenerative Approach to Tourism in Canada \(2023\)](#)

Factors Affecting Tourism

[World Economic Forum Travel & Tourism Development Index \(2024\)](#)

[State of Destination Marketing Report \(2024\)](#)

[Deloitte, 2024 Summer Travel Outlook Canadian destination in the spotlight \(2024\)](#)

[Blue Cross Travel Study \(2024\)](#)

[Ontario Cycle Tourism & Cycling Activity Report 2023 \(2024\)](#)

[Destination Canada, Fall 2023 Industry Outlook \(2023\)](#)

[Ontario Tourism Industry Health Check \(2024\)](#)

[Skift Advisory, Analysis of the Latest Economic Market Data \(2024\)](#)

[The Business Guide to Advancing Climate Justice \(2024\)](#)

[SKIFT Global Forum Key Takeaways \(2023\)](#)

The Newcomer Perspective (2024)

Immigration, Refugees and Citizenship
Canada report on Canadian citizenship
(n.d.)

Cycling, Energized! A Report on the State
of E-Bikes in Canada (2024)

TIAO “Articles” (2024)

TIAC press releases (2024)

McKinsey & Company, “The state of
tourism and hospitality 2024” (2024)

Comparator and Competitor Destinations

Niagara-on-the-Lake Tourism Strategy,
Master Plan, & Action Plan (2024-2028)



Appendix B – List of NAICS Codes for Tourism Industries

NAICs Description

Air Transportation

- 4811** Scheduled Air Transport
- 4812** Non-Scheduled Air Transport

Rail Transportation

- 4821** Rail Transportation

Water Transportation

- 4831** Deep sea, coastal and Great Lakes Water Transportation
- 4832** Inland Water Transportation

Bus Transportation

- 4851** Urban Transit Systems
- 4852** Interurban and rural bus transportation
- 4854** School and employee bus transportation
- 4855** Charter bus industry
- 4859** Other transit and group passenger transportation

Scenic and Sightseeing Transportation

- 4871** Scenic and sightseeing transportation, land
- 4872** Scenic and sightseeing transportation, water
- 4879** Scenic and sightseeing transportation, other

Taxicabs

- 4853** Taxi and Limousine Service

Travel Services

- 5615** Travel Arrangement and Reservation Services

Recreation and Entertainment

- 51213** Motion picture and video exhibition
- 7111** Performing Arts Companies
- 7112** Spectator sports
- 7115** Independent artists, writers and performers
- 7121** Heritage institutions
- 7131** Amusement parks and arcades
- 7132** Gambling Industries
- 7139** Other amusement and recreation industries

Hotel and Motel

7211 Traveller accommodation

Camping

721211 RV (recreational vehicle) parks
and campgrounds

Other Accommodations

721212 Hunting and fishing camps

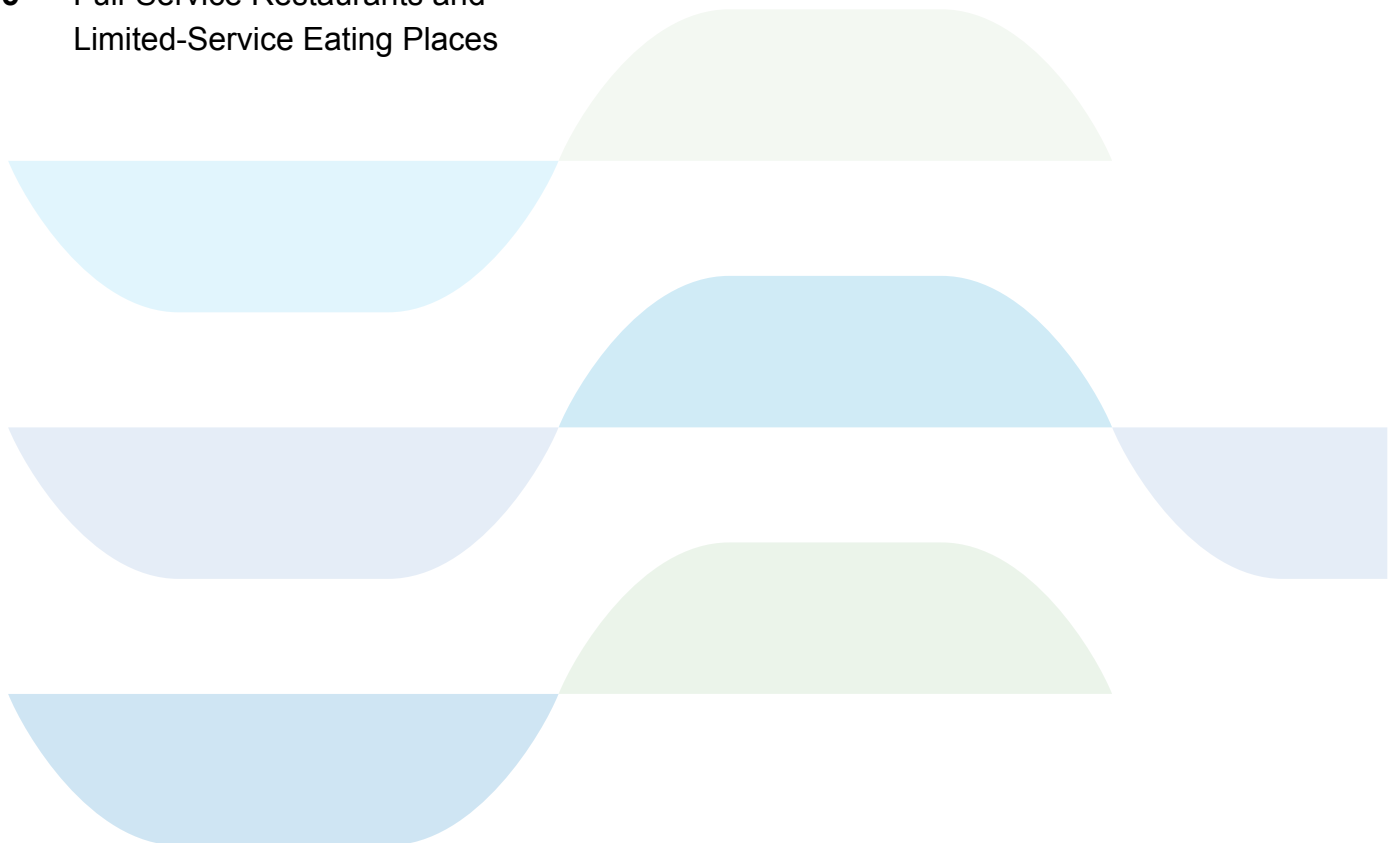
721213 Recreational (except hunting and
fishing) and vacation camps

721198 All other traveller accommodation

Food and Beverage Services

7224 Drinking Places
(Alcoholic Beverages)

7225 Full-Service Restaurants and
Limited-Service Eating Places



Appendix C – Ecosystem Actors

Regional Level

Regional Tourism Organization

7: BruceGreySimcoe (RTO7): It is one of Ontario’s 15 regional tourism organizations in the province that were created through the Tourism Competitiveness Study completed by the province in 2009. It is an independent, industry-led, not-for-profit corporation funded by the Ontario Ministry of Tourism, Culture and Gaming. Its roles and responsibilities includes providing leadership and coordination to support competitive and sustainable tourism regions, including supporting the tourism industry and attracting tourism visitors to the counties of Bruce, Grey, and Simcoe. RTO7 also provides visitor-facing supports and resources through its consumer [website](#), and industry-facing supports through its industry [website](#).

Tourism Simcoe County (TSC): It is the destination marketing and management organization for Simcoe County, and forms part of the upper-tier municipality of Simcoe County from where it receives its funding. Its role and responsibilities include regional leadership and representation, supporting the tourism industry in developing partnerships and collaboration, product development and

innovation, marketing and promotion, and research and learning. It also provides visitor-facing and industry supports and resources through its website.

South Georgian Bay Small Enterprise Centre (SBEC):

It is part of a network of other Small Business Enterprise Centres operating in Ontario in partnership with the Ministry of Economic Development and Innovation. It provides support to start-up and existing small business enterprises, including tourism enterprises, during their development, retention, and operation. They provide entrepreneurs, including tourism entrepreneurs, with easy access to business consulting services and information covering management, marketing, technology, and financing. It is administered by the Town of Collingwood with supports from multiple municipalities including the Town of Collingwood, Clearview Township, the Town of The Blue Mountains, and the Town of Wasaga Beach. To learn more, visit their [website](#).

Georgian College (GC): It is a post-secondary institution that offers a variety of programs at its various campuses including Hospitality, Tourism and Recreation at its Barrie Campus. Specifically at its South Georgian Bay Campus in Collingwood, it hosts select courses from different programs including health, wellness and sciences; human services; hospitality, tourism

and recreation; continuing education; preparatory programs; and motorcycle training. To learn more, visit their [website](#).

Saugeen Ojibway Nation (SON): It is made up of Saugeen Anishnaabek at Chippewas of Nawash Unceded First Nation and Saugeen First Nation. Saugeen Anishnaabek have been living in their home on and near the Saugeen (Bruce) Peninsula since time immemorial. Through their treaties with the Crown, they have agreed to share part of their land with people who have come from all around the world. In particular, their traditional territories span roughly from Goderich to the Nottawasaga River and from Arthur to Tobermory, meaning it includes the land we know today as Collingwood Collectively, Chippewas of Nawash Unceded First Nation and Saugeen First Nation have formed the Saugeen Ojibway Nation (SON) Environmental Office which provides infrastructure and expertise for matters that affect the rights and interests of SON and support the Joint Chiefs and Councils of SON in asserting jurisdiction across SON Territory. To learn more, visit SON [website](#), Saugeen First Nation [website](#), and Chippewas of Nawash Unceded First Nation [website](#).

The Blue Mountain Village Association (BMVA): It is a not-for-profit, membership-based association incorporated by special

legislation Bill Pr14, Blue Mountain Village Association Act, 1999 following the development of Blue Mountain Village within the Town of The Blue Mountains, Ontario. Its roles and responsibilities include destination management, marketing, and membership services. It supports the village by providing public visitor amenities and programming, destination marketing, community relation, and more. Visitor amenities include public walkways and seating, docks and trails, a water play fountain, a playground, gardens, the Mill Pond, visitor information services and wayfinding signage, public restrooms, and more. Visitor programming includes award-winning events and animation, seasonal decorations, children's activities, visitor planning, and information services, safety and security, maintenance, waste collection and recycling, and more. To learn more, visit their [website](#).

Town of The Blue Mountains (TBM): It is a neighbouring municipality of the Town of Collingwood, which is home to a variety of tourism assets including rural landscapes, provincial parks and nature reserves, conservation areas, the Bruce Trail, agritourism businesses/experiences, the Village of Thornbury and Clarksburg, and the Blue Mountain Village, a major four-season destination in Ontario. To learn more, visit their [website](#).

Clearview Township (CT): It is a neighbouring municipality of the Town of Collingwood, which is home to a variety of tourism assets including rural landscapes, agritourism businesses/experiences, and the Village of Creemore.

Town of Wasaga Beach (TWB): It is a neighbouring municipality of the Town of Collingwood, which is home to a variety of tourism assets including provincial parks, and the world's longest freshwater beach. To learn more, visit their [website](#).

Collingwood Downtown Business Improvement Area (CDBIA): It is a private-public partnership entity that exists under the Ontario Municipal Act and the Town of Collingwood's bylaw. It is funded by a levy placed on the property taxes of each owner within the designated boundaries. Its purpose is to oversee the improvement, beautification and maintenance of municipally owned lands, buildings, and structure in the area beyond that provided at the expense of the municipality generally, and to promote the area as a business or shopping area. It also provides visitor-facing and industry supports and resources through its [website](#)..

Community Futures South Georgian Bay (CFSGB): It is a not-for-profit Community Futures Development Corporation sponsored by the Federal Economic Development Agency for

Southern Ontario. Its purpose is to develop and diversify the local economy, and provide business resources for new and expanding businesses, including tourism businesses, by providing business loans up to \$300,000, business coaching/mentoring program, business counselling, and support for community economic development. It services multiple municipalities including the Town of Collingwood, Clearview Township, the Town of The Blue Mountains, the Town of Wasaga Beach, the Municipality of Meaford, and Dufferin County. To learn more, visit their [website](#).

Simcoe Muskoka Skillforce (SMS): It is a not-for-profit organization that was the first organization in Ontario to amalgamate the functions of a Regional Literacy Network and a Local Workforce Development Board, both of which are funded mainly by the Ministry of Labour, Immigration, Training and Skills Development through Employment Ontario. More specifically, it supports the Literacy and Basic Skills Program, which offers a variety of adult skills upgrading programs including communication, numeracy, digital literacy, critical thinking, problem solving, and other essential everyday employability skills. Additionally, the organization helps improve understanding of, and coordinates with, community responses to labour market issues and needs by gathering

information about the supply of labour and the demand side of the local labour market. It works with employers to identify and meet their current and emerging skills needs. To learn more, visit their [website](#).

Provincial Level

Destination Ontario (DO): It is the lead tourism marketing organization for Ontario, and was established in 1999 as an agency of Ontario’s Ministry of Tourism, Culture and Gaming. Its role and responsibilities (mandate) include marketing Ontario as a travel destination, undertaking joint marketing initiatives with the tourism industry, supporting and assisting the marketing efforts of the tourism industry, and cooperating with the tourism industry, Government of Ontario, other governments and other agencies of government, to promote Ontario as a travel destination. It provides visitor-facing supports and resources through its consumer [website](#), and industry support and resources through its industry [website](#).

Tourism Industry Association of Ontario (TIAO): It works on behalf of its membership to take on pressing policy issues that impact the Ontario tourism industry by providing evidence-based policy recommendations. Its mandate is to connect the industry with a unified voice on behalf of a diverse, inclusive tourism industry in Ontario and to be

the principal authority and driver of economic and regulatory policies that are conducive to the sustainable growth and prosperity of the Ontario Tourism Industry. Its membership, which includes tourism businesses and operators, destination marketing organizations, regional tourism organizations, and educators, represents most tourism businesses and employees across the province. It also provides industry supports and resources through its industry [website](#).

Indigenous Tourism Ontario (ITO): It is the province’s first and only dedicated Indigenous tourism organization that focuses on uniting communities, organizations and industry leaders to support the growth of Indigenous tourism in Ontario. It provides visitor-facing supports and resources through its consumer [website](#), and industry support and resources through its industry [website](#).

Festivals and Events Ontario (FEO): It is a membership-based non-profit organization that represents the festivals and events industry in Ontario. Its mission is to support a lively, engaged, and dedicated festival and event industry by sharing knowledge, enabling networking, and providing leadership on education, advocacy, and promotion. Their membership includes festivals, events, suppliers, municipalities, schools,

regional tourism organizations, destination marketing organizations, business improvement areas, among others. To learn more, visit their [website](#).

Attractions Ontario (AO): It is a membership-based association that provides information to consumers to discover Ontario's destination experiences. Its purpose is to provide a platform for growth and success by encouraging attendance and business activity for its members and advertisers, to excite the public to engage in Ontario's rich offerings of attraction and tourism experiences, and to inform and advocate for Ontario's attractions and trip motivators. To learn more, visit their [website](#).

Ontario By Bike (OBB): It is an established business network managed by the non-profit organization Transportation Options, which is dedicated to fostering sustainable transportation and tourism ideas and innovations. The network works to develop and promote cycle tourism in Ontario, inspiring visitors and residents to explore more by bike. It identifies great places to cycle, links to useful cycling maps and itineraries with stops at certified bicycle friendly businesses enroute. The network of bicycle friendly businesses is open to accommodations, food services, attractions, cycling-related businesses and organizations interested in cycling tourism. To learn more, visit their [website](#).

Ontario Tourism Education Corporation

(OTEC): It is a not-for-profit tourism and hospitality workforce development organization for Ontario. It delivers award-winning skills training, consulting, research and insights – guiding workforce strategy and evidence-based investment. It leads Tourism SkillsNet Ontario – an award-winning alliance of industry partners that leverages provincial collaboration and investment to tackle skills, labour and strategic challenges at the local level, offering customized solutions to address these challenges and to build an empowered, resilient and thriving industry. Specifically, its mission is to provide through leadership and dynamic execution to build skills, capacity, and competitiveness throughout the workforce life cycle, and to connect and guide industry and community partners through research, technology, skills development, and strategic opportunities to foster a thriving and sustainable tourism and hospitality sector. To learn more, visit their [website](#).

Ontario Restaurant Hotel & Motel

Association (ORHMA): It is a membership-based association and the largest provincial hospitality association in Canada. It represents the hospitality industry's interests at both the provincial and municipal levels of government, including providing pertinent and timely advice on industry-specific issues to politicians across the province. It also

provides meaningful cost-saving programs and unique educational services for its membership. To learn more, visit their [website](#).

Travel Industry Council of Ontario

(TICO): It is a not-for-profit corporation mandated by the Government of Ontario to administer the Ontario Travel Industry Act, 2002 and Ontario Regulation 26/05 which governs all of the approximately 2,400 travel retailers and travel wholesalers registered in Ontario. It also administers an industry-financed Travel Compensation Fund. Its mission is to regulate consumer protection by promoting awareness, education, and compliance as part of the efficient and effective regulation of Ontario's travel industry. To learn more, visit their [website](#).

Waterfront Regeneration Trust (GLWT):

It is a not-for-profit organization with a mandate to expand the vision of the Waterfront Trail to the Great Lakes and make sure people have access to the largest group of freshwater lakes on earth. It's trail, the Great Lakes Waterfront Trail, spans 3600 kilometres and moves along most of Southern Ontario, including the Town of Collingwood, and parts of Northern Ontario. The organization works to ensure the presence and expansion of the trail network. To learn more, visit their [website](#).

Resorts of Ontario (RO): It an industry organization that represents over 100 resorts in Ontario, including full serve and self-catering resorts like resort hotels, resort lodges, cottage resorts, and country inns. To learn more, visit their [website](#).

National Level

Destination Canada (DC): It is a Crown corporation wholly owned by the Government of Canada and formed under the Canadian Tourism Commission Act. Its mission is to influence supply and build demand for the benefit of locals, communities, and visitors through leading research, building alignment with public and private sectors, and marketing Canada nationally and abroad. In collaboration with their partners, they promote Canada as a premier four-season leisure and business tourism destination around the country and world. It provides visitor-facing supports and resources through its consumer [website](#), as well as industry-facing supports and resources through its industry [website](#), and its Canadian Tourism Data Collective [website](#).

Tourism Industry Association of Canada (TIAC):

It is a national private-sector advocate for Canadian tourism businesses and promotes positive measures that help the industry grow and prosper. Its mission is to be the voice of Canada's tourism industry and improve its

global competitiveness as an international destination through leadership and advocacy. To learn more, visit their [website](#).

Indigenous Tourism Association of

Canada (ITAC): It is an association that focuses on creating partnerships between associations, organizations, government departments and industry leaders from across Canada to support the growth of Indigenous tourism across Canada. It provides services to Indigenous tourism operators and communities, or those looking to start a cultural tourism business. These include economic development advisory services, conferences, professional development training and workshops, and industry statistics and information. To learn more, visit their [website](#).

Tourism HR Canada (THRC): It is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. It facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce. It does this by supporting with skills, productivity, and job design; supply, attraction, and retention; learner and labour mobility; labour market/human capital strategies; professional standards; employer investment in training; improved curriculum to respond

to market demands; quality assurance, program accreditation, rating programs; facilitate policy discussions; and labour market adjustments. To learn more, visit their [website](#).

Culinary Tourism Alliance (CTA): It is a not-for-profit organization focused on food tourism development. Its mandate includes to be a global leader in diverse and inclusive culinary and agritourism destination development, build destinations' taste of place, foster stakeholder engagement and relationship building, seek and encourage mutually beneficial partnerships, and promote authentic tastes of place. It also manages the FeastON program which is North America's largest and longest running local food certification program that recognizes businesses across the food tourism value chain committed to sourcing Ontario grown food & drink. To learn more, visit their [website](#).

Sports Tourism Canada (STC): It is an organization founded through a partnership with the former Canadian Tourism Commission with the goal to increase Canada's capacity to attract and host sport tourism events. Its mission is to enhance Canada's ability to attract and host premier sport tourism events by building strategic partnerships, providing education resources, facilitating networking opportunities, advocating for policy and investment, showcasing

Canadian success, offering business-to-business connections, and promoting economic impact and the use of STEAM (Sports Tourism Economic Assessment Model). To learn more, visit their [website](#).

Canadian LGBT+ Chamber of

Commerce (CGLCC): It is a chamber of commerce that exists to support 2SLGBTQI+ entrepreneurs and reduce barriers for them. Its mission is to enable the 2SLGBTQI+ business community to grow through advocacy, education, capacity building and connections in partnership with allies who share their vision. They offer a variety of programs designed to elevate 2SLGBTQI+ businesses and foster great diversity and inclusion across Canada's economy. One of these programs is their Rainbow Registered program which helps businesses, organizations, and communities certify their status as 2SLGBTQI+ friendly. It also provides support to businesses around tourism and the 2SLGBTQI+ visitor. To learn more, visit their [website](#).

Travel Media Association of Canada

(TMAC): It is a not-for-profit membership-based organization that represents accredited professionals and experts in the field of travel. These include Canadian writers, photographers, videographers, bloggers, and social media curators, as well as highly respected media relations representatives of the travel industry in

Canada, and around the world. Its mission is to create positive space for travel media and travel industry professionals to cultivate relationships that result in relevant collaborative, comprehensive opportunities and successful outcomes to foster and inspire travel. To learn more, visit their [website](#).

Trans Canada Trail (TCT): It is an organization that advocates for, stewards, and champions Canada's nationwide trail system of 28,000 kilometres, providing leadership and guidance, funding and resources, outreach and engagement. Its mission is that through collaboration and partnerships, they lead, develop, and steward an accessible nationwide system of connected urban and rural trails. Its strategic priorities include connecting communities across Canada, developing a lasting trail for future generations, fostering a thriving Canadian trail sector, and facilitating great outdoor experiences. To learn more, visit their [website](#).

International

UN Tourism (UNT): Formerly known as the United Nations World Tourism Organization, the organization is the United Nations specialized agency for tourism and the global leader of tourism for development, driving social and economic change to ensure that "people and planet" are always centre stage. To learn more, visit their [website](#).

Global Sustainable Tourism Council

(GSTC): It is an independent and neutral organization that represents a diverse and global membership, including national and provincial governments, leading travel companies, hotels, tour operators, NGO's, individuals and communities. Its mission is to be an agency of change in the world of sustainable travel and tourism by fostering the increased knowledge, understanding, adoption, and demand for sustainable tourism practices. To learn more, visit their [website](#).

World Travel & Tourism Council

(WTTC): It is a voluntary organization with a mission to maximize the inclusive and sustainable growth potential of the Travel & Tourism sector by partnering with governments, destinations, communities, and other stakeholders to drive economic development, create jobs, reduce poverty and foster peace, security, and understanding in the world. Its research, which quantifies the direct and total impact of Travel & Tourism on the economies in terms of GDP and employment growth, has helped to raise awareness of the economic contribution of the industry and continues to feature heavily in the media and in Governments. To learn more, visit their [website](#).

It is important to note, there are many other organizations at the international level working on specific types of tourism that should be kept in mind for the future. These include, but are not limited to the International LGBTQ+ Travel Association (IGLTA), World Food Travel Association (WFTA), European Network for Accessible Tourism (ENAT), World Indigenous Tourism Alliance (WINTA), Wellness Tourism Association (WTA), International Social Tourism Organization (ISTO), Cruise Lines International Association (CLIA), Coach Tourism Association (CTA), Faith Travel Association (FTA), Global Golf Tourism Organization (GGTO), and International Ecotourism Society (IES).

Appendix D – Environics Personas for Collingwood

For the Town of Collingwood, the four (4) priority groups identified by BP Insights using Environics PRIZM segment profiles collected in 2022 are in order of importance:

- + **TG3 - Affluent Established Families (Total of 44,675 unique visits & 143 index in 2022)**, who are 55-75 years old, *older to mature families with teen and young adult children living at home* in urban and urban fringe neighbourhoods. This group has an affinity for cultural events. Marketing materials that incorporate diversity may speak to them.
- + **TG4 – Affluent Suburban Families (Total of 31,054 visits & 131 index in 2022)**, who are 55-75 years old, *older to mature families with teen and young adult children living at home* in suburban areas.
- + **TG2 - Exploring Country Couples (Total of 30,907 visits & 250 index in 2022)**, who are over 65 years old, and comprised of *older to mature couples without children at home* living in rural and suburban settings. They gain pleasure and peace of mind by immersing

themselves in the natural world. Marketing materials that reflect Canadian values may resonate well with this group.

- + **TG1 - Countryside Families (Total of 29,494 visits & 131 index in 2022)**, who are over 45 years old, and made up of *middle-aged to older families with school-aged children* as well as empty-nesters living in suburban and rural areas. They find natural relaxation and turn to the outdoors in their leisure time. Marketing materials that highlight Canadian authenticity and culture may resonate with them.

Relevant information to tourism sector was collected from the four (4) target groups, including their demographics, travel insights, interests and activities, marketing, and competitors.

Demographics

What follows is insight into the demographics of the four main target groups including their marital status and family composition, and their origin location. Overall, visitors in all four (4) target groups are mostly married or in common law relationship and have kids living at home that range from teenagers to young adults, except TG2 - Exploring Country Couples who have no children at home. Interestingly, TG2 – Exploring Country Couples has a higher-than-

average index of having couples without kids at home, and being a 2-person household.

Additionally, top visitor origins include Ottawa, Greater Toronto & Hamilton Area, Southwestern Ontario, Southeastern Ontario, and Peterborough and the Kawarthas. When marketing to these target groups it will be important to provide messaging around activities for couples and families and marketing to those origin location with high unique visitor counts and high indexes.



TG1 - Countryside Families

PRIZM Segments:

14/19/24/25/33/48

Marital Status & Family Makeup:

- + 63.3% Married/Common law (114)
- + 50% Couples with kids at home
- + 2 person household size (34.7%, 110)
- + 4 person household size (18.9%, 119)
- + Higher index of 5+ person household size (11.6%,113)

Visitor Origins:

(By highest to lowest unique visitor count with its related index number)

- + Ottawa (43)
- + Hamilton (157)
- + London (60)
- + Guelph (167)
- + Cambridge (307)
- + **Others:** Clarington (Durham Region) (612), Norfolk County (393), Caledon (466), and Halton Hills (389)

Cultural Diversity Index & Official Language

Low - English

TG2 - Exploring Country Couples

PRIZM Segments:

21/41/45/49

Marital Status & Family Makeup:

- + 61.4% Married/Common-law (110)
- + 52% Couples without kids at home (146)
- + 2 person household size (42.7%, 135)
- + 1 person household size (26.6%, 103)

Visitor Origins:

(By highest to lowest unique visitor count with its related index number)

- + Greater Sudbury (240)
- + Peterborough (350)
- + Sarnia (358)
- + Kawartha Lakes (792)
- + Norfolk County (641)
- + **Others:** North Bay (404), and Haldimand County (415)

Cultural Diversity Index & Official Language

Low - English

TG3 - Affluent Established Families

PRIZM Segments:

1/2/3/6/7/9

Marital Status & Family Makeup:

- + 61.3% (110) Married/Common law
- + 53.3% (111) Couples with kids at home
- + 2 person household size (32.7%, 103)
- + 4 person household size (20%, 126)

Visitor Origins:

(By highest to lowest unique visitor count with its related index number)

- + Toronto (131)
- + Ottawa (142)
- + Markham (405)
- + Vaughan (172)
- + **Others:** Burlington (132), Oakville (225), and Richmond Hill (374)

Cultural Diversity Index & Official Language

Low-Medium - English

- + Asian Sophisticates (High) – Non-official Language
- + Mature & Secure (Medium) - English

TG4 - Affluent Suburban Families

PRIZM Segments:

4/5/8

Marital Status & Family Makeup:

- + 63% (113) Married/common law
- + 63.7% (133) Couples with kids at home
- + 4 person household size (27.7%, 175)
- + 2 person household size (25.7%, 81)
- + High index for 3 person household size (19.9%,122), and 5+ person household size (17.1%, 166)

Visitor Origins:

(By highest to lowest unique visitor count with its related index number)

- + Ottawa (133)
- + Mississauga (173)
- + Hamilton (101)
- + Vaughan (466)
- + Others: Burlington (234), Oakville (450), and Richmond Hill (268)

Cultural Diversity Index & Official Language

Low-Medium - English

- + Multiculture-ish (High) – Non-official Language

Travel Insights

What follows is insights into the travel insights of the four (4) main target groups including travel frequency, vacation spending, and accommodation preferences. Overall, visitors in all four target groups have taken approximately 3.5-3.6 out-of-town vacations in the last three (3) years.

All four groups spent on average \$1,718-\$1,789 on their last trip, and overall, one-third of visitors spent under \$500, followed by approximately 20% spending \$1,000-\$1,999, and approximately 15% spending \$500-\$999. Interestingly, TG3 – Affluent Established Families and TG4 – Affluent Suburban Families both show a higher-than-average index of visitors spending over \$3,000 per trip.

Overall, all the target groups prefer staying at hotels, followed by friends and relatives, all-inclusive resorts, and camping, with TG1 – Countryside Families and TG2 – Exploring Country Couples showing a higher-than-average index preferring to camp. Additionally, both TG1 – Countryside Families, and TG2 – Exploring Country Couples showed a higher-than-average index of visitors preferring to stay in an RV or camper, while TG3 – Affluent Established Families and TG4 – Affluent Suburban Families showed a higher-than-average index of visitors preferring to stay on a cruise ship.

When thinking about marketing and developing packages, it is important to consider the average budgets visitors are willing to spend, as well as the types of accommodations they prefer to stay in while travelling.

TG1 - Countryside Families

PRIZM Segments:

14/19/24/25/33/48

Travel Frequency:

3.6 is the average out-of-town vacations taken in the past 3 years (102)

Vacation Spending:

- + Average spend on last trip \$1,718 (102)
- + 31.4% spend under \$500 (105)
- + 17.9% spend \$1,000 to \$1,999 (87)
- + 15.1% spend \$500 to \$999 (94)
- + 14.2% spend \$4,000 or more (99)
- + Higher index of those spending \$3,000 to \$3,999 (9.9%, 129)

Accommodation Preferences:

- + 55.4% Hotel (104)
- + 33.1% Friends/relatives (103)
- + 26.5% All-inclusive resort (104)
- + 19.1% Camping (126)
- + Higher index of Motel (14.5%, 113), Cottage (23.4%, 110), Condo/apartment (11%, 116), and RV/camper (8.4%, 173)

TG2 - Exploring Country Couples

PRIZM Segments:

21/41/45/49

Travel Frequency:

3.6 is the average out-of-town vacations taken in the past 3 years (101)

Vacation Spending:

- + Average spend on last trip \$1,772 (105)
- + 27.9% spend under \$500 (94)
- + 20% spend \$1000 to \$1,999 (97)
- + 15.7% spend \$500 to \$999 (98)
- + 15% spend \$4000 or more (105)
- + Higher index of those spending \$3,000 to \$3,999 (9.1%, 119)

Accommodation Preferences:

- + 50.8% (95) Hotel
- + 30.7% (95) Friends/relatives
- + 20.7% (81) All inclusive resort
- + 17.4% (114) Camping
- + Higher index of Motel (15.3%, 120), B&B (13.8%, 111), RV/camper (10%, 205), Cruise ship (10.5%, 115), Boat (2.5%, 118)

TG3 - Affluent Established Families

PRIZM Segments:

1/2/3/6/7/9

Travel Frequency:

3.6 is the average out-of-town vacation taken in the past 3 years (101)

Vacation Spending:

- + Average spend on last trip \$1,789 (106)
- + 29.1% spend under \$500 (98)
- + 18.6% spend \$1000 to \$1999 (91)
- + 15.3% spend \$500 to \$999 (96)
- + Higher index of those spending \$3000 to \$3999 (8.5%, 110), and \$4000 or more (16.5%, 116)

Accommodation Preferences:

- + 55.7% (105) Hotels
- + 32.4% (100) Friends/relatives
- + 26.8% (105) All inclusive resort
- + 13.6% (89) Camping
- + Higher index of Condo/apartment (10.6%, 111), Cruise ship (11.6%, 127), Package tours (4.7%, 116), and Spa resort (3.1%, 111)

TG4 - Affluent Suburban Families

PRIZM Segments:

4/5/8

Travel Frequency:

3.5 is the average out-of-town vacation taken in the past 3 years (99)

Vacation Spending:

- + Average spend on last trip \$1736 (103)
- + 30.6% spend under \$500 (102)
- + 19.5% spend \$1000 to \$1999 (95)
- + 15.7% spend \$4000 or more (110)

Accommodation Preferences:

- + 57.7% (108) Hotels
- + 30.8% (96) Friends/relatives
- + 28.6% (112) All inclusive resort
- + 15.6% (103) Camping
- + Higher index of cruise ship (10.3%, 113)

Interests & Activities

What follows is insight into the interest and activities visitors are interested in doing, including their top leisure activities, top local attractions, and top tourism activities. Overall, the top leisure activities for TG1 – Countryside Families and TG2 – Exploring Country Couples are the same, including ATV/snowmobiling, water-based activities. In comparison, TG3 – Affluent Established Families and TG4 – Affluent Suburban Families are both interested in downhill skiing, while TG3 – Affluent Established Families are also interested in cross-country skiing, snowshoeing, and golfing, and TG4 – Affluent Suburban Families are also interested in power boating and jet skiing.

Similarly, the top local attractions for TG1 – Countryside Families and TG2 – Exploring Country Couples are similar; however, TG2 – Exploring Country Couples are interested in a mix of sports, parks, and festivals and events, while TG1 – Countryside Families are interested in sports and local, provincial and national parks. In comparison TG3 – Affluent Established Families are interested in a

mix of cultural heritage and theme parks, while TG4 – Affluent Suburban Families are interested in theme parks, skating, jogging, and playing video games.

Overall, every target group has swimming as their top tourism activity. Other top activities overall include camping; arts, crafts, sewing and knitting; cycling; playing video games; movies at the theatre/drive-in; bars and restaurants bars; and canoeing and kayaking. TG1 – Countryside Families has a higher-than-average index of camping, cycling, and canoeing and kayaking. TG2 – Exploring Country Couples and TG3 – Affluent Established Families have a higher-than-average index of canoeing, and TG4 – Affluent Suburban Families has a higher-than-average index of playing video games.

When thinking about marketing and developing packages, it is important to consider the types of activities visitors are interested in doing while travelling, and find overlooked assets in Collingwood that may cater to some of these interests, such as playing video games

TG1 - Countryside Families

PRIZM Segments:

14/19/24/25/33/48

Top Leisure Activities: *(By highest to lowest)*

- + ATV/ Snowmobiling
- + Power Boating/ Jet Skiing
- + Fishing/Hunting

Top Local Attractions: *(By highest to lowest)*

- + Sporting events/racing events/air shows
- + National or provincial parks
- + Parks/city gardens

Top Tourism Activities:

(By highest to lowest unique visitor count with its related index number)

- + 57.2% Swimming (106)
- + 44.5% Camping (112)
- + 43.8% Arts, craft, sewing & knitting (107)
- + 43% Cycling (112)
- + 39.6% Playing video games (94)
- + 38.3% Canoeing & kayaking (111)
- + 37.9% Movies at a theatre/drive-in (101)
- + **Others:** parks & city gardens (37.6%, 117), exhibitions, carnivals, fairs & markets (34.3%, 112), national or provincial parks (30.1%, 122), fishing & hunting (28.7%, 122), golfing (28.7%, 114), attend pro hockey (27%, 128)

TG2 - Exploring Country Couples

PRIZM Segments:

21/41/45/49

Top Leisure Activities: *(By highest to lowest)*

- + ATV/ Snowmobiling
- + Power Boating/ Jet Skiing
- + Fishing/Hunting

Top Local Attractions: *(By highest to lowest)*

- + Sporting events/racing events/air shows
- + Parks/city gardens
- + Exhibitions/ carnivals/fairs/markets

Top Tourism Activities:

(By highest to lowest unique visitor count with its related index number)

- + 54% Swimming (97)
- + 42.4% Arts, crafts, sewing & knitting (104)
- + 42.4% Camping (106)
- + 40% Cycling (105)
- + 37.7% Playing video games (89)
- + 37.4% Movies at a theatre/drive-in (100)
- + 7. 37.4% Canoeing & kayaking (108)
- + **Other:** parks & city gardens (37.2%, 115), hiking & backpacking (37.1%, 111), exhibition, carnivals, fairs & markets (34.2%, 112), fishing & hunting (29.3%, 125), golfing (29.2%, 117), sporting events (27.6%, 147), national sports (27%, 110), and concerts – theatre

TG3 - Affluent Established Families

PRIZM Segments:

1/2/3/6/7/9

Top Leisure Activities: *(By highest to lowest)*

- + Skiing – Downhill
- + Skiing – Cross Country/
- + Snowshoeing
- + Golfing

Top Local Attractions: *(By highest to lowest)*

- + Historical Sites
- + Theme Parks/Waterparks/Water slides
- + Art Galleries/Museums/ Science Centres

Top Tourism Activities:

(By highest to lowest unique visitor count with its related index number)

- + 55.5% Swimming (103)
- + 41.2% Playing video games (97)
- + 40.4% Cycling (106)
- + 40% Arts, crafts, sewing & knitting (98)
- + 38.4% Movies at a theatre/drive-in (102)
- + 38.3% Camping (96)
- + 38.3% Bars & restaurant bars (101)
- + 37.4% Canoeing & kayaking (108)
- + **Other:** Theatre – major theatres, halls & auditoriums (31.4%, 112),
Concerts – Theatre & halls (25.8%, 112)

TG4 - Affluent Suburban Families

PRIZM Segments:

4/5/8

Top Leisure Activities: *(By highest to lowest)*

- + Skiing – Downhill,
- + Power boating/jet skiing

Top Local Attractions: *(By highest to lowest)*

- + Theme parks/waterparks/water slides
- + Ice skating
- + Jogging
- + Playing video games

Top Tourism Activities:

(By highest to lowest unique visitor count with its related index number)

- + 56.4% Swimming (105)
- + 46.3% Playing video games (110)
- + 42% Camping (105)
- + 41.1% Arts, crafts, sewing & knitting (101)
- + 39.4% Cycling (103)
- + 39.3% Bars & restaurant bars (104)
- + 39.2% Movies at a theatre/drive-in (104)
- + Other: Theme parks, waterparks & water slides (25.1%, 124)

Marketing

What follows is insight into the types of information used by visitors, including the top media channels they use, and their top internet activities. Overall, the top media channels include community and daily newspapers, and radio. However, both TG1 – Countryside Families and TG4 – Affluent Suburban Families identified TV. Additionally, TG2 – Exploring Country Couples identified magazines as a top media channel. Interestingly, the top internet activities for all four large groups are different and include things

like receiving store offers by SMS, using an online telephone directory, accessing travel content, or using apps.

When thinking about what medium to use for marketing purposes, it is important for Collingwood to consider the top media channels used, but also consider how visitors are using the internet to research a destination and the assets that exist there, such as local businesses, cultural centres, etc. For example, if visitors are using apps and scanning barcodes/QR codes, there may be an opportunity to share information using these mediums.

TG1 - Countryside Families

PRIZM Segments:

14/19/24/25/33/48

Top Media Channels:

- + Community newspaper
- + Radio
- + TV

Top Internet Activities:

- + Receive store offers by SMS
- + Click on an advertisement
- + Access a news site

TG2 - Exploring Country Couples

PRIZM Segments:

21/41/45/49

Top Media Channels:

- + Magazine
- + Community newspaper
- + Radio

Top Internet Activities:

- + Use online telephone directory
- + Enter online contests
- + Purchase products or services

TG3 - Affluent Established Families

PRIZM Segments:

1/2/3/6/7/9

Top Media Channels:

- + Daily newspaper
- + Community newspaper
- + Radio

Top Internet Activities:

- + Access travel content
- + Scan mobile tagging barcode/QR
- + Access automotive news/content

TG4 - Affluent Suburban Families

PRIZM Segments:

4/5/8

Top Media Channels:

- + Internet
- + Radio
- + TV

Top Internet Activities:

- + Use apps
- + Participate in an online social network
- + Use maps/directions service

Competitors

What follows is insight around Collingwood's competitors based on other destinations that are attracting these four target groups. This includes neighbouring destinations also attracting the same target groups, and the top Canadian destinations these target groups visited in the last three (3) years.

Overall, the main neighbouring destinations attracting the same target groups include Clearview (Stayner), Midland, and Penetanguishene, with Wasaga Beach specifically attracting TG1 – Countryside Families, and Friday

Harbour and Alcona attracting TG3 – Affluent Established Families. Additionally, the top destinations visited by the four target groups include cottage country in general, Niagara Falls, and Toronto.

When thinking about marketing, it is important to differentiate Collingwood from these other destinations, and highlight the benefits of visiting this destination versus others. Additionally, there may be an opportunity to market Collingwood in these competitor destinations to build awareness of Collingwood as another destination with offerings aligned to their interests.

TG1 - Countryside Families

PRIZM Segments:

21/41/45/49

Neighbouring Destinations Attracting the Same Target Group:

- + Wasaga Beach
- + Stayner
- + Midland
- + Penetanguishene

Top Canadian Destinations Visited (Past 3 Years):

- + 28.1% Cottage Country (any) (114)
- + 21.7% Niagara Falls (96)
- + 21.4% Other Ontario (117)
- + 21.4% Toronto (106)
- + Higher index of those traveling to Calgary (6.1%, 113)

TG2 - Exploring Country Couples

PRIZM Segments:

21/41/45/49

Neighbouring Destinations Attracting the Same Target Group:

- + Stayner
- + Midland
- + Penetanguishene

Top Canadian Destinations Visited (Past 3 Years):

- + 23.3% Cottage country (any) (95)
- + 21.1% Toronto (105)
- + 18.6% Niagara Falls (82)
- + 16.6% Other Ontario (91)
- + Higher index of those travelling to Prince Edward Island (6.4%, 158), and Calgary (6.1%, 113))

TG3 - Affluent Established Families

PRIZM Segments:

1/2/3/6/7/9

Neighbouring Destinations Attracting the Same Target Group:

- + Stayner
- + Midland
- + Penetanguishene
- + Friday Harbour
- + Alcona

Top Canadian Destinations Visited (Past 3 Years):

- + 26.7% Cottage country (any) (108)
- + 22.6% Niagara Falls (100)
- + 18.6% Toronto (93)
- + 17.5% Other Ontario (96)
- + Higher index of those travelling to Montreal
- + (15.9%, 112), Ottawa
- + (14.7%, 112), Vancouver
- + (8.4%, 129), Other Nova Scotia (8.1%, 130), and Other Quebec (5.9%, 114)
- + Higher index of those travelling to Prince Edward Island (6.4%, 158), and Calgary (6.1%, 113))

TG4 - Affluent Suburban Families

PRIZM Segments:

4/5/8

Neighbouring Destinations Attracting the Same Target Group:

+ N/A

Top Canadian Destinations Visited (Past 3 Years):

- + 26.7% Cottage country (any) (109)
- + 26.3% Niagara Falls (116)
- + 21.4% Toronto (107)
- + 19% Other Ontario (104)
- + High index of those travelling to Montreal (17.1%, 120), Ottawa (15.6%, 120), Quebec City (8.8%, 121), Vancouver (7.4%, 113), and Other Quebec (6.2%, 120)

Footnotes

- ⁱ Ministry of Tourism, Culture and Gaming & Ministry of Sport (2024). "[Tourism Research Statistics](#)." Government of Ontario. ; Government of Ontario (2024). "Tourism research statistics." Government of Ontario.
- ⁱⁱ Ministry of Tourism, Culture and Gaming & Ministry of Sport (2024). "[Tourism Regional Economic Impact Model](#)." Government of Ontario.
- ⁱⁱⁱ Ministry of Tourism, Culture and Gaming & Ministry of Sport (2024). "[Tourism Regional Economic Impact Model](#)." Government of Ontario.
- ^{iv} Ministry of Tourism, Culture and Gaming & Ministry of Sport (2024). "[Tourism Research Statistics](#)." Government of
- ^v Statistics Canada (2007). "[Income and Expenditure Accounts Technical Series: Canadian Tourism Satellite Account Handbook](#)." Government of Canada (2007).
- ^{vi} World Travel & Tourism Council (2021). "[Towards Destination Stewardship: Achieving Destination Stewardship through scenarios & a Governance Diagnostics framework](#)."
- ^{vii} Deloitte (2024). "2024 Summer Travel Outlook: Canadian Destination in the Spotlight." Deloitte.; Allard Sarah (2023). "The Biggest Travel Trends to Expect in 2024." Conde Nast Traveller. Altschuler, Wendy (2024). "7 of 2024's Most Surprising Travel Trends." Forbes.
- ^{viii} Deloitte (2024). "2024 Summer Travel Outlook: Canadian Destination in the Spotlight." Deloitte.
- ^{ix} Deloitte (2024). "2024 Summer Travel Outlook: Canadian Destination in the Spotlight." Deloitte.



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Town of Collingwood

TOURISM MASTER PLAN

Overview



Where We Are Heading



Vision for Tourism

Collingwood is a socially, economically, and environmentally vibrant destination that consistently applies a sustainability lens to growth and development. It is known as a place for art, culture, food & drink, and as a regional hub for outdoor activities. Collingwood is a welcoming four-season destination that appeals to people of all ages and abilities.





Guiding Principles

Many steps will need to be taken towards realizing the vision for tourism. The following principles will help to guide the Town's important work:

Be true to Collingwood. Celebrate Collingwood by leaning into the Town's unique strengths to connect with those visitors most likely to appreciate everything the destination has to offer. Authenticity is dynamic and should include sustainable growth, positive change, and new tourism offerings that showcase everything that makes Collingwood a great place to live, work, and visit.

Prioritize diversity, equity, inclusion, and reconciliation.

Continue to work towards building a destination based on anti-racist, anti-oppressive principles, that is welcoming, safe, diverse, inclusive, and accessible for all visitors to enjoy. This work also requires looking at tourism as a tool for truth-telling and reconciliation through meaningful

engagement and relationship-building with all First Nations with a current or historic interest in the geography of the Town of Collingwood.

Drive sustainable development.

Actions will be based on socially, economically, and environmentally sustainable outcomes for the community. This includes balancing the needs of residents and visitors in all of the Town's tourism-related actions and continuing to engage stakeholders in tourism development decisions.

Nurture partnerships. Use a collaborative approach to tourism development that identifies synergies and nurtures collaboration between Town Departments, along with tourism partners regionally and beyond.

Make decisions backed by data.

Implement realistic and achievable actions that are data-driven and outcome-based. Data insights and key performance indicators will assist the Town with adjusting its tourism actionsits tourism actions and approaches over time based on evidence.

Stay agile. Be adaptable, flexible and nimble to build the Collingwood's resilience to changing social, economic, and environmental contexts. This also means taking advantage of opportunities as they arise, undertaking pilot projects, and embracing possible failure as part of the learning and growth process.

Our Plan for Getting There



Pillars of Progress

Progress means the movement towards a desired place or destination. In this case, the Town's vision for tourism.

The pillars of progress are three broad areas where work will be taking place over the next 3+ years:

A

Management:
the planning and organization, communication and decision-making, monitoring and evaluation of tourism and tourism-related matters.

B

Development:
the targeted investment of time, energy, and resources into projects that will build upon the destination and improve the visitor experience.

C

Marketing:
the building of awareness amongst prospective visitors to Collingwood of everything that the destination has to offer.



2030 Goal

Importantly, the pillars of progress share one common goal:

By 2030, tourism in Collingwood will be effectively managed, sustainably developed, and responsibly marketed.

Towards achieving this goal, strategies to execute within each pillar of progress have been identified, along with initiatives to implement in support of each strategy.



Management

Strategy A1

Establish a governance structure and set the operational foundation for tourism.

A1 Initiatives

- + **A1.1** Confirm roles, responsibilities, and decision-making processes for tourism management, development, and marketing.
- + **A1.2** Develop a Tourism Master Plan (TMP) implementation tracker and process for monitoring progress.
- + **A1.3** Establish a mechanism for the Town to gather input, insight, and feedback on TMP implementation matters from key stakeholders.
- + **A1.4** Create and implement a financially sustainable revenue model for executing TMP strategies.
- + **A1.5** Formalize strategic partnerships with tourism organizations and suppliers that can help to implement the TMP.
- + **A1.6** Ensure that the tourism perspective informs relevant internal/external plans, policies, and projects.

Anticipated Outcomes

- + Total clarity amongst key stakeholders around the roles, responsibilities, and processes associated with tourism management, development, and marketing.
- + Regular and ongoing insight into the status of TMP implementation.
- + High quality input and feedback from breadth of key tourism stakeholders to inform implementation of the TMP.
- + Increased access to strategic resources and supports.
- + Improved synergies and efficiencies amongst Town departments.



Management

Strategy A2

Develop a system for monitoring and evaluating the impact of tourism in Collingwood.

A2 Initiatives

- + **A2.1** Develop a framework for monitoring and evaluating the sustainability of tourism in Collingwood.
- + **A2.2** Monitor, evaluate, and report back on tourism sustainability on a regular basis.
- + **A2.3** Identify and implement short-term actions for improving the sustainability of tourism in Collingwood.

Anticipated Outcomes

- + Increased capacity to gather and act on data associated with the sustainability of tourism in Collingwood.
- + Baseline understanding and insights into how sustainable tourism is in Collingwood.
- + Increased clarity around the initiatives that need to be implemented to improve the sustainability of tourism in Collingwood.





Management

Strategy A3

Communicate to stakeholders on a regular and ongoing basis.

A3 Initiatives

- + **A3.1** Create and maintain a contact database of tourism stakeholders within and outside of Collingwood.
- + **A3.2** Develop and implement a communications plan for sharing TMP and tourism-related updates with stakeholders.

Anticipated Outcomes

- + Increased and up-to-date awareness of the breadth and diversity of tourism stakeholders.
- + Clarity around the who, what, where, when, why, and how to communicate with tourism stakeholders in order to increase interest in and understanding of tourism matters amongst stakeholders.





Development

Strategy B1

Gather the information needed to make informed decisions about tourism development.

B1 Initiatives

- + **B1.1** Create and maintain an inventory of tangible and intangible local and regional tourism assets.
- + **B1.2** Identify gaps in market intelligence and undertake research to fill these gaps.
- + **B1.3** Stay on top of relevant tourism research, including attending select tourism conferences.

Anticipated Outcomes

- + Increased clarity around the local and regional asset pool.
- + Increased insight into the tourism market, including new segments to market to and their related demands.
- + Increased awareness and understanding of tourism trends and best practices in order to properly position Collingwood for success.





Development

Strategy B2

Co-develop and enhance tourism product.

B2 Initiatives

- + **B2.1** Identify and assess tourism product development opportunities, including collaboration opportunities.
- + **B2.2** Drive investment into strategic tourism product opportunities.
- + **B2.3** Explore the feasibility of evolving select community events into visitor-facing events.
- + **B2.4** Collaborate with others to deliver tourism-specific training and supports to industry.
- + **B2.5** Host an annual industry networking event to foster collaboration.

Anticipated Outcomes

- + Insight into high-potential and high-impact tourism investment and collaboration opportunities.
- + Development of new and enhance tourism product that complement the existing offer.
- + Increased clarity around whether specific community events can and should be used to attract visitors.
- + Increased industry capacity to meet the needs of visitors.
- + Stronger tourism industry network that will increase localization of tourism dollars.



Development

Strategy B3

Increase access to and enjoyment of tourism experiences.

B3 Initiatives

- + **B3.1** Develop and share a best practices toolkit for businesses seeking to be more accessible.
- + **B3.2** Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region.
- + **B3.3** Research and explore alternative transportation solutions for visitors to Collingwood.
- + **B3.4** Pilot a pedestrian street program.
- + **B3.5** Engage community organizations and business clusters to develop public space activations and beautification.

Anticipated Outcomes

- + Increased awareness of tourism asset accessibility and means for ways to improve visitor access.
- + Increased awareness amongst visitors of diverse ways to travel within Collingwood and the region.
- + Insights into transportation options in order to target actions that will increase visitation to Collingwood.
- + Assess the success of increasing visitation and economic impact on Downtown Collingwood through pilot pedestrian street program.
- + Increased pride in place and appreciation of public spaces.



Marketing

Strategy C1

Establish a clear tourism brand identity and destination position for Collingwood.

C1 Initiatives

- + **C1.1** Undertake a destination brand refresh process, including the development of new visual identity collateral and guidelines.
- + **C1.2** Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment.

Anticipated Outcomes

- + Clarity on Collingwood's unique tourism brand identity and value proposition, along with an understanding on how to activate these.
- + Strategic plan to inform the marketing of Collingwood in a way that leverages research, aligns with sustainability aspirations and compliments regional marketing efforts.





Marketing

Strategy C2

Ensure that visitors have the information needed to make decisions across their journey.

C2 Initiatives

- + **C2.1** Develop a consumer-facing website that is focused on Collingwood in relation to the broader region.
- + **C2.2** Produce a four-season visitor guide and map that is available in both digital and print version.
- + **C2.3** Pilot a Visitor Information Kiosks program while exploring the need for and feasibility of a permanent Visitor Information Centre.
- + **C2.4** Equip businesses with the information they need to provide meaningful recommendations to visitors on what to do in Collingwood.

Anticipated Outcomes

- + A central, accessible information hub is available with all needed visitor-facing information from trip inspiration, to planning, and beyond.
- + Increased awareness among stakeholders about current tourism products in Collingwood, including information about accessibility, being welcoming and inclusive, etc.
- + Increased visitor access to information that inspires shoulder season visitation and helps visitors make the most of their trips (i.e. increase visitor satisfaction, increase spend).
- + Better understanding around value of pop up vs. permanent visitor information kiosks as tools to provide in-market
- + Businesses know where to get information to make recommendations (e.g. hours/days of operation for different businesses) and visitors receive tailored and relevant information.



Marketing

Strategy C3

Ensure that visitor expectations are being set, met, and exceeded.

C3 Initiatives

- + **C3.1** Implement a quality assurance program that includes conducting experience assessments and providing operators with feedback.
- + **C3.2** Conduct a marketing audit and annual review.

Anticipated Outcomes

- + Increased awareness of the quality levels of tourism experiences in Collingwood and how these change over time, Increased operator awareness of opportunities for improvement.
- + Increased understanding of how various partner organizations involved in tourism are marketing Collingwood as a destination, along with the identification of any gaps or areas for improvement, and how these change year-to-year.





Town of Collingwood

TOURISM MASTER PLAN

Overview

Page 471 of 666

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BEYOND TRAVEL & TOURISM

The development of the Town of Collingwood Tourism Master Plan was facilitated by the team at Bannikin.

Contact

For more information about the Town of Collingwood Tourism Master Plan, please contact:

Johanna Griggs

Manager, Economic Development

jgriggs@collingwood.ca

705-445-8441



Municipal Accommodation Tax Model and Report

Prepared for the Town of Collingwood



McSWEENEY

inspiring economic sustainability®

Municipal Accommodation Tax Model and Report

Prepared for the Town of Collingwood

March 2023

McSweeney & Associates Consulting Inc.

201-900 Greenbank Road

Ottawa, ON K2J 1A8

T: 1-855-300-8548

E: consult@mcsweeney.ca

W: www.mcsweeney.ca



Table of Contents

1.	Introduction.....	1
2.	Municipal Accommodation Tax Model.....	2
	2.1. Model Definitions.....	2
	2.2. Model Breakdown and Parameters.....	4
3.	Applying the Model to Collingwood	8
	3.1. Occupancy Rate Variables Model	8
	3.2. Average Daily Rate Variables Model.....	9
	3.3. Model Variables Summary.....	10
4.	Implementation of the Tax	11
	4.1. Favourable and Unfavourable Scenarios	11
	4.2. Implementing the Municipal Accommodation Tax.....	12
	4.3. Potential Pitfalls.....	16
	Conclusion and Recommendations.....	19
	Appendix A: Short-Term Rental Model	20

List of Tables & Figures

Table 1: Elasticity by Method of Travel and as a Proportion of Total Travel	6
Table 2: Expected Elasticity for Travel to Collingwood	6
Table 3: Ontario Municipalities with a Municipal Accommodation Tax, 2021	12
Figure 1: Municipal Accommodation Tax Model Steps	3
Figure 4: Occupancy Rate Model Range	4
Figure 5: Average Daily Rate Range	5
Figure 6: Occupancy Rates, Southwestern Ontario, 2010-2022.....	14
Figure 7: Revenue Growth Projections, Canada’s Hotel & Motel Sector, 2014-2027	15

1. INTRODUCTION

This report has been prepared for the Town of Collingwood in consideration of a four percent Municipal Accommodation Tax (MAT). A Municipal Accommodation Tax is a tool used to assist both the tourism industry as well as any local services and infrastructure being used by visitors to the community. Municipalities in Ontario, as of November 2017, are enabled to implement a MAT (through Bill 127, 2017) and many Ontario municipalities currently have, or are in the process of implementing, the tax. Funds gathered through this tax are then reinserted back into the local community to boost tourism and economic growth.

This report models the revenue the Town of Collingwood could potentially project to receive in the event a tax is implemented and discusses some of the real-world considerations that should be considered. Throughout this report, figures and assumptions used have been quite conservative, with an eye towards erring on the side of underestimating total projected revenues. This approach was taken because the data is approximate and given the potential margin of error, a cautious approach is more reasonable. To do so, Section 1 begins by defining the parameters of the model and outlining the variables used. It further explains the reasoning and data that lead to the projected range of outcomes for each variable. Variables within the model are:

- Annual occupancy rates and
- Average daily rates

Section 2 models the variables outlined in Section 1 to the Town of Collingwood, presenting expected revenue ranges in the event the status quo holds, or the variables see either positive or negative changes. Each variable's low, average, and high ranges are modelled to outline potential revenue expectations. In sum, each of the variables presents revenue ranges between \$900,000 and \$1,200,000 if the Town of Collingwood enacts a Municipal Accommodation Tax.

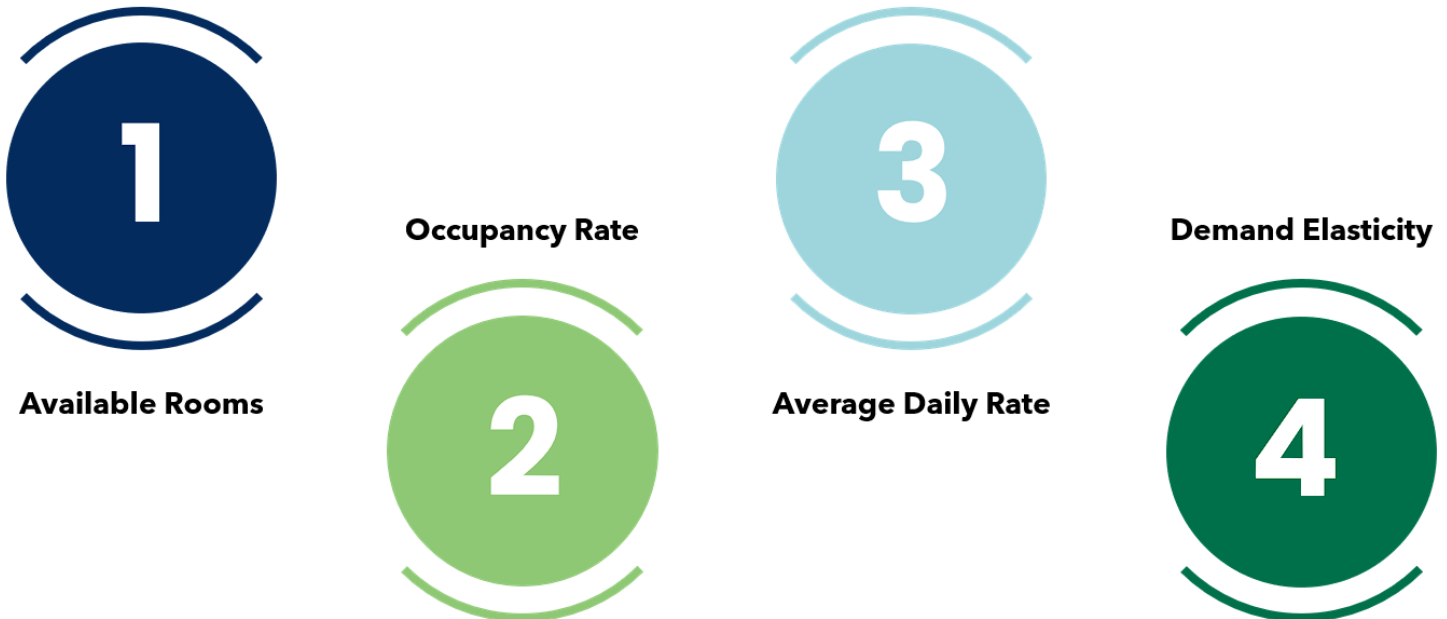
Finally, Section 3 touches on specific realities associated with enacting a Municipal Accommodation Tax. It begins by presenting favourable and unfavourable scenarios for the model, which widens the expected revenue range to between \$750,000 and \$1,300,000. It then discusses whether now is an appropriate time to implement a Municipal Accommodation Tax given the recency of COVID-19 and its impact on the tourism sector, and notes potential pitfalls that may arise if the tax is implemented.

2. MUNICIPAL ACCOMMODATION TAX MODEL

In calculating the potential impact of a MAT, it is important to begin by first defining the variables within the model and outlining how the values that we used were derived. This section addresses these technical aspects of the model so as to set the stage for the remainder of the report, which focuses on the direct reality of a tax in Collingwood.

2.1. Model Definitions

The Municipal Accommodation Tax Model is designed to measure the potential revenue the Town of Collingwood may generate by instituting an accommodation tax. The Model relies on four variables:



Available Rooms:

This is simply defined as the inventory of rooms available nightly within the Town of Collingwood. The number of available rooms is multiplied by 365 in order to note the total number of available rooms over a full year in Collingwood, given the tax is applied annually.

Occupancy Rate:

The occupancy rate is defined as the percentage of occupied rooms across all properties, annually. Though demand fluctuates within any full year, this report reflects annual occupancy rates, as monthly fluctuations in demand will not impact the introduction of an annual tax.

Average Daily Rate:

Average daily rate is the average cost per room, measured across all accommodation classes (hotels, motels, etc.) and all available rooms, averaged across the entire year as defined.

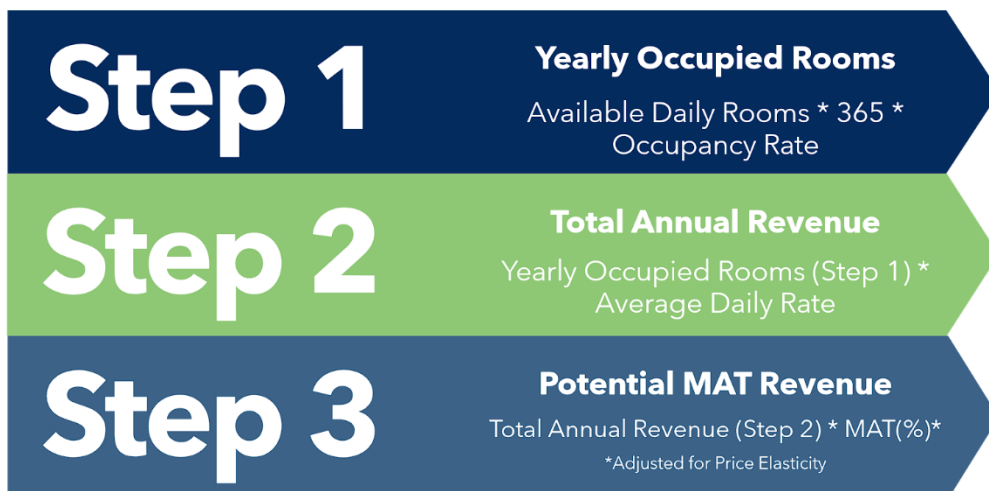
Demand Elasticity:

Elasticity of demand refers to the decrease in interest that occurs due to a change in cost. The more elastic a "good" is, the more quickly total sales will decrease due to a price increase. Specifically, within this model, the changing circumstance is the introduction of a municipal accommodation tax, and therein the overall cost. That is, in the event the Municipal Accommodation Tax is introduced, the price of a hotel in Collingwood will increase slightly and demand will subsequently decrease slightly.

Model Calculation:

The calculation used to measure this revenue is broken into three steps:

Figure 1: Municipal Accommodation Tax Model Steps



2.2. Model Breakdown and Parameters

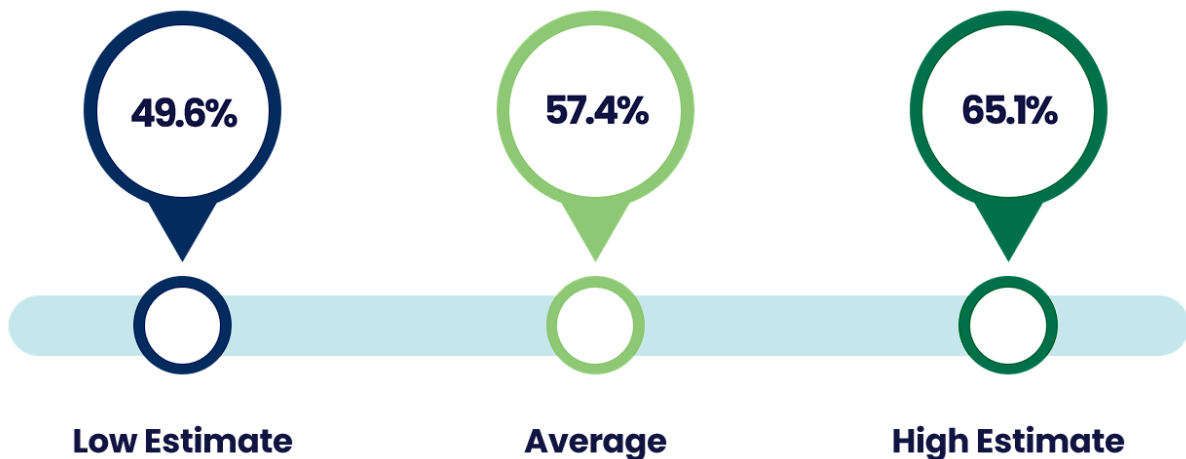
Available rooms:

Data from the Town of Collingwood suggests that in 2022 there were 890 available rooms, on average, per night in Collingwood.¹ Though the number of available rooms may fluctuate slightly due to construction projects or other minor impediments, or rise over the long-term due to new motel/hotel businesses, this variable largely remains static over short periods of time. As such, we will not provide high- or low- estimates but instead rely on the current figure (890) throughout the report.

Occupancy Rate:

Low, expected, and high occupancy rates are based on ten-year averages throughout Collingwood, anchored within a “typical range.” From 2013-2023, Collingwood saw typical annual occupancy rates between 49.6% and 65.1%, with an average expectation of 57.4%. These benchmarks will therefore be used as the range of outcomes projected within the model.²

Figure 2: Occupancy Rate Model Range



Source: Costar Analytics

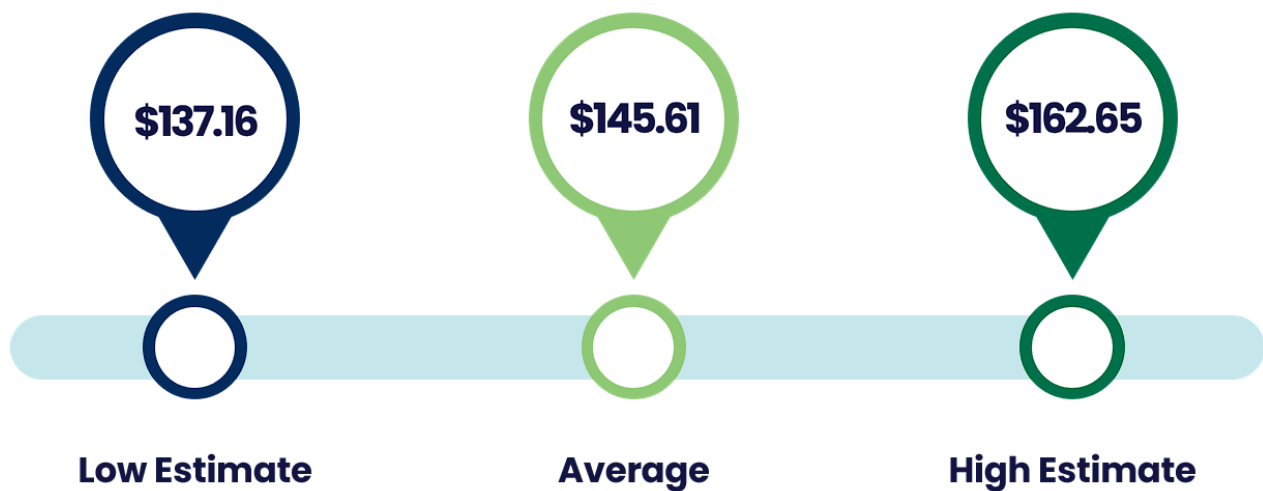
¹ These figures do not include short-term private rentals, as data on private rentals is not as robust as the information provided here, and in an effort to be as accurate as possible, is excluded. Appendix A includes adjustments that include potential MAT revenue from private short-term rentals.

² Though the impact of COVID-19 presents a distinctly lower “extreme range” - 34.6% -low-end figure, this is treated as an outlier that is largely irrelevant to this report, as it is unlikely under a similar situation in the future a MAT would be applied without additional supports for tourism businesses. For a more fulsome explanation please see Section 3.3.

Average Daily Rate:³

To determine the average daily rate, we will use the average year-over-year change in average daily rate. Over the previous ten years, the largest expected decrease year-over-year has been 5.8%, while the largest expected increase has been 11.7%. As the current average daily rate is \$145.61, the lowest estimate will see a decrease of 5.8% from this figure, while the highest estimate will see an increase of 11.7%.

Figure 3: Average Daily Rate Range



Source: Costar Analytics

Demand Elasticity:

A 2016 report by KPMG for the City of Toronto noted that demand elasticity for tourism was dependent on the purpose of the trip. That is, business travel is much less elastic (i.e., a business trip is less likely to be determined by price) than a personal trip.⁴ Specifically, average price elasticity was found to be -1.23 for personal trips, -0.93 for those visiting friends or relatives, and 0.18 for those travelling for business. This means that, for example, for every 1% increase in cost, there is expected to be a simultaneous 0.93% decrease in expenses by those travelling to visit friends or relatives.

³ As a reminder, these figures are quite conservative. When presented with conflicting data with uncertainty regarding which is more "accurate", this report relied on the more conservative figures.

⁴ Konovalova et. Al. (2013). *Elasticity of Demand in Tourism and Hospitality*. *European Journal of Economic Studies* in KPMG LLP, City of Toronto Revenue Options Study, 2016, Appendix C <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.

Related to the purpose of an individual's trip, data is not available for Collingwood specifically. However, across pre-pandemic domestic trips taken within Canada, Statistics Canada reports that 9.4% of all travel was done for business-related reasons.⁵ Moreover, visiting friends or relatives was the primary reason for travelling for 41.7% of individuals, and the remaining 48.9% of individuals suggested that their primary reason for travelling was for pleasure.⁶

To weigh the elasticity measures appropriately, each method of travel's elasticity is multiplied by the percentage of trips taken for that purpose (See Table 1 below). For example, personal trips were taken 48.9% of the time and had an elasticity of -1.23. The weighted elasticity across all trips taken is therefore -0.601.

Table 1: Elasticity by Method of Travel and as a Proportion of Total Travel

Type of Travel	Elasticity	Percentage of Trips	Weighted Elasticity
Business	0.18	9.4%	0.017
Visiting friends or family	-0.93	41.7%	-0.388
Personal	-1.23	48.9%	-0.601

Source: Konovalova et. Al., 2013; Calculations by McSweeney & Associates.

By adding the weighted elasticity figures together, we see that the average elasticity measure across all trips to Collingwood would be approximately 0.972. That is, for every 1% increase brought on by the Municipal Accommodation Tax, it should be expected that 0.972% less is spent by tourists.

Table 2: Expected Elasticity for Travel to Collingwood

Type of Travel	Elasticity	Percentage of Trips	Weighted Elasticity
All	-0.97	100%	-0.972

Source: McSweeney & Associates custom calculation.

⁵ Statistics Canada, 2020, <https://www150.statcan.gc.ca/n1/daily-quotidien/201209/dq201209e-eng.htm>.

⁶ "Pleasure" in this instance is an amalgamation of two Statistics Canada categories: "holidays, leisure, or recreation" and "attending conventions, trades or shopping". While it is likely that certain trips within the second fall within the business category, we have no way of deducing what percentage are business or pleasure, as the two sources use differing methodologies. As such, we have applied all trips to "pleasure" as this slightly exaggerates the negative impact of the tax on trips to the area, but would prefer to be overly cautious.

Municipal Accommodation Tax: Mirroring many other communities in Ontario with a MAT, this report will use a 4% tax to calculate potential revenue.



3. APPLYING THE MODEL TO COLLINGWOOD

Building off the definitions and figures outlined in Section 1, this section calculates potential MAT revenues for the Town of Collingwood, based on the high and low ranges for occupancy rate and average daily rate. This section outlines the estimated revenue the Town of Collingwood can project to receive through the implementation of a Municipal Accommodation Tax. Each of the variables is considered independently in order to explore which has the largest impact on potential revenue.

For each model, as noted in Section 1, there are 890 nightly rooms available, the weighted elasticity is 0.972, and the applied Municipal Accommodation Tax is 4% - these variables remain unchanged.

3.1. Occupancy Rate Variables Model

For this model, the average daily rate will remain at the current rate (\$145.61), while the annual occupancy rate will fluctuate between low (49.6%), medium (57.4%) and high (65.1%).

Applying these figures to the original formula, the Town of Collingwood would draw revenues between \$901,973 and \$1,183,839, depending on the annual occupancy rate. That is, during a year where:

- The occupancy rate averaged to **49.6% (the low estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$901,973**;
- The occupancy rate averaged to **57.4% (the medium estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,043,815**;
- The occupancy rate averaged to **65.1% (the high estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,183,839**.

3.2. Average Daily Rate Variables Model

For the second variable, the occupancy rate (57.4%) will remain the same at its average value but the average daily rate charged will range from \$137.16 at the low end, to \$162.65 on the high end, with \$145.61 the average.

Applying these figures to the original formula, the Town of Collingwood would draw revenues between \$983,274 and \$1,165,941, depending on the average daily rate. That is during a year where:

- The average daily rate was **\$137.16 (the low estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$983,274**;
- The average daily rate was **\$145.61 (the medium estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,043,815**;
- The average daily rate was **\$162.65 (the high estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,165,941**.



3.3. Model Variables Summary

As can be seen, although both of the variables had relatively similar potential revenue totals (between \$900,000 and \$1.2 million), the occupancy rate had the widest variation, with the most “extreme” low and high ends. Given that even the most disparate outcomes were still within \$300,000 of each other, the projections can be seen as being relatively confident in the expected outcome of the tax.

Though these projections suggest there will be a significant impact on the Town of Collingwood’s revenue stream, there are further considerations to take into account. The following section discusses some of these considerations, including instances where both of the variables (occupancy rate and average daily rate) drop or rise simultaneously, rather than independently as assessed above, whether the tourism industry has recovered after COVID-19 enough to introduce a new tax, and potential pitfalls associated with a Municipal Accommodation Tax.



4. IMPLEMENTATION OF THE TAX

While Section 2 outlined estimated revenue from a MAT for the Town of Collingwood based on individual variable changes, this section focuses more on the realities of having to implement the tax. That is, it begins by examining potential favourable and unfavourable scenarios in a scenario where all variables change at the same time, discusses whether now is an appropriate time for the implementation of a MAT, and identifies potential pitfalls.

4.1. Favourable and Unfavourable Scenarios

Capturing the exact impact of a potential Municipal Accommodation Tax is a difficult endeavour due to the wide variety of fluctuating variables. At the same time, by adjusting for a variety of outcomes across each of the different variables, we are reliably able to predict a likely revenue range for the Town of Collingwood. As can be seen in Section 2, when adjusting for one variable at a time, the range of outcomes is between approximately \$900,000 and \$1.2 million.

To truly encompass the most “favourable” and “unfavourable” case scenarios, however, we can apply the adjusted range of each variable. That is, we can apply the low range (occupancy rates of 49.6% annually and an average daily rate of \$137.16) or high range (65.1% occupancy rate and \$162.65 average daily rate) to both variables at the same time. This range is, as expected, slightly larger, with the lowest MAT revenue expected being \$884,029 while the most favourable scenario draws in tax revenue of \$1,375,841.

Using the same formula as above, we can see that in a year where:

- Both variables present as least favourable scenarios, the Town of Collingwood would expect to receive MAT revenues of **\$884,029**;
- Both variables present as average, the Town of Collingwood would expect to receive MAT revenues of **\$1,086,040**;
- Both variables present as most favourable scenarios, the Town would expect to receive MAT revenues of **\$1,375,841**.

4.2. Implementing the Municipal Accommodation Tax

Given the recency of the COVID-19 pandemic and the significant impact it had on tourism, there may be questions regarding the timing of adding a tax. Specifically, whether this is the time to institute a MAT. This subsection focuses on three reasons to assert that now is an appropriate time to institute a Municipal Accommodation Tax – a need to remain competitive with other municipalities, evidence that tourism has rebounded to pre-pandemic levels across southwestern Ontario, and positive future indicators at a national level regarding the hotel/motel sector.

Remaining Competitive with other Ontario Municipalities

As of 2021, over 40 Ontario Municipalities had instituted a Municipal Accommodation Tax (see Table 3). MATs across these jurisdictions are used to increase investments in tourism development without relying on additional payments from local businesses or residents, drawing in additional tourists and helping local competitiveness.⁷ Without a similar revenue stream, the Town of Collingwood may find it difficult to produce similar levels of tourism development and may therefore struggle to grow/rebound post-COVID as swiftly as other Ontario municipalities.

Table 3: Ontario Municipalities with a Municipal Accommodation Tax, 2021

Barrie	Gananoque	Kitchener	Orillia	Red Lake	Toronto
Belleville	Greater Sudbury	London	Oshawa	Sarnia	Vaughan
Brockville	Hearst	Marathon	Ottawa	Sioux Lookout	Waterloo
Cambridge	Huntsville	Markham	Peterborough	South Bruce Peninsula	Wellesley
Cochrane	Kapuskasing	Mississauga	Point Edward	Stratford	Wilmot
Cornwall	Kenora	Niagara Falls	Prince Edward	Terrace Bay	Windsor
Dryden	Kingston	North Bay	Quinte West	Thunder Bay	Woolwich
Fort Frances		Oakville		Timmins	

Source: Watts, H. 2021. Alternative Revenue Generation in Ontario Municipalities: The Utilization of Municipal Accommodation Tax (MAT).

⁷ More specific MAT revenue allocations can be found on “FAQ” pages on many of the municipalities’ websites. See Section 3.3 for links to FAQ pages.

While this is not necessarily a reason to institute a MAT now, doing so would keep Collingwood competitive with other municipalities that have implemented a MAT, in an effort to support the tourism sector's ongoing recovery. To focus on the reasonability of implementing a tax now, we can turn to the state of occupancy rates across a variety of southwestern Ontario jurisdictions.

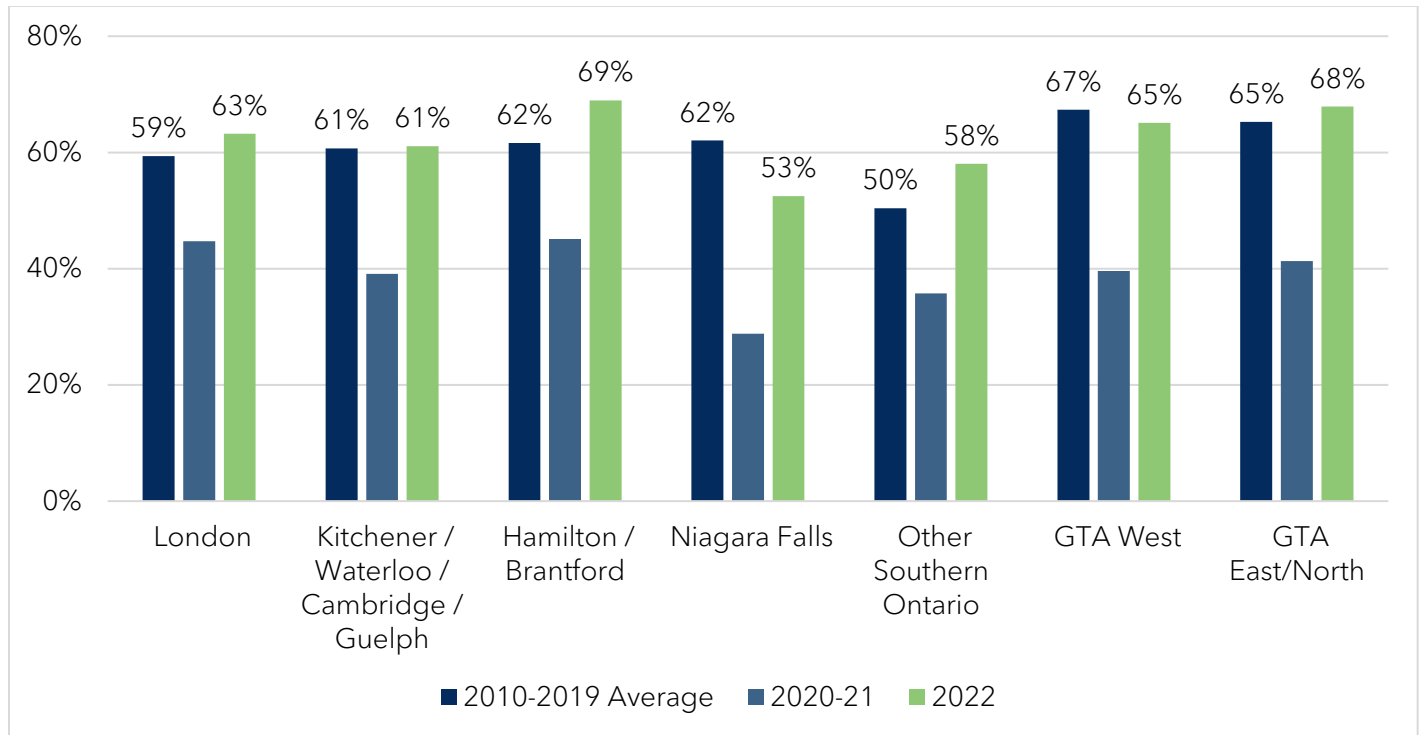
Occupancy Rate Averages across Southwestern Ontario

During the height of the pandemic, occupancy rates in Collingwood fell drastically, from pre-pandemic highs above 65% to figures below 35%. This suggests that over a 12-month period, accommodations in Collingwood were only one-third full. To assess whether tourism levels have returned to pre-pandemic figures, then, current occupancy rates can be compared to pre-pandemic averages. To do so, we will rely on 10-year occupancy rate averages.

Specifically, within Collingwood, according to Costar Analytics, the 10-year occupancy average from 2013-2022 was 57.4%, while the current 12-month occupancy rate is 59.1%. However, it is important to assess more than just Collingwood, to confirm that similar results are seen elsewhere, before asserting the industry as a whole has begun to recover. To that end, we can rely on Ontario Ministry of Tourism, Culture and Sport data, which tracks occupancy rates at hotels across Ontario.⁸ Across seven southwestern Ontario areas (see Figure 6), five returned to, or exceeded, pre-pandemic occupancy rates, while one (GTA West) was only 2% below the average. The only outlier was Niagara Falls, which was 9% lower (53% in 2022 compared to 62% occupancy average) in 2022 after the pandemic.

⁸ Ontario Ministry of Tourism, Culture and Sport <http://www.mtc-currentperformance.com/Hotel.aspx>

Figure 4: Occupancy Rates, Southwestern Ontario, 2010-2022⁹



Source: Ontario Ministry of Tourism, Culture and Sport.

Given these figures, it is clear that hotel occupancies across southwestern Ontario have largely returned to pre-pandemic averages, an indication that tourism activity has similarly returned to pre-pandemic levels.

Projections for the future of the national hotel/motel sector

Though occupancy rates have mostly rebounded to pre-pandemic levels, caution must be exercised when suggesting those gains are guaranteed to hold. Some may argue that the ebb and flows of the tourism sector will lead to new downturns, or that the current resurrection is a false high. To assuage these concerns we present data from IBISWorld’s Industry Report on the “hotels & motels” sector across Canada.

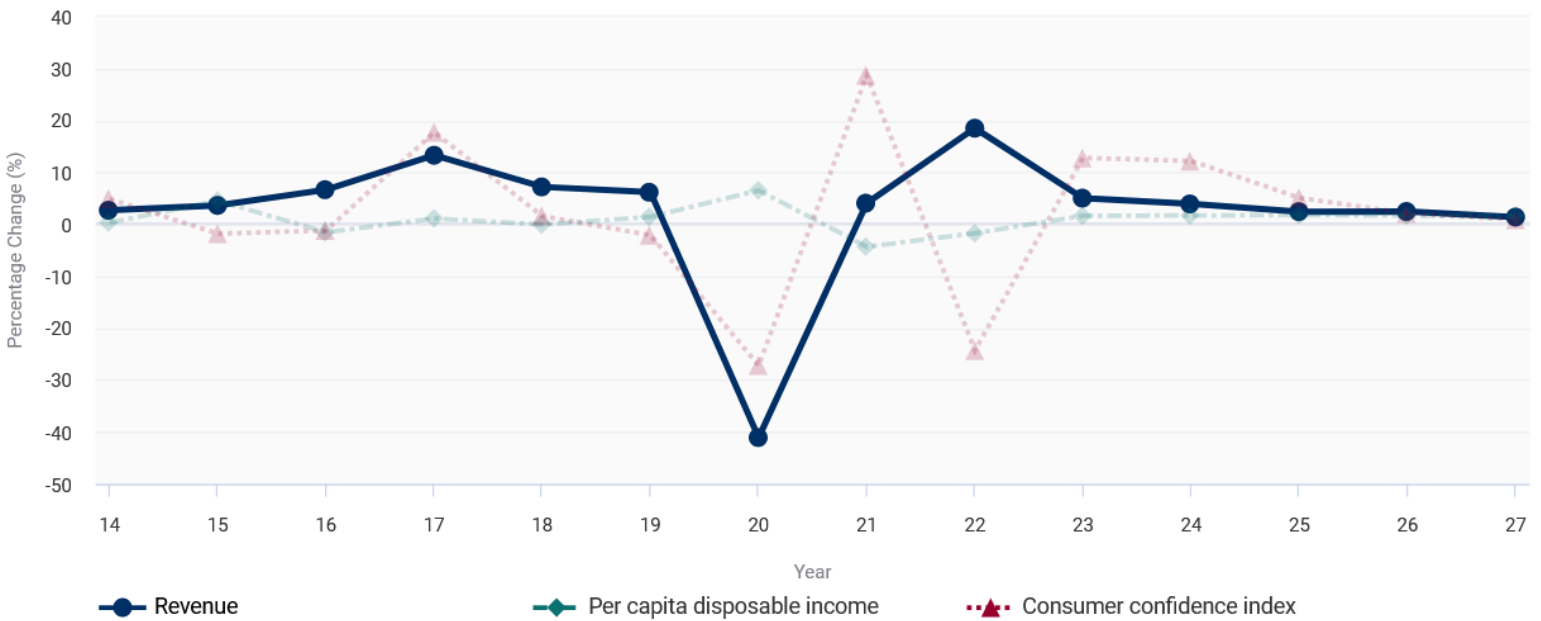
Though the downturn greatly impacted revenues and employment within this sector, those figures have rebounded and are projected to see solid, sustainable growth over

⁹ The categories here are a bit vague, and requests for clarification have not been answered. Please note: “Other Southern Ontario” likely represents communities south of Collingwood, as there is also a “Central Ontario” category not reflected here. “Central Ontario” however, is left undefined and due to the potential to include an exceedingly large geography irrelevant to Collingwood, is not presented here.

the coming five years (2023-2027). Specifically, IBISWorld is projecting annualized increases of 3.0% in industry revenue through 2027 for the industry, driven by growths in *per capita disposable income* and the *consumer confidence index*.

Figure 5: Revenue Growth Projections, Canada's Hotel & Motel Sector, 2014-2027

Key External Drivers 2014-2027



Source: IBISWorld Industry Reports

As can be seen in Figure 7, revenues are projected to remain on a growth trajectory through 2027, with large growths having occurred through 2022 and 2023 as the tourism industry rebounds and potential tourists are interested in travelling after being unable to do so for nearly two years. Though of course, individual businesses may see different patterns of growth/contraction, given these national projections and the current state of occupancy rates, it appears likely that the tourism sector is poised to continue recovering quite strongly over the next five years.



4.3. Potential Pitfalls

Though the report is optimistic about the impact a Municipal Accommodation Tax would have in Collingwood and argues that now is an appropriate time for implementation, there are of course other obstacles in the way of successful application. Unexpected external shocks (similar to COVID-19), a larger-than-expected drop in tourism due to the new tax, and negative responses from the business and tourism community during rollout are all potential pitfalls and are touched on within this subsection.

A Global Catastrophe Similar to COVID-19

It should be noted that the tourism sector in the Town of Collingwood saw occupancy rates and similar impacts due to COVID-19 that are statistically worse than the worst-case scenario presented within this report. For example, while the worst-case scenario regarding occupancy rates within this report is 49.6%, the 12-month occupancy rate from early 2020-early 2021 was below 35%. Given that, the term “worst-case scenario” may therefore seem like a misnomer within this report. However, there is a specific reason for not including this extreme outlier: this model is designed to replicate potential MAT revenues that the Town of Collingwood can reasonably expect to receive outside of ‘once-in-a-generation’ type events.

This is done because, if another COVID-19-esque pandemic (or similar catastrophe) occurs, it is expected that a vast array of options and supports will be available to businesses, and review would likely occur regarding whether the Municipal Accommodation Tax would be applied in this scenario. Therefore, the “worst-case scenario” presented within this report is the worst-case scenario *wherein the Tax would still be expected to be applied as it is determined here.*

Unexpected Elasticity

The other potential pitfall worth addressing is whether trips to Collingwood are more elastic than expected. That is, if the enactment of the tax results in a more aggressive reduction in planned trips to Collingwood than expected. There are two potential reasons that the expected elasticity proves incorrect.

1. If there are more “personal” trips to Collingwood than suggested by the Statistics Canada data. As personal trips are the most sensitive to a change in price, a greater proportion of personal trips would lead to a higher rate of

elasticity. However, even if all trips were “personal”, the change in expected MAT revenue would only be approximately \$10,000 (approximately 1% of revenue), so the impact is relatively minimal.

2. If the elasticity weights in the research paper cited above are incorrect, regardless of method of travel. This is a more open-ended challenge in that there is technically no upper limit to the elasticity of demand in this instance. However, any elasticity of more than 2.0 would suggest that lowering prices would drive increases in demand so drastically that those changes would already have occurred. That is, if elasticity was so great that lowering prices by \$1 meant that revenue would increase by more than \$2, it is hard to believe that prices would not adjust enough to reflect this reality.

Therefore, to highlight the largest potential pitfall related to unexpected reductions in travel due to the MAT, we measured the impact of an elasticity figure of 1.9. In this instance (which is still very unlikely), the reduction in MAT revenue across all scenarios was approximately \$40,000. While this is a large figure, it's still only a 5% reduction in the lowest expected MAT revenue. Given this, and given the strong unlikelihood that this occurs, it is a pitfall worth noting but not modelling.

Consumer/Business Pushback

Any new fees are naturally going to incur some pushback from the local business community as well as consumers. However, by being proactive regarding messaging and communications, these issues can be mitigated to a certain extent. It is suggested that communications focus on two key aspects of the tax to help individuals understand the reasoning behind the new costs.

First, have a clear strategy to outline where the increase in municipal funds will be allocated. Numerous research papers have made clear that consumers are more accepting of having to pay an additional tax if the revenue is earmarked for specific programs or is a “tax with a purpose.”¹⁰ Given this, consideration should be given to

¹⁰ Cetin et. Al, Willingness to Pay for Tourist Tax in Destinations: Empirical Evidence from Istanbul. 2017. <https://www.mdpi.com/2227-7099/5/2/21>
Watts, H. Alternative Revenue Generation in Ontario Municipalities: the Utilization of Municipal Accommodation Tax. 2021. <https://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=1221&context=lqp-mrps>
NAO Group, Tourism Taxes by Design. 2020. https://groupnao.com/wp-content/uploads/2020/11/TOURISM-TAXES-BY-DESIGN-NOV12-2020_rettet-compressed-2.pdf

providing clear direction as to where the tax revenue will be allocated to in a manner that is easily accessible (Town website, etc.).

Second, following in the footsteps of other Ontario municipalities that have instituted a municipal accommodation tax, it is highly recommended to have an easily accessible FAQ-style page. Providing as much transparency as possible will help alleviate many of the concerns that businesses and tourists may have and allows the Town to dispel any myths that may arise regarding the new tax/revenue. Samples of MAT-FAQ pages from Ontario municipalities include:

- City of Vaughan: <https://www.vaughan.ca/mat/Pages/MAT-FAQs.aspx>
- Toronto: <https://www.toronto.ca/services-payments/property-taxes-utilities/municipal-accommodation-tax/>
- Kingston: <https://www.cityofkingston.ca/business/accommodation-tax>



CONCLUSION AND RECOMMENDATIONS

This report has sought to provide a mathematical assessment of the impact a Municipal Accommodation Tax would have for the Town of Collingwood. It began by defining the variables that were taken into account (annual occupancy rates, average daily rates) and explored the values that those variables presented.

It then modelled the variables to the Town of Collingwood, presenting expected revenue ranges in the event the status quo holds, or the variables see either positive or negative changes. Each variable's low, average, and high ranges were modelled to outline potential revenue expectations. Section 2 noted that Collingwood's revenue range would likely be between \$900,000 and \$1,200,000, ranging slightly depending on which variable rose or fell.

Finally, Section 3 focused more on the specifics of actually enacting the tax, discussing some potential challenges and an overall range. It should be noted that there are many additional considerations outside the scope of this paper. This report focused on mathematical calculations and attempted to discuss the timing and pitfalls from an analytical backdrop as well. Political and other considerations were not taken into account in any significant way in writing this paper, as they were deemed to be outside the scope of research and more subject to local knowledge and on-the-ground realities.

Nevertheless, in the event a Municipal Accommodation Tax is enacted in the Town of Collingwood, given the data presented here and based on data from the previous decade alongside additional research, it can be surmised that additional revenue generated would be between approximately \$880,000 and \$1,400,000.



APPENDIX A: SHORT-TERM RENTAL MODEL

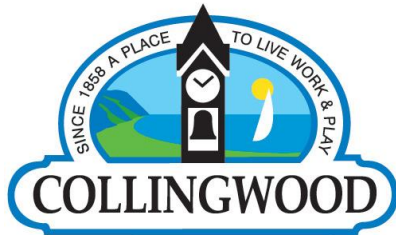
To calculate the potential impact of the Municipal Accommodation Tax on short-term rentals, we can use the same variables (occupancy rate, total available units, and average daily rate). However, it should be cautioned that these data are considerably less accurate and are at best an approximation of the state of the short-term rental market.

Data from the Town of Collingwood suggest that there are 408 short-term rental units, while data from DPGO (a pricing tool used to assess the market price for vacation rental owners) noted an average price of \$289 for short-term rentals in Collingwood.¹¹ No data is provided for occupancy rates, so the figures for hotels and motels will similarly be used here (57.4% average). Once again, an elasticity variable of 0.972 will be used alongside a MAT of 4%. Using these variables, it can be projected that the Town of Collingwood may receive an additional MAT revenue of \$949,730 from short-term rentals.

It should again be noted, however, that this number is extremely volatile and is not provided with any degree of certainty. For example, while the average rental price according to DPGO is \$289, that does not take into account which rooms are booked (i.e., cheaper rooms are more likely to be booked more consistently, so this number is likely inflated), and while 408 short-term units are said to be available, it is unclear whether they are all available “all-year” or whether some are only available during peak seasons.

Finally, without any specific occupancy rate data we have relied on hotel and motel data, but the short-term rental market is likely subject to much wider fluctuations in occupancy rates. Occupancy rate estimates online for private short-term rentals suggested rates between 25% and 55%, an incredibly wide range. For example, an occupancy rate of 25% would suggest MAT revenues of \$413,646, less than half of the estimate noted above. As no reliable data was found, we deferred to the hotel/motel data provided by Costar Analytics, but with the caveat that it is almost certainly optimistic.

¹¹ DPGO, 2022, Collingwood. https://www.dpggo.com/markets/ca_on_collingwood/



Staff Report P2023-08

Standing Committee 2023-04-03

Council 2023-04-17

Amendments

Submitted To: Strategic Initiatives Standing Committee | Council
Submitted By: Summer Valentine, Director of Planning, Building, and Economic Development
Prepared By: Brennan Kenny, Manager, Economic Development
Subject: Consideration of a Municipal Accommodation Tax

Recommendation

WHEREAS a Municipal Accommodation Tax (MAT) is a revenue tool commonly used by Ontario municipalities to fund tourism activities and general municipal revenues; and

WHEREAS Collingwood is one of the most visited and iconic tourism destinations in Ontario; and

WHEREAS the Economic Development Action Plan identified the consideration of a Municipal Accommodation Tax as an action item;

THEREFORE BE IT RESOLVED THAT Staff Report P2023-08, Consideration of a Municipal Accommodation Tax, be received;

AND THAT Council direct staff to investigate the implementation of a MAT, including community and industry stakeholder consultation, and report back no later than September 2023 on potential options, including associated governance structures and processes.

Amendments

None.

1. Executive Summary

The purpose of this report is to provide initial data on the estimated financial scope of a Municipal Accommodation Tax (MAT) and seek Council's input and direction to move

forward with further investigation, including consultation of the community and industry stakeholders, and a future recommendation of whether to implement, along with associated governance structures and process options.

2. Analysis

Background

The Municipal Accommodation Tax (MAT) is a tax levied on visitors who stay in commercial accommodations within a municipality. This tax was introduced in Ontario in 2017 as a tool for municipalities to generate additional revenue for tourism-related activities and projects.

The implementation of the MAT in Ontario is governed by *O. Reg. 435/17: Transient Accommodation Tax*, which is a regulation within *Municipal Act, 2001*, which was passed in 2017 by the provincial government, and outlines the rules and procedures for its collection and remittance. Historically, the vast majority of implementing municipalities have set the tax at 4%, however all communities have flexibility to set the tax at whichever level they wish. Two notable exceptions include Toronto, which first set their tax at 4% and is raising to 6% effective May 2023, and Niagara Falls, whose tax is set at \$2 per room night.

The tax is collected by the accommodation provider at the time of booking or check-in and is remitted to the municipality on a regular basis. The municipality is responsible for using a minimum of 50% of the revenue generated from the tax to support tourism-related activities such as marketing, promotion, and infrastructure development, while the remainder can be used for general municipal activities unrelated to tourism. These funds must be transferred to an “eligible tourism entity”, which could be a third-party entity, or a corporately created not-for-profit with a local tourism/economic development mandate. Notably, it cannot be given to an internal Town department.

Each municipality that chooses to implement a MAT can determine the types of accommodation providers the tax would apply to (i.e.: hotels, short-term rentals, etc). In

general terms, stays of 29 days or less could be considered for the tax; regulations under the *Municipal Act, 2001* do not define transient accommodation, providing the municipality with flexibility on how and where to implement.

The transient accommodation tax authority allows each municipality that chooses to implement a transient accommodation tax to determine the types of short-term accommodation the tax would apply to

A MAT does not extend to incidental fees and charges unrelated to the purchase of accommodation. For example, the purchase of a meal in a hotel restaurant could not be considered transient accommodation and therefore could not be made subject to a Municipal Accommodation Tax.

All single-tier and lower-tier municipalities have the authority to put a MAT in place. Upper-tier municipalities (for example, the County of Simcoe) do not have the authority to implement a tax.

To date, over 40 municipalities in Ontario have implemented a MAT. Some examples are included below:

Community Name	MAT Structure
Toronto, ON	4% (increasing to 6% as of May 1, 2023)
Thunder Bay, ON	4%
Orillia, ON	4%
Barrie, ON	4%
Vaughan, ON	4%
Prince Edward County, ON	4%
Niagara Falls, ON	\$2.00 per room night

Through Environics Analytics data research provided by Tourism Simcoe County, Collingwood received 566,000 unique visitors to the area in 2021, accounting for approximately 3.2 million total visits. There are approximately 890 traditional hotel and

motel rooms in Collingwood across over 15 properties, as well as over 400 short-term rental listings. Additional rooms are currently under construction.

Options

Recommended Option: Direct staff to investigate the implementation of a MAT, including community and industry stakeholder consultation, and report back no later than September 2023, on potential options, including associated governance structures and processes.

Alternative Option (Not Recommended): Do not direct staff to investigate the implementation of a MAT.

Analysis of Options

Preliminary exploration and scoped market study indicate that the implementation of a MAT in Collingwood could have several potential benefits for the municipality. It could generate additional revenue for tourism-related activities and projects, promote local attractions, events, and festivals, and support community infrastructure used by both residents and tourists alike. However, before implementing the tax, it is crucial to further investigate its feasibility and potential impact on the community and industry stakeholders.

Conducting more in-depth research and consulting the community and industry stakeholders would provide valuable insights into the potential benefits and drawbacks of the tax. This process would involve a review of best practices in other municipalities that have implemented the tax, further analysis of the potential revenue that could be generated including potential uses of that revenue, providing options for governance structures and processes, and consultations with local accommodation providers and tourism stakeholders.

Consultation would be anticipated to occur through a survey of the tourism industry and community, group discussion with accommodators, and industry consultations hosted

both in-person and virtually. Research and discussion would also continue with other municipalities that have implemented the MAT, including their strategies, initial results, and governance structures. Any appropriate opportunities for general public engagement would also be explored as part of the future consultation program.

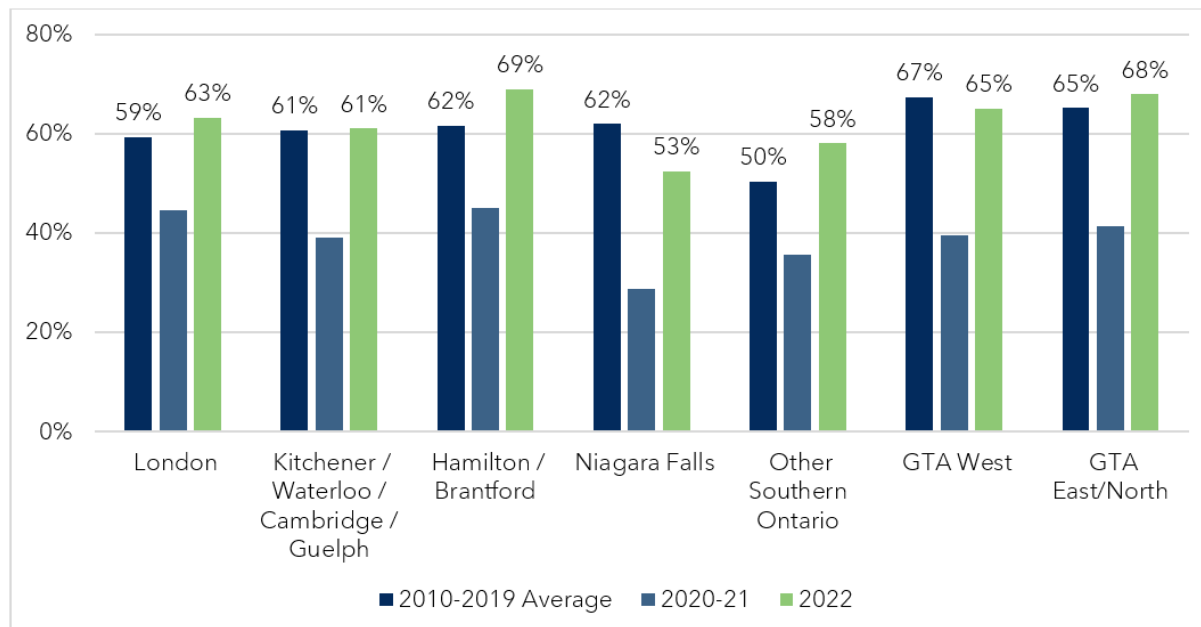
COVID Recovery Data

One consideration of the implementation of a MAT is whether the tourism industry (and more specifically, occupancy rates) have recovered from pandemic impacted levels. Within Collingwood, according to Costar Analytics, the 10-year occupancy average from 2013-2022 was 57.4%, while the current 12-month occupancy rate is 59.1%. It should however be noted that the ten-year average is likely understated due to significantly reduced occupancy rates during the pandemic, especially in 2020.

These figures are an industry-wide, community-wide average, and may vary widely from accommodator to accommodator. Further research and consultation within the industry is needed to fully understand the impacts of the pandemic, including recovery, before any final implementation decision is made.

Research was also completed using data from the Ministry of Tourism, Culture, and Sport in several areas of Ontario, noted in the figure below. Both sources show recovery rates that indicate a MAT could be supportable without causing undue hardship for the accommodation industry.

Figure 6: Occupancy Rates, Southwestern Ontario, 2010-2022



Source: Ontario Ministry of Tourism, Culture and Sport.

Tourism Competitiveness

Choosing not to investigate the MAT could result in a missed opportunity for the municipality to generate additional revenue for tourism-related activities and projects. Without investigating the tax, the municipality would not have a clear understanding of its potential benefits or drawbacks and would not be able to make an informed decision about whether to implement it.

Over 40 municipalities in Ontario, including Barrie, Niagara Falls, Orillia, Prince Edward County, and Toronto have implemented a MAT. MATs across these jurisdictions are used to increase investments in tourism development without relying on additional levy to most local businesses or residents, helping local competitiveness. Without a MAT revenue stream, the Town of Collingwood may find it difficult to produce similar economic impacts. A follow up report to Council would include how a MAT could be spent to improve the tourism ecosystem locally.

Collingwood, alongside Clearview, Blue Mountains, and Wasaga Beach, currently funds the regional organization South Georgian Bay Tourism. The annual budget of the

organization is approximately \$150,000 with a full-time staff capacity of one. These funds are generally spent on tourism marketing, including the attraction of new visitors to the area, and the movement of visitors throughout the region once they arrive, with varying effectiveness.

The Town also partners, on a project-by-project basis, with Tourism Simcoe County. The County provides regional offerings in water-based activities, cycling, craft beverage, arts and culture, and many others.

Locally, with limited financial capacity, the Town has developed three core tourism offerings: independently, the Craft Beverage Capital program, and in partnership with the Downtown Business Improvement Area, both Patiolicious and the Discover Collingwood app.

Additionally, without consultation about a possible MAT, the municipality would not be able to engage with the community and industry stakeholders to address any concerns or issues that may arise. This could result in opposition to the tax if it is eventually implemented, which could impact its effectiveness and success.

Financial Impacts

The scoped market study involved initial data regarding existing and historical visitation patterns and occupancy, expected price, and visitor elasticity was performed, as well as sensitivity analysis to give Council and staff the highest confidence in the figures. Analysis was separated between traditional (hotel and motel) accommodators, and short-term rentals.

The analysis of traditional accommodators (using a 4% tax) suggests that in an unfavourable (non-pandemic) scenario, revenues collected from this cohort could approach \$880,000 per year, while in a favourable scenario, the revenues collected could exceed \$1,400,000 annually.

The analysis of short-term accommodators has more variables, due to a pending Council decision on how the municipality may regulate these types of accommodation, the unknown impacts of this regulation on both the number of short-term rentals in Collingwood, and the wide price ranges found within this stock. The analysis showed that in an unfavourable economic scenario, revenues could approach \$400,000 per year, while in a favourable scenario, revenues could exceed \$1,000,000 per year, pending collection agreements with the short-term rental platforms.

Note that in all scenarios, the analysis took a conservative approach when considering the variables used (room rates, occupancy rates) to give the most confidence possible on what a “minimum” MAT collection might approach.

Of these funds, a minimum of 50% must be applied to tourism-related activities, and the remainder could be applied to municipal activities potentially unrelated to tourism. However, a municipality may choose to flow more than the minimum 50% into tourism-related activities. The percentage that does not support tourism can be used by the municipality without restriction, for any other purpose, such as infrastructure, affordable housing, general revenues, operations, reserves for long-term projects, etc.

As noted at the outset of this report, the minimum of 50% noted for tourism activities must be given to an “eligible tourism entity”, which could be a third-party entity, or a corporately created not-for-profit with a local tourism/economic development mandate. Notably, it cannot be given to an internal Town department.

A follow up report would include more detail on the financial scenarios and recommendations on potential governance structures and processes, how MAT revenues might be applied to tourism most effectively, and where the non-tourism related dollars could be spent.

Conclusion

Given Collingwood's position as a significant tourism destination in Ontario, and the widespread usage of the MAT across comparable municipalities across the Province, Council has the opportunity to consult and consider the implementation of a MAT locally.

3. Input from Other Sources

Staff researched municipalities across Ontario, including internet research and multiple virtual interviews with tourism staff, that have implemented a MAT.

Staff also completed a scoped market study with McSweeney and Associates, a reputable economic development consulting firm with over 20 years of experience in over 150 communities. This study was completed to identify an estimated amount of revenues that the Town of Collingwood might conservatively expect upon implementation of a MAT.

Initial conversations were held with several local tourism accommodators of varying sizes regarding initial data and the impacts of implementation. While these conversations were generally high-level with further consultation to occur if Council were to authorize staff to further consider a MAT, general thoughts varied, ranging from encouragement to apprehension. Interest was shown by many parties regarding a group consultation with the accommodators, while questions were received regarding governance structure, potential uses and restrictions of a MAT, and competitive advantage/disadvantage. These questions, along with the results of further consultation, would be used to inform a future recommendation to Council on potential MAT implementation.

This report was circulated to Department Heads on March 28, 2023 and the content responds to the feedback received.

4. Applicable Policy or Legislation

Community Based Strategic Plan

The Community Based Strategic Plan notes “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.”

Under the objective “Support and Manage Growth and Prosperity”, the plan notes that the Town should “Seek Economic Development that Attracts Youth, Supports Existing Business and Entrepreneurship”.

Economic Development Action Plan

Under the objective “Promote Collingwood as a Great Place to Live and Work”, the plan notes the Town should “grow participant spending and satisfaction with experiences that celebrate Collingwood” and that the Town should “increase revenue stemming from the broader tourism, hospitality, culture and retail sectors”.

The plan also notes that the Town should “consider levying a MAT to help fund infrastructure and product development efforts”.

5. Considerations

- | | |
|--|---------------------------------|
| <input checked="" type="checkbox"/> Community Based Strategic Plan: | Consistent with CBSP |
| <input type="checkbox"/> Services adjusted if any | |
| <input type="checkbox"/> Climate Change / Sustainability: | Choose an item. |
| <input checked="" type="checkbox"/> Communication / Engagement: | Public Engagement required |
| <input type="checkbox"/> Accessibility / Equity, Diversity, Inclusion: | Choose an item. |
| <input type="checkbox"/> Registered Lobbyist(s) relating to content: | N/A |

Next steps and future action required following endorsement: TBD

6. Appendices and Other Resources

Appendix A: Municipal Accommodation Tax Model and Report

7. Approval

Prepared By:

Brennan Kenny, Manager, Economic Development

Reviewed By:

Summer Valentine, Director of Planning, Building, and Economic Development

CAO Comments:

Endorsed on March 29, 2024



Municipal Accommodation Tax Model and Report

Prepared for the Town of Collingwood



McSWEENEY

inspiring economic sustainability®

Municipal Accommodation Tax Model and Report

Prepared for the Town of Collingwood

March 2023

McSweeney & Associates Consulting Inc.

201-900 Greenbank Road

Ottawa, ON K2J 1A8

T: 1-855-300-8548

E: consult@mcsweeney.ca

W: www.mcsweeney.ca



Table of Contents

1.	Introduction.....	1
2.	Municipal Accommodation Tax Model.....	2
	2.1. Model Definitions.....	2
	2.2. Model Breakdown and Parameters.....	4
3.	Applying the Model to Collingwood	8
	3.1. Occupancy Rate Variables Model	8
	3.2. Average Daily Rate Variables Model.....	9
	3.3. Model Variables Summary.....	10
4.	Implementation of the Tax	11
	4.1. Favourable and Unfavourable Scenarios	11
	4.2. Implementing the Municipal Accommodation Tax.....	12
	4.3. Potential Pitfalls.....	16
	Conclusion and Recommendations.....	19
	Appendix A: Short-Term Rental Model	20

List of Tables & Figures

Table 1: Elasticity by Method of Travel and as a Proportion of Total Travel	6
Table 2: Expected Elasticity for Travel to Collingwood	6
Table 3: Ontario Municipalities with a Municipal Accommodation Tax, 2021	12
Figure 1: Municipal Accommodation Tax Model Steps	3
Figure 4: Occupancy Rate Model Range	4
Figure 5: Average Daily Rate Range	5
Figure 6: Occupancy Rates, Southwestern Ontario, 2010-2022.....	14
Figure 7: Revenue Growth Projections, Canada's Hotel & Motel Sector, 2014-2027	15

1. INTRODUCTION

This report has been prepared for the Town of Collingwood in consideration of a four percent Municipal Accommodation Tax (MAT). A Municipal Accommodation Tax is a tool used to assist both the tourism industry as well as any local services and infrastructure being used by visitors to the community. Municipalities in Ontario, as of November 2017, are enabled to implement a MAT (through Bill 127, 2017) and many Ontario municipalities currently have, or are in the process of implementing, the tax. Funds gathered through this tax are then reinserted back into the local community to boost tourism and economic growth.

This report models the revenue the Town of Collingwood could potentially project to receive in the event a tax is implemented and discusses some of the real-world considerations that should be considered. Throughout this report, figures and assumptions used have been quite conservative, with an eye towards erring on the side of underestimating total projected revenues. This approach was taken because the data is approximate and given the potential margin of error, a cautious approach is more reasonable. To do so, Section 1 begins by defining the parameters of the model and outlining the variables used. It further explains the reasoning and data that lead to the projected range of outcomes for each variable. Variables within the model are:

- Annual occupancy rates and
- Average daily rates

Section 2 models the variables outlined in Section 1 to the Town of Collingwood, presenting expected revenue ranges in the event the status quo holds, or the variables see either positive or negative changes. Each variable's low, average, and high ranges are modelled to outline potential revenue expectations. In sum, each of the variables presents revenue ranges between \$900,000 and \$1,200,000 if the Town of Collingwood enacts a Municipal Accommodation Tax.

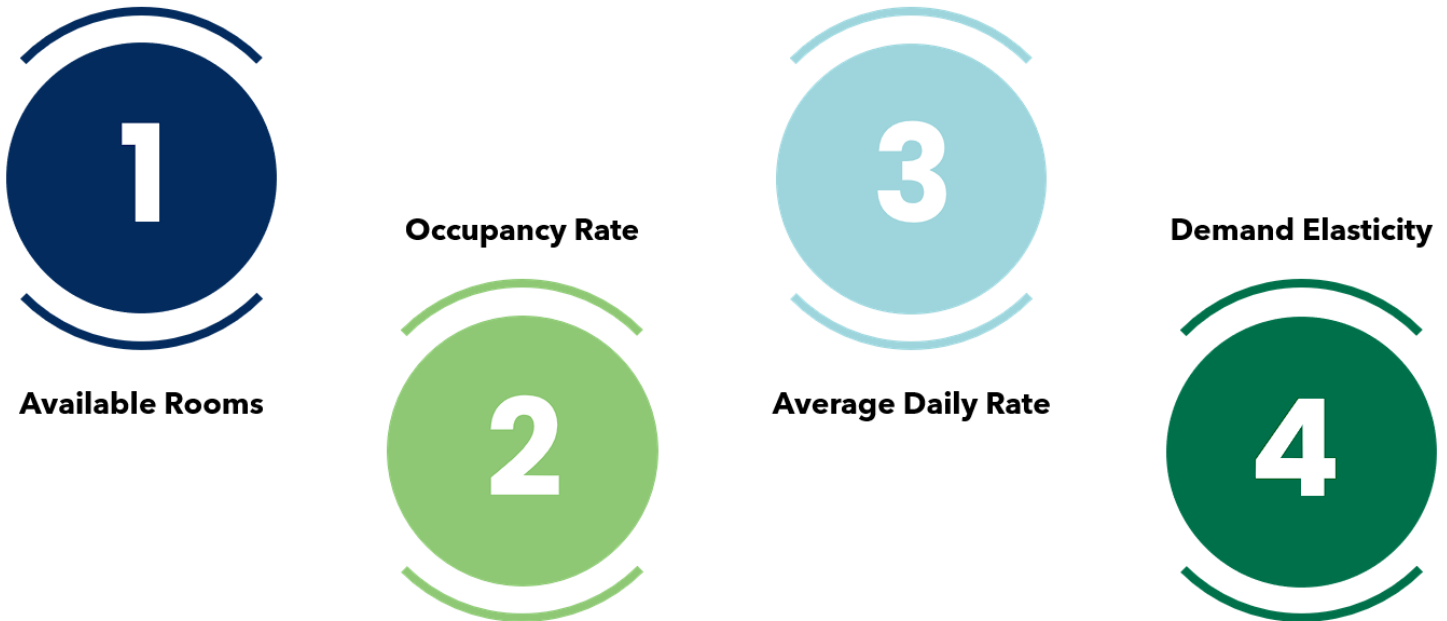
Finally, Section 3 touches on specific realities associated with enacting a Municipal Accommodation Tax. It begins by presenting favourable and unfavourable scenarios for the model, which widens the expected revenue range to between \$750,000 and \$1,300,000. It then discusses whether now is an appropriate time to implement a Municipal Accommodation Tax given the recency of COVID-19 and its impact on the tourism sector, and notes potential pitfalls that may arise if the tax is implemented.

2. MUNICIPAL ACCOMMODATION TAX MODEL

In calculating the potential impact of a MAT, it is important to begin by first defining the variables within the model and outlining how the values that we used were derived. This section addresses these technical aspects of the model so as to set the stage for the remainder of the report, which focuses on the direct reality of a tax in Collingwood.

2.1. Model Definitions

The Municipal Accommodation Tax Model is designed to measure the potential revenue the Town of Collingwood may generate by instituting an accommodation tax. The Model relies on four variables:



Available Rooms:

This is simply defined as the inventory of rooms available nightly within the Town of Collingwood. The number of available rooms is multiplied by 365 in order to note the total number of available rooms over a full year in Collingwood, given the tax is applied annually.

Occupancy Rate:

The occupancy rate is defined as the percentage of occupied rooms across all properties, annually. Though demand fluctuates within any full year, this report reflects annual occupancy rates, as monthly fluctuations in demand will not impact the introduction of an annual tax.

Average Daily Rate:

Average daily rate is the average cost per room, measured across all accommodation classes (hotels, motels, etc.) and all available rooms, averaged across the entire year as defined.

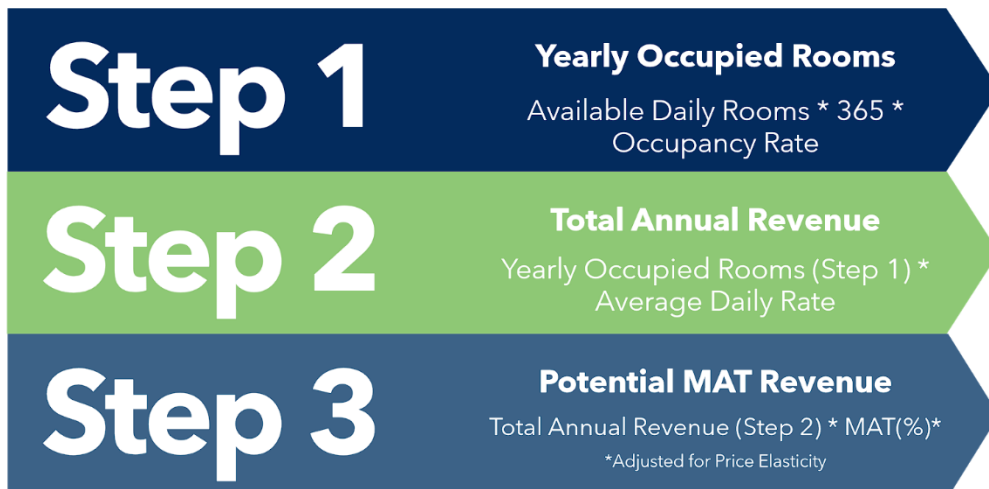
Demand Elasticity:

Elasticity of demand refers to the decrease in interest that occurs due to a change in cost. The more elastic a "good" is, the more quickly total sales will decrease due to a price increase. Specifically, within this model, the changing circumstance is the introduction of a municipal accommodation tax, and therein the overall cost. That is, in the event the Municipal Accommodation Tax is introduced, the price of a hotel in Collingwood will increase slightly and demand will subsequently decrease slightly.

Model Calculation:

The calculation used to measure this revenue is broken into three steps:

Figure 1: Municipal Accommodation Tax Model Steps



2.2. Model Breakdown and Parameters

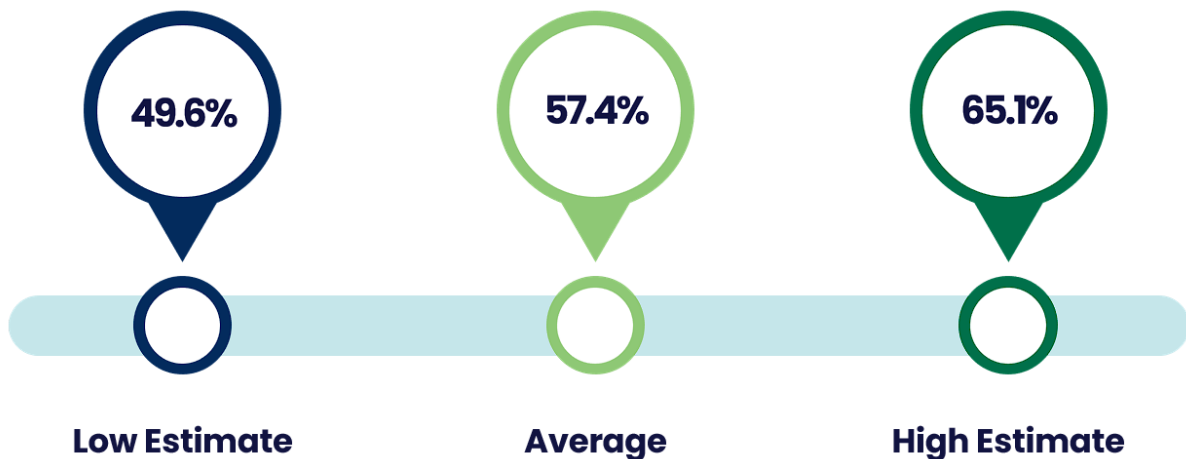
Available rooms:

Data from the Town of Collingwood suggests that in 2022 there were 890 available rooms, on average, per night in Collingwood.¹ Though the number of available rooms may fluctuate slightly due to construction projects or other minor impediments, or rise over the long-term due to new motel/hotel businesses, this variable largely remains static over short periods of time. As such, we will not provide high- or low- estimates but instead rely on the current figure (890) throughout the report.

Occupancy Rate:

Low, expected, and high occupancy rates are based on ten-year averages throughout Collingwood, anchored within a “typical range.” From 2013-2023, Collingwood saw typical annual occupancy rates between 49.6% and 65.1%, with an average expectation of 57.4%. These benchmarks will therefore be used as the range of outcomes projected within the model.²

Figure 2: Occupancy Rate Model Range



Source: Costar Analytics

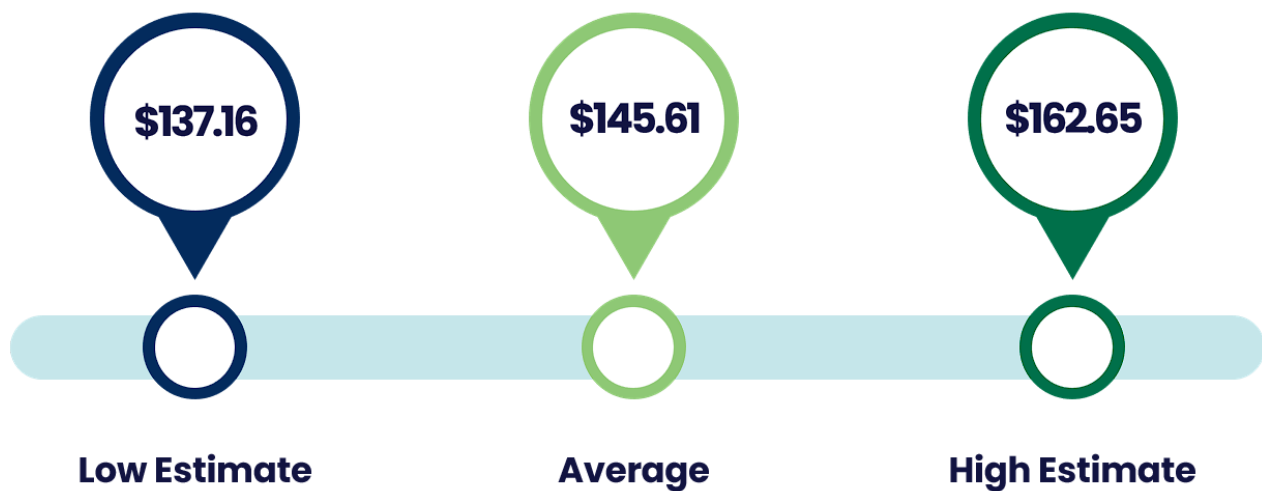
¹ These figures do not include short-term private rentals, as data on private rentals is not as robust as the information provided here, and in an effort to be as accurate as possible, is excluded. Appendix A includes adjustments that include potential MAT revenue from private short-term rentals.

² Though the impact of COVID-19 presents a distinctly lower “extreme range” - 34.6% -low-end figure, this is treated as an outlier that is largely irrelevant to this report, as it is unlikely under a similar situation in the future a MAT would be applied without additional supports for tourism businesses. For a more fulsome explanation please see Section 3.3.

Average Daily Rate:³

To determine the average daily rate, we will use the average year-over-year change in average daily rate. Over the previous ten years, the largest expected decrease year-over-year has been 5.8%, while the largest expected increase has been 11.7%. As the current average daily rate is \$145.61, the lowest estimate will see a decrease of 5.8% from this figure, while the highest estimate will see an increase of 11.7%.

Figure 3: Average Daily Rate Range



Source: Costar Analytics

Demand Elasticity:

A 2016 report by KPMG for the City of Toronto noted that demand elasticity for tourism was dependent on the purpose of the trip. That is, business travel is much less elastic (i.e., a business trip is less likely to be determined by price) than a personal trip.⁴ Specifically, average price elasticity was found to be -1.23 for personal trips, -0.93 for those visiting friends or relatives, and 0.18 for those travelling for business. This means that, for example, for every 1% increase in cost, there is expected to be a simultaneous 0.93% decrease in expenses by those travelling to visit friends or relatives.

³ As a reminder, these figures are quite conservative. When presented with conflicting data with uncertainty regarding which is more "accurate", this report relied on the more conservative figures.

⁴ Konovalova et. Al. (2013). *Elasticity of Demand in Tourism and Hospitality*. *European Journal of Economic Studies* in KPMG LLP, City of Toronto Revenue Options Study, 2016, Appendix C <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.

Related to the purpose of an individual's trip, data is not available for Collingwood specifically. However, across pre-pandemic domestic trips taken within Canada, Statistics Canada reports that 9.4% of all travel was done for business-related reasons.⁵ Moreover, visiting friends or relatives was the primary reason for travelling for 41.7% of individuals, and the remaining 48.9% of individuals suggested that their primary reason for travelling was for pleasure.⁶

To weigh the elasticity measures appropriately, each method of travel's elasticity is multiplied by the percentage of trips taken for that purpose (See Table 1 below). For example, personal trips were taken 48.9% of the time and had an elasticity of -1.23. The weighted elasticity across all trips taken is therefore -0.601.

Table 1: Elasticity by Method of Travel and as a Proportion of Total Travel

Type of Travel	Elasticity	Percentage of Trips	Weighted Elasticity
Business	0.18	9.4%	0.017
Visiting friends or family	-0.93	41.7%	-0.388
Personal	-1.23	48.9%	-0.601

Source: Konovalova et. Al., 2013; Calculations by McSweeney & Associates.

By adding the weighted elasticity figures together, we see that the average elasticity measure across all trips to Collingwood would be approximately 0.972. That is, for every 1% increase brought on by the Municipal Accommodation Tax, it should be expected that 0.972% less is spent by tourists.

Table 2: Expected Elasticity for Travel to Collingwood

Type of Travel	Elasticity	Percentage of Trips	Weighted Elasticity
All	-0.97	100%	-0.972

Source: McSweeney & Associates custom calculation.

⁵ Statistics Canada, 2020, <https://www150.statcan.gc.ca/n1/daily-quotidien/201209/dq201209e-eng.htm>.

⁶ "Pleasure" in this instance is an amalgamation of two Statistics Canada categories: "holidays, leisure, or recreation" and "attending conventions, trades or shopping". While it is likely that certain trips within the second fall within the business category, we have no way of deducing what percentage are business or pleasure, as the two sources use differing methodologies. As such, we have applied all trips to "pleasure" as this slightly exaggerates the negative impact of the tax on trips to the area, but would prefer to be overly cautious.

Municipal Accommodation Tax: Mirroring many other communities in Ontario with a MAT, this report will use a 4% tax to calculate potential revenue.



3. APPLYING THE MODEL TO COLLINGWOOD

Building off the definitions and figures outlined in Section 1, this section calculates potential MAT revenues for the Town of Collingwood, based on the high and low ranges for occupancy rate and average daily rate. This section outlines the estimated revenue the Town of Collingwood can project to receive through the implementation of a Municipal Accommodation Tax. Each of the variables is considered independently in order to explore which has the largest impact on potential revenue.

For each model, as noted in Section 1, there are 890 nightly rooms available, the weighted elasticity is 0.972, and the applied Municipal Accommodation Tax is 4% - these variables remain unchanged.

3.1. Occupancy Rate Variables Model

For this model, the average daily rate will remain at the current rate (\$145.61), while the annual occupancy rate will fluctuate between low (49.6%), medium (57.4%) and high (65.1%).

Applying these figures to the original formula, the Town of Collingwood would draw revenues between \$901,973 and \$1,183,839, depending on the annual occupancy rate. That is, during a year where:

- The occupancy rate averaged to **49.6% (the low estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$901,973**;
- The occupancy rate averaged to **57.4% (the medium estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,043,815**;
- The occupancy rate averaged to **65.1% (the high estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,183,839**.

3.2. Average Daily Rate Variables Model

For the second variable, the occupancy rate (57.4%) will remain the same at its average value but the average daily rate charged will range from \$137.16 at the low end, to \$162.65 on the high end, with \$145.61 the average.

Applying these figures to the original formula, the Town of Collingwood would draw revenues between \$983,274 and \$1,165,941, depending on the average daily rate. That is during a year where:

- The average daily rate was **\$137.16 (the low estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$983,274**;
- The average daily rate was **\$145.61 (the medium estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,043,815**;
- The average daily rate was **\$162.65 (the high estimate)**, the Town of Collingwood would expect to receive MAT revenues of **\$1,165,941**.



3.3. Model Variables Summary

As can be seen, although both of the variables had relatively similar potential revenue totals (between \$900,000 and \$1.2 million), the occupancy rate had the widest variation, with the most “extreme” low and high ends. Given that even the most disparate outcomes were still within \$300,000 of each other, the projections can be seen as being relatively confident in the expected outcome of the tax.

Though these projections suggest there will be a significant impact on the Town of Collingwood’s revenue stream, there are further considerations to take into account. The following section discusses some of these considerations, including instances where both of the variables (occupancy rate and average daily rate) drop or rise simultaneously, rather than independently as assessed above, whether the tourism industry has recovered after COVID-19 enough to introduce a new tax, and potential pitfalls associated with a Municipal Accommodation Tax.



4. IMPLEMENTATION OF THE TAX

While Section 2 outlined estimated revenue from a MAT for the Town of Collingwood based on individual variable changes, this section focuses more on the realities of having to implement the tax. That is, it begins by examining potential favourable and unfavourable scenarios in a scenario where all variables change at the same time, discusses whether now is an appropriate time for the implementation of a MAT, and identifies potential pitfalls.

4.1. Favourable and Unfavourable Scenarios

Capturing the exact impact of a potential Municipal Accommodation Tax is a difficult endeavour due to the wide variety of fluctuating variables. At the same time, by adjusting for a variety of outcomes across each of the different variables, we are reliably able to predict a likely revenue range for the Town of Collingwood. As can be seen in Section 2, when adjusting for one variable at a time, the range of outcomes is between approximately \$900,000 and \$1.2 million.

To truly encompass the most “favourable” and “unfavourable” case scenarios, however, we can apply the adjusted range of each variable. That is, we can apply the low range (occupancy rates of 49.6% annually and an average daily rate of \$137.16) or high range (65.1% occupancy rate and \$162.65 average daily rate) to both variables at the same time. This range is, as expected, slightly larger, with the lowest MAT revenue expected being \$884,029 while the most favourable scenario draws in tax revenue of \$1,375,841.

Using the same formula as above, we can see that in a year where:

- Both variables present as least favourable scenarios, the Town of Collingwood would expect to receive MAT revenues of **\$884,029**;
- Both variables present as average, the Town of Collingwood would expect to receive MAT revenues of **\$1,086,040**;
- Both variables present as most favourable scenarios, the Town would expect to receive MAT revenues of **\$1,375,841**.

4.2. Implementing the Municipal Accommodation Tax

Given the recency of the COVID-19 pandemic and the significant impact it had on tourism, there may be questions regarding the timing of adding a tax. Specifically, whether this is the time to institute a MAT. This subsection focuses on three reasons to assert that now is an appropriate time to institute a Municipal Accommodation Tax – a need to remain competitive with other municipalities, evidence that tourism has rebounded to pre-pandemic levels across southwestern Ontario, and positive future indicators at a national level regarding the hotel/motel sector.

Remaining Competitive with other Ontario Municipalities

As of 2021, over 40 Ontario Municipalities had instituted a Municipal Accommodation Tax (see Table 3). MATs across these jurisdictions are used to increase investments in tourism development without relying on additional payments from local businesses or residents, drawing in additional tourists and helping local competitiveness.⁷ Without a similar revenue stream, the Town of Collingwood may find it difficult to produce similar levels of tourism development and may therefore struggle to grow/rebound post-COVID as swiftly as other Ontario municipalities.

Table 3: Ontario Municipalities with a Municipal Accommodation Tax, 2021

Barrie	Gananoque	Kitchener	Orillia	Red Lake	Toronto
Belleville	Greater Sudbury	London	Oshawa	Sarnia	Vaughan
Brockville	Hearst	Marathon	Ottawa	Sioux Lookout	Waterloo
Cambridge	Huntsville	Markham	Peterborough	South Bruce Peninsula	Wellesley
Cochrane	Kapuskasing	Mississauga	Point Edward	Stratford	Wilmot
Cornwall	Kenora	Niagara Falls	Prince Edward	Terrace Bay	Windsor
Dryden	Kingston	North Bay	Quinte West	Thunder Bay	Woolwich
Fort Frances		Oakville		Timmins	

Source: Watts, H. 2021. Alternative Revenue Generation in Ontario Municipalities: The Utilization of Municipal Accommodation Tax (MAT).

⁷ More specific MAT revenue allocations can be found on “FAQ” pages on many of the municipalities’ websites. See Section 3.3 for links to FAQ pages.

While this is not necessarily a reason to institute a MAT now, doing so would keep Collingwood competitive with other municipalities that have implemented a MAT, in an effort to support the tourism sector's ongoing recovery. To focus on the reasonability of implementing a tax now, we can turn to the state of occupancy rates across a variety of southwestern Ontario jurisdictions.

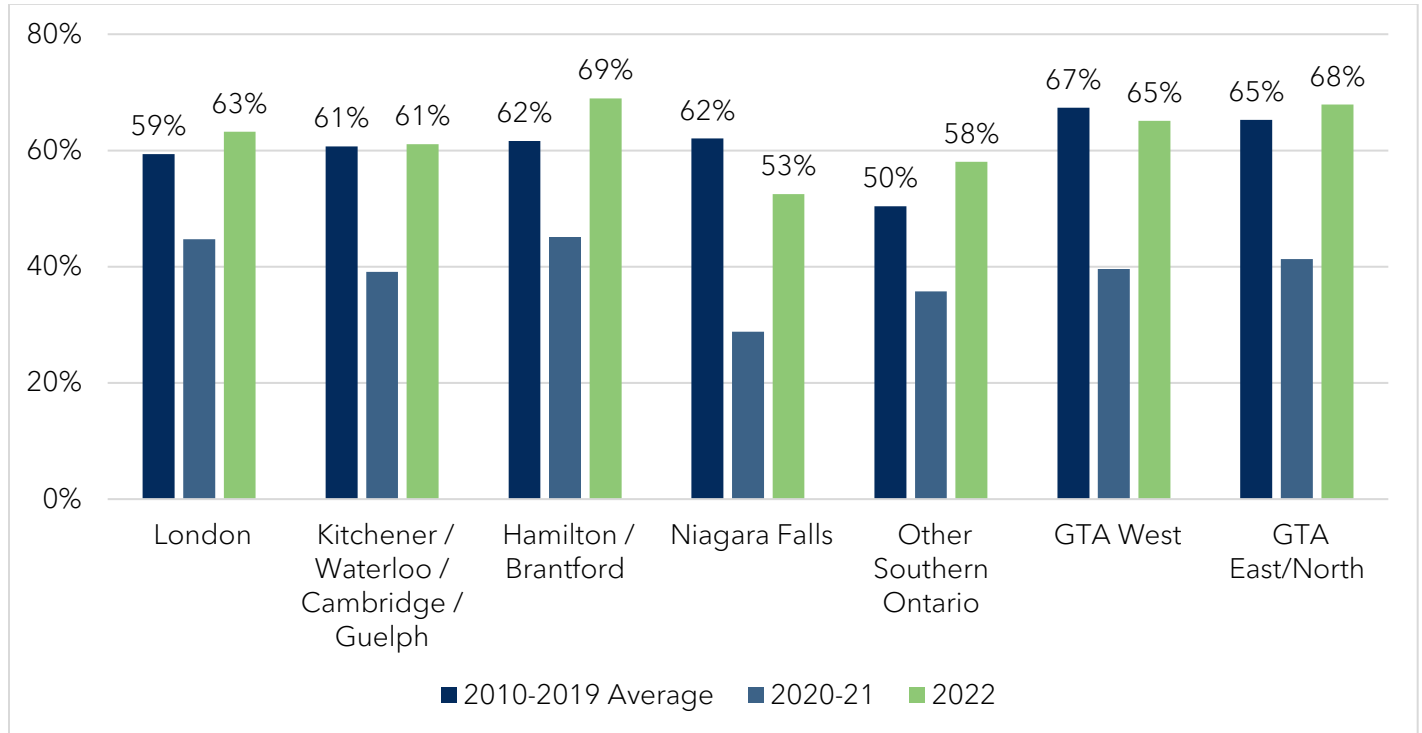
Occupancy Rate Averages across Southwestern Ontario

During the height of the pandemic, occupancy rates in Collingwood fell drastically, from pre-pandemic highs above 65% to figures below 35%. This suggests that over a 12-month period, accommodations in Collingwood were only one-third full. To assess whether tourism levels have returned to pre-pandemic figures, then, current occupancy rates can be compared to pre-pandemic averages. To do so, we will rely on 10-year occupancy rate averages.

Specifically, within Collingwood, according to Costar Analytics, the 10-year occupancy average from 2013-2022 was 57.4%, while the current 12-month occupancy rate is 59.1%. However, it is important to assess more than just Collingwood, to confirm that similar results are seen elsewhere, before asserting the industry as a whole has begun to recover. To that end, we can rely on Ontario Ministry of Tourism, Culture and Sport data, which tracks occupancy rates at hotels across Ontario.⁸ Across seven southwestern Ontario areas (see Figure 6), five returned to, or exceeded, pre-pandemic occupancy rates, while one (GTA West) was only 2% below the average. The only outlier was Niagara Falls, which was 9% lower (53% in 2022 compared to 62% occupancy average) in 2022 after the pandemic.

⁸ Ontario Ministry of Tourism, Culture and Sport <http://www.mtc-currentperformance.com/Hotel.aspx>

Figure 4: Occupancy Rates, Southwestern Ontario, 2010-2022⁹



Source: Ontario Ministry of Tourism, Culture and Sport.

Given these figures, it is clear that hotel occupancies across southwestern Ontario have largely returned to pre-pandemic averages, an indication that tourism activity has similarly returned to pre-pandemic levels.

Projections for the future of the national hotel/motel sector

Though occupancy rates have mostly rebounded to pre-pandemic levels, caution must be exercised when suggesting those gains are guaranteed to hold. Some may argue that the ebb and flows of the tourism sector will lead to new downturns, or that the current resurrection is a false high. To assuage these concerns we present data from IBISWorld’s Industry Report on the “hotels & motels” sector across Canada.

Though the downturn greatly impacted revenues and employment within this sector, those figures have rebounded and are projected to see solid, sustainable growth over

⁹ The categories here are a bit vague, and requests for clarification have not been answered. Please note: “Other Southern Ontario” likely represents communities south of Collingwood, as there is also a “Central Ontario” category not reflected here. “Central Ontario” however, is left undefined and due to the potential to include an exceedingly large geography irrelevant to Collingwood, is not presented here.

the coming five years (2023-2027). Specifically, IBISWorld is projecting annualized increases of 3.0% in industry revenue through 2027 for the industry, driven by growths in *per capita disposable income* and the *consumer confidence index*.

Figure 5: Revenue Growth Projections, Canada's Hotel & Motel Sector, 2014-2027

Key External Drivers 2014-2027



Source: IBISWorld Industry Reports

As can be seen in Figure 7, revenues are projected to remain on a growth trajectory through 2027, with large growths having occurred through 2022 and 2023 as the tourism industry rebounds and potential tourists are interested in travelling after being unable to do so for nearly two years. Though of course, individual businesses may see different patterns of growth/contraction, given these national projections and the current state of occupancy rates, it appears likely that the tourism sector is poised to continue recovering quite strongly over the next five years.



4.3. Potential Pitfalls

Though the report is optimistic about the impact a Municipal Accommodation Tax would have in Collingwood and argues that now is an appropriate time for implementation, there are of course other obstacles in the way of successful application. Unexpected external shocks (similar to COVID-19), a larger-than-expected drop in tourism due to the new tax, and negative responses from the business and tourism community during rollout are all potential pitfalls and are touched on within this subsection.

A Global Catastrophe Similar to COVID-19

It should be noted that the tourism sector in the Town of Collingwood saw occupancy rates and similar impacts due to COVID-19 that are statistically worse than the worst-case scenario presented within this report. For example, while the worst-case scenario regarding occupancy rates within this report is 49.6%, the 12-month occupancy rate from early 2020-early 2021 was below 35%. Given that, the term “worst-case scenario” may therefore seem like a misnomer within this report. However, there is a specific reason for not including this extreme outlier: this model is designed to replicate potential MAT revenues that the Town of Collingwood can reasonably expect to receive outside of ‘once-in-a-generation’ type events.

This is done because, if another COVID-19-esque pandemic (or similar catastrophe) occurs, it is expected that a vast array of options and supports will be available to businesses, and review would likely occur regarding whether the Municipal Accommodation Tax would be applied in this scenario. Therefore, the “worst-case scenario” presented within this report is the worst-case scenario *wherein the Tax would still be expected to be applied as it is determined here.*

Unexpected Elasticity

The other potential pitfall worth addressing is whether trips to Collingwood are more elastic than expected. That is, if the enactment of the tax results in a more aggressive reduction in planned trips to Collingwood than expected. There are two potential reasons that the expected elasticity proves incorrect.

1. If there are more “personal” trips to Collingwood than suggested by the Statistics Canada data. As personal trips are the most sensitive to a change in price, a greater proportion of personal trips would lead to a higher rate of

elasticity. However, even if all trips were “personal”, the change in expected MAT revenue would only be approximately \$10,000 (approximately 1% of revenue), so the impact is relatively minimal.

2. If the elasticity weights in the research paper cited above are incorrect, regardless of method of travel. This is a more open-ended challenge in that there is technically no upper limit to the elasticity of demand in this instance. However, any elasticity of more than 2.0 would suggest that lowering prices would drive increases in demand so drastically that those changes would already have occurred. That is, if elasticity was so great that lowering prices by \$1 meant that revenue would increase by more than \$2, it is hard to believe that prices would not adjust enough to reflect this reality.

Therefore, to highlight the largest potential pitfall related to unexpected reductions in travel due to the MAT, we measured the impact of an elasticity figure of 1.9. In this instance (which is still very unlikely), the reduction in MAT revenue across all scenarios was approximately \$40,000. While this is a large figure, it’s still only a 5% reduction in the lowest expected MAT revenue. Given this, and given the strong unlikelihood that this occurs, it is a pitfall worth noting but not modelling.

Consumer/Business Pushback

Any new fees are naturally going to incur some pushback from the local business community as well as consumers. However, by being proactive regarding messaging and communications, these issues can be mitigated to a certain extent. It is suggested that communications focus on two key aspects of the tax to help individuals understand the reasoning behind the new costs.

First, have a clear strategy to outline where the increase in municipal funds will be allocated. Numerous research papers have made clear that consumers are more accepting of having to pay an additional tax if the revenue is earmarked for specific programs or is a “tax with a purpose.”¹⁰ Given this, consideration should be given to

¹⁰ Cetin et. Al, Willingness to Pay for Tourist Tax in Destinations: Empirical Evidence from Istanbul. 2017. <https://www.mdpi.com/2227-7099/5/2/21>
Watts, H. Alternative Revenue Generation in Ontario Municipalities: the Utilization of Municipal Accommodation Tax. 2021. <https://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=1221&context=lqp-mrps>
NAO Group, Tourism Taxes by Design. 2020. https://groupnao.com/wp-content/uploads/2020/11/TOURISM-TAXES-BY-DESIGN-NOV12-2020_rettet-compressed-2.pdf

providing clear direction as to where the tax revenue will be allocated to in a manner that is easily accessible (Town website, etc.).

Second, following in the footsteps of other Ontario municipalities that have instituted a municipal accommodation tax, it is highly recommended to have an easily accessible FAQ-style page. Providing as much transparency as possible will help alleviate many of the concerns that businesses and tourists may have and allows the Town to dispel any myths that may arise regarding the new tax/revenue. Samples of MAT-FAQ pages from Ontario municipalities include:

- City of Vaughan: <https://www.vaughan.ca/mat/Pages/MAT-FAQs.aspx>
- Toronto: <https://www.toronto.ca/services-payments/property-taxes-utilities/municipal-accommodation-tax/>
- Kingston: <https://www.cityofkingston.ca/business/accommodation-tax>



CONCLUSION AND RECOMMENDATIONS

This report has sought to provide a mathematical assessment of the impact a Municipal Accommodation Tax would have for the Town of Collingwood. It began by defining the variables that were taken into account (annual occupancy rates, average daily rates) and explored the values that those variables presented.

It then modelled the variables to the Town of Collingwood, presenting expected revenue ranges in the event the status quo holds, or the variables see either positive or negative changes. Each variable's low, average, and high ranges were modelled to outline potential revenue expectations. Section 2 noted that Collingwood's revenue range would likely be between \$900,000 and \$1,200,000, ranging slightly depending on which variable rose or fell.

Finally, Section 3 focused more on the specifics of actually enacting the tax, discussing some potential challenges and an overall range. It should be noted that there are many additional considerations outside the scope of this paper. This report focused on mathematical calculations and attempted to discuss the timing and pitfalls from an analytical backdrop as well. Political and other considerations were not taken into account in any significant way in writing this paper, as they were deemed to be outside the scope of research and more subject to local knowledge and on-the-ground realities.

Nevertheless, in the event a Municipal Accommodation Tax is enacted in the Town of Collingwood, given the data presented here and based on data from the previous decade alongside additional research, it can be surmised that additional revenue generated would be between approximately \$880,000 and \$1,400,000.



APPENDIX A: SHORT-TERM RENTAL MODEL

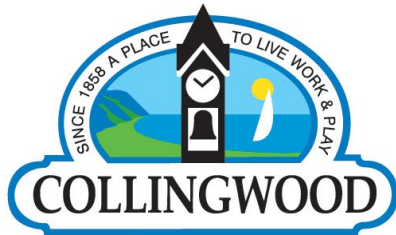
To calculate the potential impact of the Municipal Accommodation Tax on short-term rentals, we can use the same variables (occupancy rate, total available units, and average daily rate). However, it should be cautioned that these data are considerably less accurate and are at best an approximation of the state of the short-term rental market.

Data from the Town of Collingwood suggest that there are 408 short-term rental units, while data from DPGO (a pricing tool used to assess the market price for vacation rental owners) noted an average price of \$289 for short-term rentals in Collingwood.¹¹ No data is provided for occupancy rates, so the figures for hotels and motels will similarly be used here (57.4% average). Once again, an elasticity variable of 0.972 will be used alongside a MAT of 4%. Using these variables, it can be projected that the Town of Collingwood may receive an additional MAT revenue of \$949,730 from short-term rentals.

It should again be noted, however, that this number is extremely volatile and is not provided with any degree of certainty. For example, while the average rental price according to DPGO is \$289, that does not take into account which rooms are booked (i.e., cheaper rooms are more likely to be booked more consistently, so this number is likely inflated), and while 408 short-term units are said to be available, it is unclear whether they are all available “all-year” or whether some are only available during peak seasons.

Finally, without any specific occupancy rate data we have relied on hotel and motel data, but the short-term rental market is likely subject to much wider fluctuations in occupancy rates. Occupancy rate estimates online for private short-term rentals suggested rates between 25% and 55%, an incredibly wide range. For example, an occupancy rate of 25% would suggest MAT revenues of \$413,646, less than half of the estimate noted above. As no reliable data was found, we deferred to the hotel/motel data provided by Costar Analytics, but with the caveat that it is almost certainly optimistic.

¹¹ DPGO, 2022, Collingwood. https://www.dpggo.com/markets/ca_on_collingwood/



Staff Report P2024-29

Committee 2024-11-18

Council 2024-12-02

Amendments

Submitted To: Committee of the Whole | Council

Submitted By: Summer Valentine, Director Planning, Building and Economic Development

Prepared By: Justin Teakle, Senior Planner

Subject: Heritage Incentive Program Customer Service and Administrative Amendments

Recommendation

THAT Report P2024-29, “Heritage Incentive Program Customer Service and Administrative Amendments” dated November 18, 2024, be received;

AND THAT Council enact and pass an amending by-law to By-law 2010-020 being a by-law to amend the Heritage Property Tax Relief By-law to remove the annual application requirement and other housekeeping matters;

AND THAT Council endorse an amendment to the Heritage Grant Guidelines, to extend application submission deadlines from October 1st proceeding the calendar year of the grant to September 30th of the calendar year of the grant;

AND THAT an amending by-law to By-law 2020-059, being a by-law to delegate certain powers and duties to officers and employees of the Town of Collingwood, be enacted and passed as outlined in this Report to facilitate staff delegated approval for the following matters:

- Heritage Property Tax Relief By-law and Heritage Grant Program Guidelines, more specifically:
 - Housekeeping amendments to program administration including process, application requirements, and program eligibility, but excluding rebate and/or grant amounts.

Amendments

None.

1. Executive Summary

The purpose of this report is to provide Council with an analysis and recommendation regarding administrative amendments to two of the three heritage incentive programs, specifically Heritage Grants and Tax Relief. The purpose of the proposed amendments is to enhance customer service, improve clarity, and streamline staff workflow for delivering the programs in time for 2025. No changes are recommended that would alter the overall budget impact of delivering the programs nor the financial amounts currently available to eligible applicants under the programs. However, on November 4, 2024, Council ratified a recommendation of the Heritage Committee to consider augmenting the Heritage Grant program budget by \$10,000 annually (i.e. increase from \$40,000 to \$50,000 of available funding). That action will be considered through the 2025 budget deliberations and is outside the scope of this Report.

2. Analysis

Heritage Property Tax Relief Program Background

Under the authority of the *Municipal Act*, Council passed [By-law 2010-020](#), as amended, to establish the Town's Heritage Property Tax Relief Program.

The program is intended to encourage owners of designated heritage properties to make regular investments in ongoing maintenance to ensure that the Town's privately owned built heritage assets are conserved for the long-term benefit of all residents. With continuous care and appropriate maintenance, major restoration projects can be avoided.

Presently, the Town's program provides a rebate of up to 20% to eligible applicants on the municipal portion of their property taxes, noting that prior to 2022, the Town's program provided a rebate of 10%. To be considered eligible for heritage property tax relief, designated properties must enter into a legal agreement with the Town known as a Heritage Preservation and Maintenance Agreement (HPMA), which establishes the expectations for the use of the refund to go back into the maintenance of the designated property. Such an agreement is required by the Town's Heritage Property Tax Relief By-law because designation under the *Ontario Heritage Act* alone does not compel property owners to maintain their properties on an on-going basis. Applicants must apply annually, and their property is inspected also on an annual basis to ensure that they are in compliance with their HPMA.

Heritage Property Tax Relief Program Recommended Amendments

Annual Application Requirement:

The program by-law requires that applicants submit an application form to the Town every year to receive a rebate even if they have an existing HPMA. This requirement has proven confusing and cumbersome for property owners who must remember to apply annually despite having entered into an agreement. Further, the annual application requirement creates additional communications works for staff to remind owners to submit their application by the annual deadline and field inquiries from disappointed owners who forgot to reapply.

Staff are therefore recommending that heritage property owners only be required to submit an application for this program once and would automatically receive an annual rebate assuming the following:

- 1) The property owner has entered into an HPMA with the Town;
- 2) The owner who entered into the HPMA continues to be the property owner;
- 3) Annual property inspections continue to demonstrate proper maintenance in accordance with the terms of the HPMA; and
- 4) Property is in compliance with all other applicable Town by-laws and municipal taxes are paid up-to-date.

When a property with an existing HPMA is sold, the new owners would be required to submit a new application and enter into a HPMA under their name if they want to participate in the program. Further, should annual inspection demonstrate that a property is not being cared for in accordance with its HPMA the Town can deny rebate issuance.

Housekeeping Amendments:

There is a first-time application fee to apply for the program. The program by-law currently states the fee amount. Staff recommend that the fee amount be removed from the program by-law to remove duplication and reduce administrative burden as the application fee amount is set by the Fees and Charges By-law and is subject to annual review and change.

The by-law currently requires owners to request an annual inspection however, staff undertake the inspections based on the applications received without the need for a specific request from the owner. Should Council approve removal of the annual application, inspections would continue to occur automatically for owners with HPMA's. It is therefore recommended the requirement to request an inspection be removed.

Lastly the by-law specifies that rebates shall be made by cheque. Increasingly these rebates are being issued as Electronic Fund Transfers (EFT). It is not necessary for the by-law to specify the form in which the rebate is made. Staff recommend this section of the by-law be removed and the form of payment be determined by staff in conjunction with the property owner.

The proposed Heritage Property Tax Relief Amending By-law is attached as Appendix 'A' to this report.

Heritage Grant Program Background

Under the authority of the *Ontario Heritage Act*, Council passed By-law 2006-060 (See Resource 1), to establish the Town's Heritage Grant program. Since the program was established, it has offered grants to designated heritage property owners to help offset the costs of specific eligible restoration projects. The program offers a grant equal to 50% of the cost of the eligible works to a maximum grant of \$3,000. The terms of the program are set out in [guidelines](#) established by Council and referenced in the by-law (which notes the guidelines may be amended), but they do not form a part of the by-law itself.

Under the program guidelines, established by Council, owners are to apply between October 1st and December 15th for projects they plan to undertake the following calendar year. Paid invoices are to be submitted by December 15th of the calendar year in which the grant is given. For example, a heritage property owner could apply by December 15, 2024 for a 2025 Heritage Grant toward a restoration project they plan to undertaken in the summer of 2025. Assuming the grant is approved, paid invoices for the works would be due to the Town by December 15, 2025, and the grant would be issued in early 2026.

Heritage Grant Program Recommended Amendments

Staff have found that despite best efforts to promote the grant application window of October 1st to December 15th, that property owners often are not thinking about exterior restoration projects several months in advance of when the works will occur. As such, there tends to be more demand for grants in the late winter and spring than in the fall.

Administratively, staff have taken a flexible approach to the October-December application window, treating it as a continuous intake, "first-come-first-served" opportunity. In other words, applications received during this period are given first consideration and should the number of applications received during this period result in full allocation of the annual grant budget, no further applications would be accepted. However, in recent years, there has been insufficient grant applications

received between October 1st and December 15th to fully allocate the grant budget. Therefore, staff have accepted “late” applications throughout the year until the budget is fully allocated to projects. Using this approach, typically by late spring or early summer there is no further budget to allocate.

Based on this experience, staff are recommending that the program guidelines be amended to formally clarify that grant applications may be accepted from October 1st of the proceeding calendar year through to September 30th of the subject calendar year, provided there is remaining budget. This will provide clarity to heritage property owners that grants may still be available in the spring and summer and will formally expand the period during which a grant application may be submitted.

Proposed Amended Heritage Grant Program Guidelines are attached to this report as Appendix ‘B’.

Delegated Authority for Future Housekeeping Amendments

In addition to the program amendments recommended above, staff are also recommending that Council grant delegated authority to staff to undertake future housekeeping amendments for the Heritage Property Tax Relief By-law and the Heritage Grant Program Guidelines. Delegated authority for the housekeeping of these incentive programs would enable staff to quickly make changes to improve administration and service delivery without the need to prepare a report to Committee of the Whole and Council.

It is recommended that delegated authority be limited to matters including application process, application requirements, and program eligibility. The rebate/grant amounts available through the programs and how they are calculated would still be subject to Council approval.

Options

Council may approve or refuse the recommended amendments, or approve alternative amendments to the associated Heritage Tax Relief By-law and Heritage Grant Guidelines. Council may approve the recommended program amendments and refuse delegated authority for future housekeeping amendments.

Financial Impacts

No amendments are being recommended through this Report that would impact the budget of the Heritage Grant and Heritage Tax Relief Programs. Nor are any changes being recommend that would alter the amount that eligible owners/projects may receive. Any funding changes would be deliberated through the 2025 draft budget process or in future years.

Conclusion

Staff are recommending that Council approve amendments to the Heritage Tax Relief By-law and endorse changes to the Heritage Grant Guidelines to enhance customer service, improve clarity, and streamline staff workflow for delivering the programs in time for 2025. The proposed amendments are supported by the Town's Heritage Committee.

3. Input from Other Sources

Report P2024-29 was forwarded to Department Heads on November 12, 2024 and the content of this Report responds to the feedback received.

At the July 4, 2024 meeting of the Heritage Committee, staff briefed the Committee on the intention to bring forward the proposed program amendments. The Heritage Committee passed the following motion:

HER-026-2024

Moved by David Jefferies

Seconded by Jennifer Knight

THAT the Collingwood Heritage Committee supports staff undertaking a review to update the Heritage Property Tax Relief and Heritage Grant program by-laws with the intention of improving customer service and streamlining administration in time for processing of 2025 applications.

CARRIED

4. Applicable Policy or Legislation

- *Municipal Act*
- *Ontario Heritage Act;*
- *Heritage Tax Relief By-law 2010-020, as amended*
- *Heritage Grant By-law 2006-060*

Community Based Strategic Plan (2024-2028)

- *Pillar 1: Sustainable*
 - *Goal 2: Support integrated and people-scaled development that enhances livability*
- *Pillar 2: Connected*
 - *Goal 1: Foster belonging through arts, culture, and events*
- *Pillar 3: Vibrant*
 - *Goal 1: Grow and diversify Collingwood's economy*
 - *Goal 2: Enhance the downtown and waterfront as a place to be*

5. Considerations

- | | |
|---|--|
| <input checked="" type="checkbox"/> Community Based Strategic Plan: | Consistent with CBSP |
| <input checked="" type="checkbox"/> Services adjusted if any | Improved customer service and administration of heritage incentive programs. |
| <input type="checkbox"/> Climate Change / Sustainability: | Not Applicable |

- Communication / Engagement: Not Applicable
- Accessibility / Equity, Diversity, Inclusion: Not Applicable
- Registered Lobbyist(s) relating to content: Not Applicable

Next steps and future action required following endorsement:

- Update website and Heritage Grant guidelines
- Notify heritage property owners of the program changes

6. Appendices and Other Resources

Appendix A: Proposed Heritage Property Tax Relief Amending By-law

Appendix B: Proposed Amended Heritage Grant Program Guidelines

Appendix C: Proposed Delegated Authority Amending By-law

Resource 1: Heritage Grant By-law 2006-060

7. Approval

Prepared By:

Justin Teakle MCIP, RPP

Senior Planner

Reviewed By:

Summer Valentine, MCIP, RPP

Director Planning, Building, and Economic Development

CAO Comments:

Endorsed on Nov. 13th to proceed to COW

**Appendix 'A' Staff Report P2024-29: Proposed Heritage Property Tax Relief Amending
By-law**

**BY-LAW No. 2024-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO AMEND BY-LAW NO. 2010-020, AS AMENDED, A BY-LAW TO PROVIDE FOR HERITAGE PROPERTY TAX RELIEF (HERITAGE TAX REFUND)

WHEREAS section 365.2 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that the council of a local municipality may pass a by-law establishing a program to provide tax refunds in respect of eligible heritage properties;

AND WHEREAS By-law No. 2010-020, as amended, was enacted and passed to provide for a Heritage Tax Refund Program;

AND WHEREAS the Collingwood Heritage Committee has recommended amending Schedule "A" to remove the requirement for annual application and streamline program administration;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. THAT Schedule "A" to By-law 2010-020, as amended, Sub-Section 3.1 be amended as follows:

"3.1 An application must be made by the registered owner of the eligible heritage property that the owner wishes a property to be considered for a Heritage Tax Refund."

2. THAT Schedule "A" to By-law 2010-020, as amended, Sub-Section 3.2 be amended as follows:

"3.2 Applications must be submitted on the prescribed form. There is a one-time application fee due with the submission of the form and collected in the first year of participation in the program."

3. THAT Sub-Section 3.7 be added to Schedule "A" to By-law 2010-020, as amended, as follows:

"3.7 Once a registered heritage property owner has submitted a complete application and entered into a Heritage Preservation and Maintenance Agreement to the satisfaction of the Town, the registered owner shall receive an annual rebate in accordance with this by-law for the duration of their ownership provided the property remains in compliance with the terms of the Heritage Preservation and Maintenance Agreement and any by-laws, work orders or other outstanding municipal requirements of the

Town of Collingwood.”

4. THAT Sub-Section 5.2 be deleted from Schedule “A” to By-law 2010-020, as amended.

5. THAT Schedule “A” to By-law 2010-020, as amended, Sub-Section 5.3 be amended as follows:

“5.3 Notwithstanding Sub-Section 3.7, if during subsequent annual inspections, it is found that the owner is not in compliance with the Heritage Preservation and Maintenance Agreement, the Heritage Tax Refund will not be granted.”

6. THAT Sub-Section 9.1 be deleted from Schedule “A” to By-law 2010-020, as amended.

7. THAT within thirty (30) days of the passing of this By-law, notice shall be provided to the Minister of Finance and the County of Simcoe.

8. THAT this By-law shall come into effect upon the passing thereof.

9. AND THAT this By-law shall come into full force and effect on the date of final passage hereof at which time all by-laws that are inconsistent with the provisions of this By-law and the same are hereby amended insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 2nd day of December, 2024.

MAYOR

CLERK

P2024-29 Appendix B: Proposed Amended Heritage Grant Program Guidelines

The Town of Collingwood provides financial assistance for owners of designated heritage structures through the Heritage Grant Program. Monies are directed to the conservation and restoration of those properties that have been designated for their historical and/or architectural significance in accordance to Part IV or V of the Ontario Heritage Act.

Through this program, owners of designated properties may be eligible to receive a grant toward the conservation and restoration of the heritage features of their properties. Upon satisfactory project completion, the grant amount is one half of eligible project costs to a maximum grant of \$3,000.00. The grant must be matched by a contribution from the owner and is based on the owner's actual expenditures as verified by paid invoices. The property owner may receive one grant per calendar year. A maximum of \$40,000.00 is available through the Heritage Grant Program per calendar year, subject to Council budget approval.

The Town accepts applications for the Heritage Grant Program between October 1 for projects to be undertake the following year and September 30 of the calendar year in which the project is to be undertaken (or until budget is fully allocated, whichever is first). The grant program provides eligible owners with heritage-designated properties a grant of up to \$3000.00 toward the conservation and maintenance of their properties.

Eligible Properties

The grant is only available to properties that are designated:

- 1) under Part IV of the Ontario Heritage Act, and for which the project conserves or enhances elements specified in the "Reasons for Designation", as determined by The Collingwood Heritage Committee or designate; OR
- 2) under Part V of the Ontario Heritage Act, and for which the project is conducted in accordance with design guidelines or policies as specified in the Heritage Conservation District Plan adopted by the Municipality, as determined by Collingwood Heritage Committee or designate.

General Provisions

Any project that conserves or enhances elements specified in the Reasons for Designation is eligible. These projects will fall into one of three general categories:

- 1) the conservation of existing architectural elements which are significant;
- 2) the restoration of significant original architectural features which still exist, but which are beyond conservation or repair;

Note: this only includes accurate reconstructions of the original features using materials, sizes and configurations that match the original.

- 3) the reconstruction of significant architectural features which have been lost, but for which the appearance can be clearly determined from documentary sources.

Note: this must be documentary evidence for the property in question, not to similar properties. This evidence may be in the form of photographs or original drawings that illustrate the feature to be restored.

Projects that fall under one of these three general categories might include the repair, reconstruction or restoration of significant features such as: doors, windows, verandahs, cupolas, significant exterior chimneys, bargeboard or other decorative trim, shop fronts which have been altered or replaced, any other features important to the overall composition of the structure as specified in the reasons for designation and fences and outbuildings if specifically referred to in Reasons for Designation.

All projects must follow good heritage conservation practice, as determined by Collingwood Heritage Committee or its designate.

Guidelines

Provided are more detailed Guidelines for some eligible projects.

1) Roofing and Siding Materials

The conservation, reconstruction or restoration of original roofing materials deals exclusively with historical materials. Eligible Roofing Materials may include wooden

shingles, shakes, board roofing, metal roofing (copper, zinc, tin or tern plate), clay, tile and slate.

The conservation, reconstruction or restoration of original siding materials might include repair and replacement of wood clapboard or board and batten, repair and repointing of masonry buildings, stucco repair, removal of contemporary material (i.e. aluminum siding) and replacement with original material.

2) Masonry

Masonry work is only eligible if the materials and methods used will not cause harm to the historic masonry and all work shall be consistent with the Annotated Master Specifications for the Cleaning and Repointing of Historic Masonry.

In repointing, the repointed areas are to match the historic mortar in colour, texture, joint width and profile. Samples of the original mortar and photographs of the original joint should be submitted with the application to document the original work. Cleaning of masonry buildings is only eligible when it is necessary for the buildings preservation and if appropriate methods are used.

3) Stucco

The conservation, reconstruction or restoration of stucco is eligible where it is known to have been the historic material. The stuccowork must replicate the original or historic rendering in colour, materials, application methods and texture.

4) Windows, Screens, and Storm Windows

The conservation, reconstruction or restoration of original windows, screens and storm windows deals exclusively with historical materials. Storm windows are only eligible if there is historical evidence of the use of storm windows on the designated structure. All windows must be replicas of the original in both style and material.

5) Eavestroughing

The restoration of gutters and down pipes may be eligible only when these items are considered to be a significant architectural feature of the building. This would include

gutters and down pipes of now rarely used but long lasting materials such as copper and lead and which incorporate decorative elements. Also included are Gutters that are built into the building cornice.

6) Painting of the Exterior in Historic Colours

Designated structures may receive a grant for exterior painting. Collingwood Heritage Committee must approve the location of the paint and the colour. Once completed, it is the homeowners' responsibility to do maintenance.

7) Interior

Interior work is only eligible for the conservation, reconstruction or restoration of features specifically referred to in the Reasons for Designation. Eligible interior work may include woodwork, plasterwork, wall or ceiling murals specified in the Reasons for Designation.

8) Structure

Work necessary to restore the building to structural soundness, but not including structural work to accommodate modern renovations is eligible. Routine maintenance and additions are not eligible work.

9) Technical Services

Sometimes a property owner may encounter a situation beyond the scope and experience of the Collingwood Heritage Committee. In these cases, where the expertise of a restoration architect or structural engineer is required, a portion of the grant will be allocated to hiring a professional for technical advice.

Eligible projects include, but are not limited, to the items mentioned above.

Appendix 'C' Staff Report P2024-29: Proposed Delegated Authority Amending By-law

**BY-LAW No. 2024-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO AMEND BY-LAW NO. 2020-059, AS AMENDED, BEING A
BY-LAW TO DELEGATE CERTAIN POWERS AND DUTIES TO OFFICERS
AND EMPLOYEES OF THE TOWN OF COLLINGWOOD

WHEREAS the Municipal Act 2001, S.O. 2001, c. 25, Section 270(1), provides that a municipality shall adopt and maintain policies with respect to the delegation of its powers and duties;

AND WHEREAS the Municipal Act 2001, S.O. 2001, c. 25, Section 5(3), provides a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Council of the Town of Collingwood is directly accountable to constituents for legislative decision making fortified by by-laws and resolutions and through Town officers and employees, the administration of policies, procedures and operations;

AND WHEREAS Council herein entrusts specific officers and employees of the Corporation with certain delegated powers and duties necessary to carry out administrative and operational functions within their purview;

WHEREAS it is desirable to augment delegation of authority to Town officers to streamline the administration of the Heritage Grant and Heritage Property Tax Relief incentive programs;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

- 1. THAT** the following Delegated Powers and Duties be added to Schedule "A" of By-law Number 2020-059:

#	Delegation	Delegate	Limitation
1	Authorizing housekeeping and administrative amendments to the Heritage Property Tax Relief By-law 2010-020, as amended, including process, application	Director of Planning, Building and Economic Development or documented designate	Delegated authority excludes any amendments to alter the rebate amount/percentage available.

	requirements and program eligibility		
2	Authorizing housekeeping and administrative amendments to the Heritage Grant Program Guidelines including process, application requirements and program eligibility.	Director of Planning, Building and Economic Development or documented designate	Delegated authority excludes any amendments to alter the rebate/grant amount available.

7. **AND THAT** this By-law shall come into full force and effect on the date of final passage hereof at which time all by-laws that are inconsistent with the provisions of this By-law and the same are hereby amended insofar as it is necessary to give effect to the provisions of this By-law.

ENACTED AND PASSED this 2nd day of December, 2024.

MAYOR

CLERK

BY-LAW No. 2006-60
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD



BEING A BY-LAW TO PROVIDE GRANTS TO THE OWNERS OF
PROPERTY DESIGNATED UNDER THE *ONTARIO HERITAGE ACT*

WHEREAS the *Ontario Heritage Act (Section 39. (1))* provides that the Council may pass a by-law for the purpose of making a grant or loan to the owner of a property designated under the Act for the purpose of paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe;

AND WHEREAS the Council of the Corporation of the Town of Collingwood deems it desirable to make grants to provide for the preservation of building of historical and architectural significance;

THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. In this by-law,

“Act” means the *Ontario Heritage Act* R.S.O. 1990, Chap. O.18;

“alterations” means alterations undertaken by the owner of an eligible property;

“Council” means the Council of the Corporation of the Town of Collingwood;

“eligible property” means a property in the Town of Collingwood which has been designated under Part IV or Part V of the Act;

“Guidelines” means *the Town of Collingwood Heritage Advisory Committee Grant Guidelines* as established by Council and which may be amended from time to time;

“Heritage Committee” means the Town of Collingwood Heritage Advisory Committee Grant Guidelines;

“owner” means the owner of an eligible property.

2. **THAT** Council may make a grant to an owner of an eligible property for the purpose of paying for a portion of costs for the alterations to the eligible property.

3. (1) **THAT** the owner of an eligible property may apply for a grant by completing the required application form.

(2) **THAT** all applications for grants shall comply with the Guidelines.

4. **THAT** the Heritage Committee shall review all applications for grants and shall make recommendations to Council.

5. **THAT** Council may make a grant to the owner of an eligible property for alterations in such amount and such terms and conditions as Council deems advisable and Council’s decision shall be final.

6. **THAT** upon strict compliance with all terms and conditions imposed by Council and after the alterations have been completed, the owner shall receive the grant.

7. **THAT** this By-law come into force and effect upon the passing thereof.

ENACTED AND PASSED this 12th day of June, 2006.

MAYOR

CLERK (Acting)



Staff Report P2024-30

Committee 2024-11-18

Council 2024-12-02

Amendments

Submitted To: Council

Submitted By: Summer Valentine, Director, Planning, Building & Economic Development

Prepared By: Lindsay Ayers, Manager, Planning

Subject: Approval and Authorization By-law to Execute a Site Plan Control Agreement and Approval of a Zoning By-law Amendment to Remove a Holding (H) Zone symbol – 11589 Highway 26 (Cranberry Marsh Estates)
Town File Nos. D11322 and D140924

Recommendation

THAT Report P2024-30, “Approval and Authorization By-law to Execute a Site Plan Control Agreement and Approval of a Zoning By-law Amendment to Remove a Holding (H) Zone symbol – 11589 Highway 26 (Cranberry Marsh Estates)” dated November 18, 2024 be received;

AND THAT Site Plan Application File D11322 be approved subject to the following conditions:

- Confirmation of municipal servicing capacity allocation;
- Resolution of any outstanding minor technical comments, including any associated plan revisions, to the satisfaction of Town departments and third-party peer reviewers;
- Written correspondence from the registered owner of 11555 Highway 26 granting permission to conduct off-site grading along the shared eastern property boundary and the associated removal of affected boundary trees;
- Approval of Minor Variance D1310724 by the Committee of Adjustment; and

- Resolution of the following prior to execution of the Site Plan Control Agreement to the satisfaction of the Nottawasaga Valley Conservation Authority (NVCA):
 - Issuance of all required permits by NVCA;
 - Payment of the required development fees in accordance with the NVCA's Fees Policy under the *Conservation Authorities Act*; and
 - Execution of the Wetland Compensation Agreement by the Owner and NVCA, including payment of the associated fees as outlined in the Agreement;
- Execution of a Site Plan Control Agreement with the Town of Collingwood;

AND THAT an Authorization By-law to execute the Site Plan Control Agreement for a residential development at 11589 Highway 26 be enacted and passed;

AND THAT this conditional Site Plan approval shall lapse three years from the date that the conditional approval was issued should a permit under the *Building Code Act* to implement the site plan not be issued;

AND THAT a Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol from 11589 Highway 26 be enacted and passed.

Amendments

None.

1. Executive Summary

The purpose of this Report is to provide Council with an analysis and recommendations regarding a proposed Site Plan and related Agreement and a Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol at 11589 Highway 26 to facilitate a residential development consisting of 26 townhouse dwellings on freehold lots (Parcels of Tied Land) with a common element condominium comprised of a private road and outdoor amenity space (children's play area). A trail block comprised of a 3-metre wide asphalt trail along the east side of the private road is also proposed to be conveyed to the Town. This trail block would connect the Town's existing multi-use

‘Vacation Inn trail’ along Highway 26 to the Town’s ‘Cranberry Marsh trail’ located south of the subject property.

Based on the land-use planning analysis and the Town’s development review process, Planning Services confirms that the submitted documents and plans illustrate a proposed use and associated site works that are in conformity to, or consistent with, the relevant land use planning instruments, save and except for zoning matters proposed to be addressed through Minor Variance D1310724. It is therefore recommended that the Site Plan be approved subject to:

- confirmation of municipal servicing capacity allocation;
- resolution of outstanding minor technical comments;
- receipt of written correspondence from the registered owner of 11555 Highway 26 regarding offsite grading works and boundary tree removals;
- approval of Minor Variance D1310724;
- resolution of outstanding NVCA matters; and
- the Owner entering into a Site Plan Control Agreement to the satisfaction of Senior Town Administration and the Town Solicitor.

It is further recommended that this conditional site plan approval shall lapse three years from the date that the conditional approval was issued should a permit under the *Building Code Act* to implement the site plan not be issued. Additionally, it is recommended that a Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol from the subject property be enacted and passed. Staff would note that a future application for a condominium description and land division of the townhouse units will be required. Finally, though site plan approval matters have been delegated to staff as required by the *Planning Act*, this Site Plan Control application was received prior to the effective date of July 1, 2022, hence Council remains the approval authority.

2. Analysis

Background

The Owner, Hill Ridge Homes Inc., has made application to the Town for Site Plan Control and a Zoning By-law Amendment to Remove a Holding (H) Zone symbol to facilitate the development of 26 residential townhouse dwellings at 11589 Highway 26.

Property Description

Per Figure 1, the subject property is located on the south side of Highway 26, approximately 190 metres east of Vacation Inn Drive (a private road) and 280 metres east of Princeton Shores Boulevard. The property is approximately 1.2 hectares in size with approximately 46 metres of frontage along Highway 26 and is currently vacant.



Figure 1: 2024 Aerial Image of Subject Property

Source: Simcoe County GIS Maps

Surrounding land uses include Medium Density residential uses to the north and west (Wyldehood Cove and Whisper Woods residential condominium developments), Recreational and Highway Commercial uses (Greentree Gardens & Emporium) to the east, and Environmental Protection lands (Silver Creek Wetland Complex) to the south. Three transit stops are located within 300 metres of the subject property and the Town's multi-use 'Vacation Inn trail' runs along the frontage of the subject property.

The property is legally described as Concession 11, Part Lot 48; Registered Plan 51R38326, Part 1, Collingwood.

Proposal

The ultimate proposed development will consist of 26 townhouse dwellings on freehold lots (Parcels of Tied Land) with a common element condominium comprised of a 7.2 m wide private road and outdoor amenity space, including a children's play area. The 26 freehold townhouse lots are proposed to be created through a future Plan of Subdivision application and the common element condominium would be created through a future application for condominium exemption. A trail block comprised of a 3-metre wide asphalt trail along the east side of the private road is also proposed to be conveyed to the Town. This trail block would connect the Town's existing multi-use 'Vacation Inn trail' along Highway 26 to the Town's 'Cranberry Marsh trail' located south of the subject property.

A Minor Variance application (Town File D1310523) was approved by the Town's Committee of Adjustment on July 27, 2023 to facilitate the proposed future freehold townhouse lots. The variances associated with this application granted relief from the provisions of the Town's Zoning By-law to increase the maximum lot coverage (other than a bungalow) for townhouses in the Residential Third Density (R3) zone. As the freehold lots are proposed to be created through a future Plan of Subdivision application, the proposed development is currently considered 'group or cluster dwellings' per the Town's Zoning By-law. As such, a subsequent application for Minor Variance (Town File D1310724) is currently under review and is anticipated to be advanced to the November 28, 2024 Committee of Adjustment meeting for consideration to address this interim zoning situation. The variances being sought under this application pertain to group or cluster zoning provisions including minimum rear yard, minimum rear yard setback for an unenclosed porch, minimum front yard, minimum front yard setback for an unenclosed porch, and visitor parking requirements. In addition, it was recently noted that one of the proposed future freehold townhouse lots is 3% below the minimum landscaped open space requirement and this was not

addressed through Minor Variance D1310523. As such, it is also being considered under Minor Variance D1310724.

Water and Wastewater Capacity Allocation

A Functional Servicing Report, prepared by Tatham Engineering, was submitted in support of the proposed development. Based on the Town of Collingwood Development Standards dated July 2007 as well as the updated Development Standards pertaining to Sanitary and Watermain Design Flows, approved by Council on August 18, 2022, Environmental Services has estimated water and wastewater servicing capacity requirements to be 22 Single Dwelling Unit equivalents (SDUs) and 41 SDUs respectively to facilitate the proposed development.

Section A5 'Development Subject to the Allocation Policy' of the Town's Servicing Capacity Allocation Policy (SCAP) applies to the following growth and development, among others:

- a) Any development where an extension and/or the provision of new water and/or wastewater infrastructure is required;
- c) Any development requiring site plan approval.

Planning Services completed a merit-based evaluation of the proposed residential development against the SCAP. Per Appendix 'A', a total score of 42.5 points out of a possible 95 points (45%), was achieved by this development. This merit-based evaluation of the development proposal does not exceed the minimum 50% of the available points required for Council's consideration when a request for allocation is received. However, Section A10 'Capacity Allocation Criteria' allows for developments which score less than 50% of the available points to be considered for capacity allocation by Council at their discretion. It is noted that the self-evaluation of the proposed development against the revised Capacity Allocation Criteria completed by the applicant identified a score of 58.5 points (62%).

The difference in points between the applicant's and Town staff's evaluations were generally consistent with many scores only varying by approximately 1-2 points. However, there was a more significant discrepancy in the Infrastructure and Public

Facilities criteria where the applicant awarded points under all 3 criteria while staff only awarded points under 2 of the criteria. Staff are of the opinion that the proposed development does not include the completion, upgrade or reconstruction of required key infrastructure, such as road connections, transit facilities, and/or water and sewage infrastructure – noting points for the proposed active transportation infrastructure are awarded under the other 2 criteria in this section of the SCAP.

Planning Services notes it can be challenging under certain circumstances for smaller-scale development proposals that represent infilling to gain sufficient points as the SCAP must be applicable to all major developments, most of which are larger in scope. Based on the positive attributes of this development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

Planning Services notes that capacity allocation is not being committed through the conditional approval of this Site Plan Control application. In accordance with the approach approved by Council on January 30, 2023, the SCAP evaluation referenced above is being brought forward in a batch format for consideration of allocation under Report P2024-31 dated November 18, 2024. Building permits would not be available until the conditions of approval are fulfilled, including the allocation of municipal servicing and the execution of a Site Plan Control Agreement with the municipality.

Planning Analysis

The analysis section of this report provides a review of the proposed Site Plan and the Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol, relative to the planning and policy framework as follows:

Matters of Provincial Interest

The *Planning Act* provides that Council in carrying out their responsibilities under the *Act* shall have regard to matters of provincial interest.

Planning Services is satisfied that the proposed development has regard to the applicable matters of provincial interest and, more specifically, supports the following tenets:

- (a) the protection of ecological systems, including natural areas, features and functions;
- (f) the adequate provision and efficient use of communication, transportation, sewage and water services and waste management systems;
- (h) the orderly development of safe and healthy communities;
- (i) the adequate provision and distribution of educational, health, social, cultural and recreational facilities;
- (j) the adequate provision of a full range of housing;
- (o) the protection of public health and safety;
- (p) the appropriate location of growth and development;
- (q) the promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians; and
- (r) the promotion of built form that,
 - (i) is well-designed,
 - (ii) encourages a sense of place, and
 - (iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant.

Provincial Bills 109 and 23 do not impact this Site Plan application. As the Site Plan Control application was received prior to July 1, 2022, Council remains the approval authority. The provisions of Section 41 of the *Planning Act* have been accounted for in the review and processing of this application.

Furthermore, in accordance with the Province's Housing Supply Action Plan, "use it or lose it" approach, and recent changes to the *Planning Act*, municipalities may now provide that the approval of a Site Plan lapses at the expiration of a specified time period, currently not less than three years, to support the efficient allocation of housing-enabling infrastructure. Planning Services finds the Province's "use it or lose it" tools to be reasonable and balanced in the continued drive toward shovel readiness for all types of development that contribute to complete and sustainable communities and is therefore recommending that conditional Site Plan approval

lapse three years from the date of issuance should a permit under the *Building Code Act* to implement the site plan not be issued.

Provincial Planning Statement (2024)

Section 3 of the *Planning Act* requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act. The Provincial Planning Statement (PPS) was issued under Section 3 of the *Planning Act* and came into effect on October 20, 2024. It replaces the Provincial Policy Statement (2020) and A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020). The intent of the PPS is to provide policy direction on matters of provincial interest related to land use planning and development.

The PPS states that Settlement Areas shall be the focus of growth and development. Development within Settlement Areas shall be based on densities and a mix of land uses which efficiently use land and resources, optimize existing and planned infrastructure, support active transportation, and are transit supportive. The subject property is located in the Town of Collingwood which is a Settlement Area.

The PPS further notes that planning authorities shall support general intensification to support the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in the necessary infrastructure and public service facilities.

The PPS further notes that healthy, active and inclusive communities should be promoted by planning public streets, spaces and facilities to be safe and meet the needs of persons of all ages and abilities, including pedestrians, and facilitate active transportation and community connectivity; and plan and provide for the needs of persons of all ages and abilities in the distribution of a full range of publicly-accessible built and natural settings for recreation, including open space areas, trails and linkages.

The proposed residential development comprised of 26 townhouse dwelling units represents infill of a vacant, municipally serviced lot, minimizing the need for

additional land consumption in greenfield areas. The subject property is located on an arterial road and has convenient access to municipal transit and active transportation opportunities. Furthermore, a 3-metre wide trail block is proposed to be conveyed to the Town that would connect the existing municipal multi-use 'Vacation Inn trail' along Highway 26 to the Town's 'Cranberry Marsh trail' located south of the subject property.

The PPS also states that natural features and areas shall be protected for the long term and that the diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored, or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features. In addition, the PPS states that development and site alteration shall not be permitted on adjacent lands to the natural heritage features and areas unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or on their ecological functions. This site is located in proximity to the Cranberry Marsh, which forms part of the Provincially Significant Silver Creek Wetland Complex.

An Environmental Impact Study (EIS), prepared by BIRKS Natural Heritage Consultants, was submitted in support of the proposed development and the EIS was peer reviewed by the Nottawasaga Valley Conservation Authority (NVCA), the Town's peer reviewer for natural heritage matters at the time. Through the completion of the EIS, Birks identified wetland habitats within and adjacent to the subject property limits, including a portion of the Silver Creek Provincially Significant Wetland (PSW) Complex and an unevaluated wetland (deciduous swamp).

The portion of the Silver Creek PSW will be retained and protected during development through the implementation of a 30-metre Vegetation Protection Zone at the southern portion of the subject property. In addition, these Environmental Protection lands are proposed to be conveyed to the Town, further

ensuring their long-term protection. For clarification, these lands are being provided in addition to the cash-in-lieu of parkland requirements. The unevaluated wetland is 0.16 hectare in area and is proposed to be removed to facilitate the construction of the residential dwellings and private road. This wetland is not hydrologically connected to the Silver Creek PSW and the EIS identified that the wetland conditions are likely attributable to seasonal flooding due to a blocked culvert. The function of the wetland, in terms of fauna and flora is limited to urban breeding birds and no amphibian breeding and/or rare vegetation species were documented. As such, in accordance with the NVCA Net Gains for Ecological Offsetting Guidelines, the NVCA has approved a cash-in-lieu approach for removal of this unevaluated wetland per the terms of a Compensation Agreement between the Owner and the NVCA.

The PPS further states that development shall generally be directed to areas outside of hazardous lands adjacent to river, stream and small inland lake systems which are impacted by flooding hazards and/or erosion hazards. The subject property is within the regulatory jurisdiction of the NVCA due to flood hazards, wetlands, and the 30-metre buffer associated with the Cranberry Marsh and Cranberry Creek. The proposal includes minor regularization of the flood hazard, where the proposed road, children's play area, and environmental protection areas will be subject to flooding as well as some minor cut/fill. The NVCA has accepted the proposed minor regularization of the flood hazard. Furthermore, the proposed development has been extensively reviewed by NVCA engineering staff with respect to stormwater, general drainage, water balance, and groundwater per several technical submissions over the last 2.5 years and the NVCA has confirmed they are supportive of advancing the proposed development for conditional site plan approval with the inclusion of the NVCA conditions identified in the Recommendation section of this report.

Planning Services is satisfied that the proposed development is consistent with the PPS.

County of Simcoe Official Plan

The subject property is designated 'Settlement' within the County of Simcoe Official Plan. The County of Simcoe Official Plan contains policies relating to the orderly development of those areas that are designated as Settlement, and in particular, an emphasis on development directed to Primary Settlement Areas. The Town of Collingwood is identified as a Primary Settlement Area.

The County's Official Plan identifies four themes of the planning growth management strategy including:

- Direction of a significant portion of growth and development to settlements where it can be effectively serviced, with particular emphasis on primary settlement areas;
- Enabling and managing resource-based development including agriculture, forestry, aggregates, and tourism and recreation;
- Protection and enhancement of the County's natural heritage system and cultural features and heritage resources, including water resources; and
- Development of communities with diversified economic functions and opportunities, and a diverse range of housing options.

The County's Official Plan identifies that a wide range of land uses in Settlements provides an opportunity for people to live, work, shop and find recreation in one compact community and that Primary Settlement Areas are required to develop as complete communities that are transit-supportive. The development of a wide range of housing types and costs, is a goal of the County's Official Plan.

Furthermore, the Plan states *'Intensification, or directing of development to the built-up area and serviced areas within settlement areas, contributes to compact development form'* and *'...local municipalities shall promote and facilitate intensification and efficient use of land in built-up areas...'* In addition, it is an objective of the County's Official Plan to promote healthy, complete, and accessible urban and rural communities that are in proximity to amenities, support services, and transit.

It is also a policy of the County's Official Plan that the Town of Collingwood plans to achieve a minimum intensification target of 40% for all new residential units occurring annually to be developed within the built boundary.

Planning Services is satisfied that the proposed development represents an efficient use of land and services and would contribute towards the achievement of complete communities and compact urban form and is transit-supportive. In addition, the provision of a 30-metre Vegetation Protection Zone between the residential development and the Silver Creek PSW Complex and the proposed conveyance of the Environmental Protection lands to the Town further protects and enhances the County's natural heritage system.

The proposed development would also contribute towards achieving the County's minimum Town-wide 40% intensification target for Collingwood and provide a wider range of housing types and costs.

Planning Services is satisfied that the proposed development conforms to the general intent and purpose of the County of Simcoe Official Plan. The subject application was circulated to the County of Simcoe and no concerns were raised with conformity to the County's Official Plan.

Town of Collingwood Official Plan (2004)

Schedule 'A' titled *Land Use Plan* designates the subject property as Residential and Environmental Protection

Schedule 'B' titled *Environmental Protection – Natural Heritage Resource Areas* identifies Category 1 Wetlands adjacent to the southern property boundary

Schedule 'C' titled *Residential Density* designates the subject property as Medium Density

Schedule 'F' titled *Urban Structure* identifies the subject property as Inside Built Boundary (Designated/Available Lands)

Environmental Protection Policies

The subject property is adjacent to the Silver Creek Wetland Complex, identified as a Category 1 Wetland. Per the 'Category 1: Adjacent Lands' policies, no development shall be permitted within 120 metres of a Category 1: Wetland unless the proposed methods of remediating the potential impacts of such development on adjacent resources are satisfactory to the Town of Collingwood and the NVCA and that this shall be demonstrated through the preparation of an EIS. More specifically, the Official Plan states that naturally vegetated buffers, generally extending a minimum of 30 metres from the edge of Category 1 resource areas shall be encouraged and that the precise nature of the buffers and their dimensions shall be determined on a site-by-site basis through the findings of an EIS.

As previously noted, an EIS, prepared by BIRKS Natural Heritage Consultants, was submitted in support of the proposed development and was peer reviewed by the NVCA, the Town's peer reviewer for natural heritage matters at the time. Through the completion of the EIS, a portion of the Silver Creek PSW (Category 1 Wetland) was identified on the southern portion of the subject property. This component of the Silver Creek PSW will be retained and protected during development through the implementation of a 30-metre Vegetation Protection Zone and dedication of these lands to the Town.

Again, as previously noted, a 0.16 hectare unevaluated wetland (deciduous swamp) is proposed to be removed in accordance with the NVCA Net Gains for Ecological Offsetting Guidelines. The NVCA has approved a cash-in-lieu approach for removal of this unevaluated wetland per the terms of the Compensation Agreement between the Owner and the NVCA.

The submitted EIS has been completed to the satisfaction of the NVCA for the purposes of delineating the limits of development and the NVCA has confirmed they are supportive of advancing the proposed development for conditional site plan approval with the inclusion of the NVCA conditions identified in the Recommendation section of this report.

Residential Policies

The Residential designation is intended to provide for a variety of housing opportunities and associated uses, within a broad range of residential densities, in order to meet the Town's long-range housing needs and complete community and compact urban form policies.

Residential Intensification Policies

Residential intensification means intensification of a property, site or area which results in a net increase in residential units or accommodation and includes the development of vacant or underutilized lots within previously developed areas and infill development.

Consideration of opportunities for Residential Intensification throughout the Town, as well as specific development proposals, will be based on the following criteria and the other applicable policies of the Official Plan:

- a) Capacity and availability of municipal water and wastewater servicing;
- b) Proximity to and adequacy of community infrastructure, services and facilities;
- c) Ability to accommodate required off-street parking;
- d) Ability to accommodate an outdoor amenity area;
- e) Acceptable impacts on traffic;
- f) Sensitivity to the urban design and character of adjacent buildings, including their location, massing, height and building materials;
- g) Compatibility with the character and streetscapes of the surrounding neighbourhood; and,
- h) Preservation of heritage resources.

The proposed residential development of 26 townhouse dwelling units on a vacant infill lot represents a form of residential intensification within the built boundary. Furthermore, it is the opinion of Planning Services that the proposed development would satisfy the above-noted criteria as follows:

- Municipal water and wastewater servicing is available to the subject property and the proposed development is being brought forward for consideration of servicing capacity allocation under Report P2024-31 dated November 18, 2024;
- Sufficient community infrastructure, services and facilities are available and within reasonable proximity to the subject property – noting Princeton Shores municipal park is within 700 m, Pretty River Academy (private school) is within 200 m, and the subject property is immediately adjacent to the Town's municipal trail system;
- The minimum parking requirements for the proposed future freehold townhouse lots have been satisfied and a Minor Variance to address the interim group or cluster dwellings situation with respect to visitor parking is currently under review;
- An outdoor amenity area, including a children's play area, at the south end of the site to serve the development as a private common element as well as a public trail block conveyance to connect the existing municipal trail system are proposed;
- The submitted Traffic Impact Brief confirmed there will be limited traffic volume generated by the proposed development and would not have any significant operational impacts on Highway 26 and surrounding lands;
- As outlined further in the Urban Design Manual section of this report, the proposed development has considered urban design elements and the character of adjacent buildings and building design and landscaping measures have been proposed to provide suitable screening and buffering to surrounding properties and the Highway 26 streetscape; and
- Planning Services notes that natural heritage resources were thoroughly assessed and addressed as outlined in previous sections of this Report.

Medium Density Residential Policies

The property is subject to the site-specific Medium Density Exception Four policies. Townhouse dwellings are a permitted use in the Medium Density

Exception Four designation. Furthermore, the Medium Density Exception Four identifies that these lands shall not exceed a maximum density of 30 dwelling units per gross hectare. Based on a property area (excluding the Environmental Protection lands) of approximately 0.9 hectares, a maximum of 26 dwelling units would be permitted. The proposed development consists of 26 townhouse dwelling units and is consistent with the maximum permitted density.

Natural Hazards Policies

Planning and development decisions shall protect, improve or restore the quality and quantify of water and related resources where possible on an integrated watershed management basis. Furthermore, development and site alteration shall be restricted in or near sensitive surface water features and sensitive groundwater features and occur in a manner that will protect property and the health and safety of the public from natural hazards such as flooding and erosion. In addition, it is an objective of the Town to minimize the volume and maximize the quality of surface drainage from new development. All applications for major development shall be accompanied by a Stormwater Management Report to the satisfaction of the Town and the NVCA.

The subject property is within the regulatory jurisdiction of the NVCA due to flood hazards, wetlands, and the 30-metre buffer associated with the Cranberry Marsh and Cranberry Creek. A Stormwater Management Report, prepared by Tatham Engineering, was submitted in support of the proposed development. The proposal includes minor regularization of the flood hazard, where the proposed road, children's play area, and environmental protection areas will be subject to flooding as well as some minor cut/fill. The NVCA has accepted the proposed minor regularization of the flood hazard. Furthermore, the proposed development has been extensively reviewed with respect to stormwater, general drainage, water balance, and groundwater per several technical submissions over the last 2.5 years and the NVCA has confirmed they are supportive of advancing the proposed development for conditional site plan approval with the inclusion of the NVCA conditions identified in the Recommendation section of this report.

Conservation Authorities Policies

The Town of Collingwood shall consult with the Nottawasaga Valley Conservation Authority or the Grey Sauble Conservation Authority, who function as the Town's technical advisors, during the review and approval of a variety of applications for development in lands that are determined to have Natural Heritage and/or Natural Hazard features. All development within the areas regulated under the *Conservation Authorities Act* shall be subject to the permit process administered by the NVCA. As previously noted, extensive consultation has occurred with NVCA over the past 2.5 years with respect to the subject applications and the proposed development will be subject to the NVCA permitting process.

Trail Systems Policies

The establishment of an interconnected system of trails throughout the municipality and into the surrounding region is an objective of the Town's Official Plan. It is intended that separate trail networks for non-motorized activities and motorized use be separately interconnected to provide continuous passage across the municipality and into the surrounding region. While Collingwood already has a well-established system of trails, Council will have regard for long-range trail opportunities.

As previously noted, the conveyance of a significant 3-metre wide asphalt trail connection between two existing municipal trails – the 'Vacation Inn trail' to the north and the 'Cranberry Marsh trail' to the south is proposed, which will further contribute to the interconnectedness of the Town's trail system.

Based on the foregoing, Planning Services is satisfied that the proposed development conforms with the general intent and purpose of the Town's Official Plan (2004).

Town of Collingwood New Official Plan (2024)

On September 24, 2024, the County of Simcoe approved the Town's new Official Plan, subject to a 20-day appeal period. However, as this application was received prior to the new Official Plan being approved, the proposed development was

assessed for conformity to the Town of Collingwood Official Plan (2004), as amended.

Town of Collingwood Zoning By-law

The Town of Collingwood Zoning By-law No. 2010-040, as amended, zones the subject property as Holding Ten, Residential Third Density Exception Thirty-Four [(H10) R3-34].

The R3-34 zone permits townhouse dwellings and group or cluster dwellings and includes several site-specific exceptions, including:

- Minimum lot area: 140 m² per unit
- Minimum lot frontage: 6.0 m
- Minimum front yard: 7.5 m
- Minimum interior side yard – end unit: 3.0m
- Minimum landscape strip width (Eastern property boundary): 5.0 m
- A landscaped strip shall be a landscaped open space and shall also include storm water management facilities (if necessary) and a 1.8 m high acoustical privacy fence abutting the eastern property line.

Compliance with the R3-34 lot provisions for the proposed development, including the current group or cluster dwellings proposal and the future freehold townhouse lots proposal is outlined in the table below:

R3-34 Lot Provisions	Required (Group or Cluster)	Provided (Group or Cluster)	Required (Freehold Townhouses)	Provided (Freehold Townhouses)
Minimum Lot Area	140 m ²	12,000 m ²	140 m ²	163 m ²
Minimum Lot Frontage	6.0 m	46 m	6.0 m	6.0 m
Minimum Front Yard	7.5 m	6.0 m* See Minor Variance D1310724	7.5 m	7.5 m
Minimum Exterior Side Yard	6.0 m	N/A	4.5 m	N/A
Minimum Interior Side Yard	3.0 m	7.6 m	0.0 m	0.0 m
Minimum Interior Side Yard – End Unit	3.0 m	4.1 m	3.0 m	3.1 m

Minimum Rear Yard	7.5 m	4.3 m* See Minor Variance D1310724	7.5 m	7.6 m
Maximum Height	12.0 m	12.0 m	12.0 m	12.0 m
Maximum Lot Coverage	40%	28%	52% 51% 60% See Minor Variance D1310523	52% 51% 60% See Minor Variance D1310523
Minimum Landscaped Open Space	40%	48%	35%	32%* See Minor Variance D1310724
Minimum landscape strip width - Eastern property boundary	5.0 m	5.0 m	5.0 m	5.0 m
Minimum 1.8 m high acoustical privacy fence - Eastern property boundary	1.8 m	1.8 m	1.8 m	1.8 m

Minor Variance D1310523

Minor Variance D1310523 was approved by the Committee of Adjustment on July 27, 2023 to increase the maximum lot coverage (other than a bungalow) for the future freehold townhouse lots as follows:

- a. 52% - Block 1: Lots 2, 3, 4, and 5 and Block 2: Lots 8, 9, 10, and 11
- b. 51% - Block 3: Lots 14, 15, 16, and 17 and Block 4: Lots 20, 21, and 22
- c. 60% - Block 5: Lot 25

****Minor Variance D1310724***

As the freehold lots are proposed to be created through a future Plan of Subdivision application, the proposed development is currently considered ‘group or cluster dwellings’. To facilitate this interim situation, an application for a Minor Variance was recently submitted to reduce the minimum rear yard from 7.5 m to 4.3 m (recognizing the Environmental Protection zone boundary is considered a lot line per Provision 4.14.2); reduce the minimum rear yard setback for an unenclosed porch from 4.5 m to 3.0 m; reduce the minimum front yard from 7.5 m to 6.0 m; reduce the minimum front yard setback for an unenclosed porch from 6.0

m to 5.6 m; and reduce the visitor parking requirements, as outlined further below. In addition, it was recently noted that one of the proposed future freehold townhouse lots is 3% below the minimum landscaped open space requirement and this was not addressed through Minor Variance D1310523. As such, it is also being considered through Minor Variance D1310724. Other than the matter related to landscaped open space, the other deficiencies being rectified by this interim Minor Variance would be resolved once a plan of subdivision is registered.

This Minor Variance application is currently under review and is anticipated to be advanced to the November 28, 2024 Committee of Adjustment meeting for consideration. While it is atypical to advance a recommendation to Committee/Council in advance of the Committee of Adjustment rendering a decision on a Minor Variance application, the variances being sought are primarily to address an interim situation pending a future Plan of Subdivision application to create the freehold townhouse lots, which came to light late in the review process. It is anticipated that the Committee of Adjustment will have rendered a decision with respect to Minor Variance D1310724 prior to Council ratifying its decision on December 2, 2024. Although the Committee of Adjustment decision will be subject to a 20-day appeal period, in light of the Province's recent changes to the *Planning Act*, which have considerably limited the appeal rights beyond the applicant and prescribed bodies, it is the opinion of Planning Services that advancing a recommendation for conditional Site Plan approval at this time is generally low risk.

Parking and Loading Provisions

The Town's Zoning By-law outlines the Parking and Loading provisions required for various types of uses, including the minimum number of required parking spaces and associated parking space sizes, number of entrances, vehicular entrance provisions, bicycle parking, etc. The proposed development has been reviewed in the context of these zoning provisions and satisfies those requirements.

A total of 2 parking spaces per dwelling unit is required for the proposed future freehold townhouses and a total of 2 parking spaces are proposed. With respect to the current group or cluster dwellings, a minimum of 2 parking spaces per dwelling unit plus an additional 0.25 spaces per unit for visitor parking is required. Based on the proposed 26 dwelling units, a minimum of 7 visitor parking spaces would be required. As noted above, an application for Minor Variance (D1310724) to reduce the visitor parking requirement to 0 spaces has been submitted given the ultimate intention is to create freehold townhouse lots, which would not require visitor parking.

Planning Services notes that bicycle parking would not be required for the proposed future freehold townhouse lots. However, a total of 14 bicycle parking spaces are proposed adjacent to the children's play area, which exceeds the minimum requirement of 13 bicycle parking spaces for group or cluster dwellings.

Based on the foregoing, Planning Services is satisfied that the proposed development conforms to the Town's Zoning By-law, save and except for the variances currently being sought under Minor Variance D1310724.

Town of Collingwood Urban Design Manual

On July 19, 2010, Council enacted and passed By-law Numbers 2010-082 and 2010-083 to give effect to the Town's Urban Design Manual (UDM). The intent of the UDM is to ensure that any application for site plan control, subdivision or condominium are designed to meet or exceed a minimum standard set of guidelines for urban development form.

Building elevations and site perspectives, prepared by 2LS Design Inc., were submitted in support of the proposed development (Figures 2, 3, and 4). In consideration of the location, size, and narrow shape of the subject property, Planning Services finds the proposed design satisfactory and notes that exterior building design details such as building materials and colours, are no longer subject to Site Plan Control per recent changes to the *Planning Act*.



Figure 2: Site Perspective Block 1 - Entrance

Source: 2LS Design Inc. (2024)



Figure 3: Block 1 – Front Elevation

Source: 2LS Design Inc. (2024)



Figure 4: Block 1 – North Elevation fronting Highway 26

Source: 2LS Design Inc. (2024)

The proposed development mirrors the housing to road linear orientation established by the existing medium density residential condominium development (Whisper Woods) along Trafalgar Road to the west. A mixture of masonry and panel siding along with recessed garages and covered porches are proposed to enhance building variation and articulation. Furthermore, additional bay windows were incorporated into the north elevation of Block 1 fronting Highway 26 to provide additional building articulation along this streetscape.

Per Figure 5, enhanced landscaping, including a mixture of deciduous and coniferous trees, shrubs, perennials, and grasses along with an entry feature sign are proposed to further enhance the Highway 26 streetscape and provide screening for the proposed development. Deciduous and coniferous trees are also proposed around the perimeter of the subject property and within the outdoor amenity area. The Town's Landscape Architect peer reviewer, Envision Tatham, has estimated a 76% overall mature tree canopy coverage for the entirety of the site, exceeding the 30% canopy coverage requirement. Furthermore, a 2.1 m high residential privacy fence is proposed along the western property boundary and a 1.8 m high acoustic wood fence is proposed along the eastern property boundary.

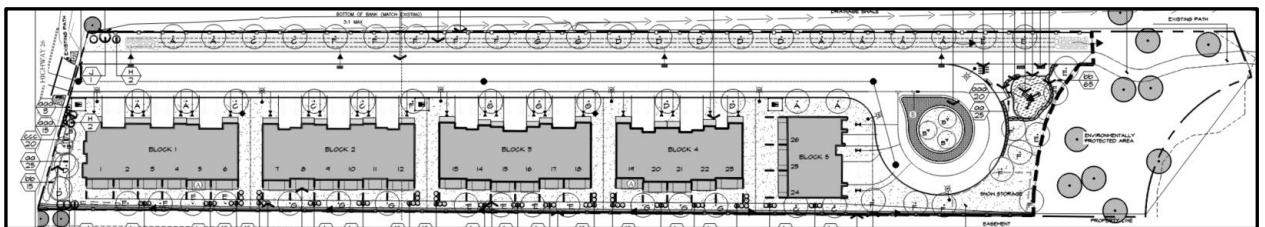


Figure 5: Landscape Plan Excerpt

Source: Alexander Budrevics & Associates Ltd. (2024)

An outdoor amenity area, including a children's play area, benches, and bike racks is proposed at the south end of the site to serve the development as a private common element. The existing 3-metre wide granular trail fronting the subject property along Highway 26 will be maintained. Furthermore, a trail block comprised of a 3-metre wide asphalt trail along the east side of the private road that would connect the Town's existing multi-use 'Vacation Inn trail' along Highway 26 to the

Town's 'Cranberry Marsh trail' located south of the subject property is proposed to be conveyed to the Town.

Planning Services notes that the proposed residential development does not contain road linkages to surrounding developments, which is strongly encouraged by the Town's UDM. Unfortunately, due to the configuration of the subject property, the configuration of the existing adjacent residential and commercial developments, and proximity to the Silver Creek PSW, this was not feasible. However, the proposed 3-metre wide trail block to be conveyed to the Town does improve overall connectivity by providing a new linkage for active transportation pursuits.

In terms of the more operational elements pertaining to Site Plans, the County of Simcoe has confirmed that it appears the proposed development may be able to be serviced by the County with respect to residential waste collection. The County has encouraged the Owner to submit an application for service per the County's Multi-Residential & Private Road Waste Collection Policy (Waste Collection Design Standard). Furthermore, snow storage has been accommodated in the southwest vicinity of the proposed cul-de-sac.

Overall, the proposed development has been found to be acceptable in the context of the applicable standards of the Town's UDM.

Removal of Holding Symbol

Pursuant to Section 36 of the *Planning Act*, Council may pass a holding "H" by-law for the purpose of delaying development within a specific area until the relevant development criteria contained in the planning documents or policies have been satisfied.

The Owner has submitted an application to remove the Holding Ten (H10) Zone symbol previously applied to the property through a Zoning By-law Amendment. Removal of the Holding symbol is necessary to proceed with the proposed development. Per Table 2.5.5.1 'Holding Zone Conditions' of the Town's Zoning By-law, in order to remove the

H10 Zone symbol, Council must be satisfied that the following matters have been addressed:

1. The completion and acceptance of an archaeological study;
2. The completion and acceptance of a storm water analysis that includes an integrated review of the subject lands and the abutting lands to the east, the purpose of which is to demonstrate no deleterious impacts on the lands abutting to the east;
3. The completion and acceptance of phase 2 environmental audit;
4. The adoption of an authorization by-law for a site plan control agreement that includes details of the landscaping, fencing and buffering required to address the abutting lands to the east and an integrated approach to storm water management between the subject lands and the lands abutting to the east; and
5. The completion and acceptance of a traffic study including the determination of an appropriate motor vehicle access onto the property and the operational impact of future traffic generated by the proposed residential development on the lands abutting to the east.

Planning Services notes that an archaeological study, storm water analysis, phase 2 environmental site assessment, and traffic impact brief were submitted and reviewed by the applicable Town departments, external agencies, and third-party peer reviewers and found to be acceptable for the purpose of removing the Holding Ten (H10) Zone symbol. Furthermore, it is a recommendation of this report that an Authorization By-law to execute the Site Plan Control Agreement be enacted and passed prior to Council rendering a decision on the application to remove the Holding Ten (H10) Zone symbol.

Site Plan Control Agreement

The Site Plan Control Agreement will include all standard clauses typically found in the Town's Site Plan Control Agreements, including clauses that address water and wastewater capacity allocation, condominium declarations, archaeological resources, school board requirements, utility provider requirements, and construction management

plans. Additionally, the following special clauses are proposed within the Site Plan Control Agreement:

- **Transfers of Land:** Pertains to the requirement for the Owner to convey the Environmental Protection Lands and a 3-metre wide trail block extending the entire length of the development along the east side of the property to the Town;
- **Environmental Impact Study:** Pertains to the requirement for the Owner to implement the recommendations outlined in the Environmental Impact Study;
- **Noise Warning Clauses:** Pertains to the requirement for the applicable Agreements of Purchase and Sale/Leases to include Noise Warning Clauses advising prospective purchasers or tenants of potential noise impacts per the Environmental Noise Assessment;
- **No Visitor or On-Street Parking Clause:** Pertains to the requirement for all Agreements of Purchase and Sale/Leases to include a clause that advises prospective purchasers or tenants that there is no visitor or on-street parking provided on the subject property and that no ‘spillover’ parking is permitted on adjacent properties or the Highway 26 road allowance;
- **Nottawasaga Valley Conservation Authority:** Pertains to the provision of acceptable stormwater management facilities and sediment and erosion control measures prior to site alteration, the agreement to carry out the recommendations and measures contained within the plans and reports approved by the Town and NVCA, and the provision of written certification that the works have been constructed in accordance with plans and reports approved by the Town and NVCA at the completion of the works; and
- **Highway 26 Trail:** Pertains to the requirement to provide appropriate intersection controls at the entrance to the subject property for both vehicular and pedestrians/bicycles in accordance with OTM Book 18.

Basic Data Pertaining to the File:

Application Deemed Complete:	April 1, 2022
Town Solicitor:	Jean Leonard, Miller Thomson
Related Files:	D002021 (Pre-consultation)

D1310523 (Minor Variance)

D1310724 (Minor Variance)

Parties to the Agreement

- The Corporation of the Town of Collingwood
- Hill Ridge Homes Inc.

Financial and Security Considerations

Administration Fees

- The sum of **\$5,000.00** to be applied towards the Town's administrative and legal costs is required as a deposit. The sum of **\$38,152.14** as a fee for the Town's Engineering Services Department review of the proposal and the inspection of the site works is required. This amount is subject to change as it represents 3% of the total cost estimate of the proposed development. The estimated total cost of the proposed development may be impacted by the resolution of outstanding technical comments.

Securities

- Securities in the amount of **\$1,271,738.16**, representing the total security value including contingency, for the project is required for site works. This amount is subject to change as the applicant resolves minor technical comments, which may impact the estimated total cost of the proposed development.

Insurance

- A general comprehensive liability insurance certificate in the amount of **\$5,000,000.00** is required, and the Town will need to be listed as an insured.

Cash-in-lieu of Parkland Dedication

- A payment for cash-in-lieu of parkland dedication equal to five percent (5%) of the appraised value of the lands is required. The appraisal shall be completed at the Owner's expense by an individual who holds a designation from the Appraisal Institute of Canada. The value of the lands shall be determined as of the day prior to the issuance of the first building permit in respect of the Development.

Financial Impacts

Maintaining an adequate, appropriate and orderly supply and mix of residential, commercial, and industrial units in anticipation of future development and servicing conditions provides a long-term foundation for stable community growth and results in the generation of growth-related revenue associated with building permit fees, development charges, taxes, and other related fees.

Conclusion

Based on the land-use planning analysis and the Town's development review process, Planning Services confirms that the submitted documents and plans illustrate a proposed use and associated site works that are in conformity to, or consistent with, the relevant land use planning instruments, save and except for zoning matters proposed to be addressed by Minor Variance D1310724. It is therefore recommended that the Site Plan be approved subject to:

- confirmation of municipal servicing capacity allocation;
- resolution of outstanding minor technical comments;
- receipt of written correspondence from the registered owner of 11555 Highway 26 regarding offsite grading works and boundary tree removals;
- approval of Minor Variance D1310724;
- resolution of outstanding NVCA matters; and
- the Owner entering into a Site Plan Control Agreement to the satisfaction of Senior Town Administration and the Town Solicitor.

It is further recommended that this conditional site plan approval shall lapse three years from the date that the conditional approval was issued should a permit under the *Building Code Act* to implement the site plan not be issued. Additionally, it is recommended that a Zoning By-law Amendment to remove the Holding Ten (H10) Zone symbol from the subject property be enacted and passed.

3. Input from Other Sources

The subject applications were circulated to Town departments, applicable third-party peer reviewers, and external agencies for review and comment. All concerns related to the proposed Site Plan have been satisfactorily addressed, save and except for the matters addressed by the conditions noted in the Recommendation section of this Report. Furthermore, all of the requirements for removal of the H10 Zone symbol, save and except for the adoption of an authorization by-law for a site plan control agreement, which is also currently before Council, have been satisfactorily addressed. Planning Services notes that none of the applications subject to this Report require a public meeting under the *Planning Act*.

The following supporting documents were provided with the application, updated, amended, confirmed and/or reviewed by the applicable experts:

- Planning Justification Report [February 2022] [Travis & Associates];
- Overall Site Plan [2LS Design Inc. [March 4, 2022. Last revised March 22, 2024];
- Engineering Plans, including Erosion and Sediment Control Plan & Details, Sanitary Drainage Plan, Pre- and Post-Development Drainage Plans, Site Servicing Plan & Profile, Site Grading Plan, and Details and Notes [Tatham Engineering] [March 4, 2022. Last revised March 22, 2024];
- Functional Servicing Report [Tatham Engineering] [March 4, 2022. Last revised December 4, 2023];
- Stormwater Management Report [Tatham Engineering] [March 4, 2022. Last revised July 11, 2024];
- Electrical Plans including Single Line Diagram, Site Plan – Power Layout, Lighting Layout and Photometrics Layout, and Lighting Details [Tatham Engineering] [December 1, 2022. Last revised December 1, 2023];
- Environmental Impact Study [BIRKS Natural Heritage Consultants] [June 15, 2021];
- Ecological Offsetting Plan [BIRKS Natural Heritage Consultants] [November 14 2022.];

- Stage 1-2 Archaeological Property Assessment [Amick Consultants Ltd.] [May 31, 2021];
- Construction Management Plan [Tatham Engineering] [December 4, 2023];
- Architectural Plans including Floorplans, Foundation Plans, Elevations, and Perspectives [2LS Design Inc. [March 4, 2022. Last revised March 22, 2024];
- Geotechnical Investigation [Peto MacCallum Ltd.] [January 2021];
- Phase One Environmental Site Assessment [Peto MacCallum Ltd.] [January 2022];
- Phase Two Environmental Site Assessment [Peto MacCallum Ltd.] [January 2022];
- Landscaping Plans, including Landscape Plan and Landscape Details & Specifications [Alexander Budrevics & Associates Ltd.] [October 21, 2021. Last revised March 19, 2024];
- Arborist Report & Tree Protection Plan [Canopy Consulting] [December 7, 2021. Last revised July 31, 2023];
- Tree Preservation Plan [Alexander Budrevics & Associates Ltd.] [December 5, 2022.];
- Traffic Impact Brief [Tatham Engineering] [January 18, 2022.];
- Environmental Noise Assessment [Northern Applied Sciences Inc.] [January 15, 2022];
- Urban Design Report [Travis & Associates and 2LS Design Inc.] [March 2022];
- Survey [January 2, 2012] [Zubek, Emo, Patten & Thomsen Limited]

Third-party peer reviews were undertaken for natural heritage, natural hazard, and landscaping matters. The following peer review responses were provided:

- Landscape Architect Review [Envision Tatham] [April 29, 2022; March 14, 2023; September 17, 2023; January 26, 2024; and April 16, 2024]; and
- Natural Heritage & Natural Hazards Review [Nottawasaga Valley Conservation Authority] [September 6, 2022; May 5, 2023; November 1, 2023; February 20, 2024; June 6, 2024; and September 3, 2024].

Staff Report No. P2024-30 was forwarded to Department Heads on November 12, 2024 and the content of this report responds to the feedback received.

4. Applicable Policy or Legislation

- *Planning Act* (1991, as amended);
- Provincial Planning Statement (2024);
- Simcoe County Official Plan (2016);
- Town of Collingwood Official Plan (2004, as amended);
- Town of Collingwood Zoning By-law 2010-040 (2010, as amended);
- Town of Collingwood Site Plan Control By-law 2010-082 (2010, as amended);
- Town of Collingwood Urban Design Manual (2010).

5. Considerations

2024-2028 Community Based Strategic Plan: Advances pillar(s) below:

Sustainable Connected Vibrant Responsible

Services adjusted if any

Not Applicable

Climate Change / Sustainability:

Positive impact on climate

change/sustainability (decreases GHG emissions)

The proposal furthers the buildout and intensification of a vacant infill development site within the Town's built boundary contributing to a complete community.

Communication / Engagement:

Public Engagement has occurred

This proposed development was published on the Development Activity layer of the Town's Land Use Planning Interactive Map and posted on the Town's website. A Notice of Intention to Remove the Holding Zone symbol was also published in the local electronic newspaper.

Accessibility / Equity, Diversity, Inclusion: Other:

The proposed development has been reviewed in the context of AODA regulations.

Registered Lobbyist(s) relating to content:

Next steps and future action required following endorsement:

- Owner satisfaction of conditions
- Subject to the above, execution of a Site Plan Control Agreement
- Update Zoning By-law to remove H10 Zone from subject property

6. Appendices and Other Resources

Appendix A: Servicing Capacity Allocation Policy Evaluation Matrix

Appendix B: Site Plan Drawings

Appendix C: Zoning By-law Amendment (Removal of H)

7. Approval

Prepared By:

Lindsay Ayers, MCIP, RPP, Manager, Planning

Reviewed By:

Summer Valentine, MCIP, RPP, Director, Planning, Building & Economic Development

CAO Comments:

Endorsed by CAO Skinner on November 13, 2024 to proceed to COW.

SCAP MATRIX - RESIDENTIAL

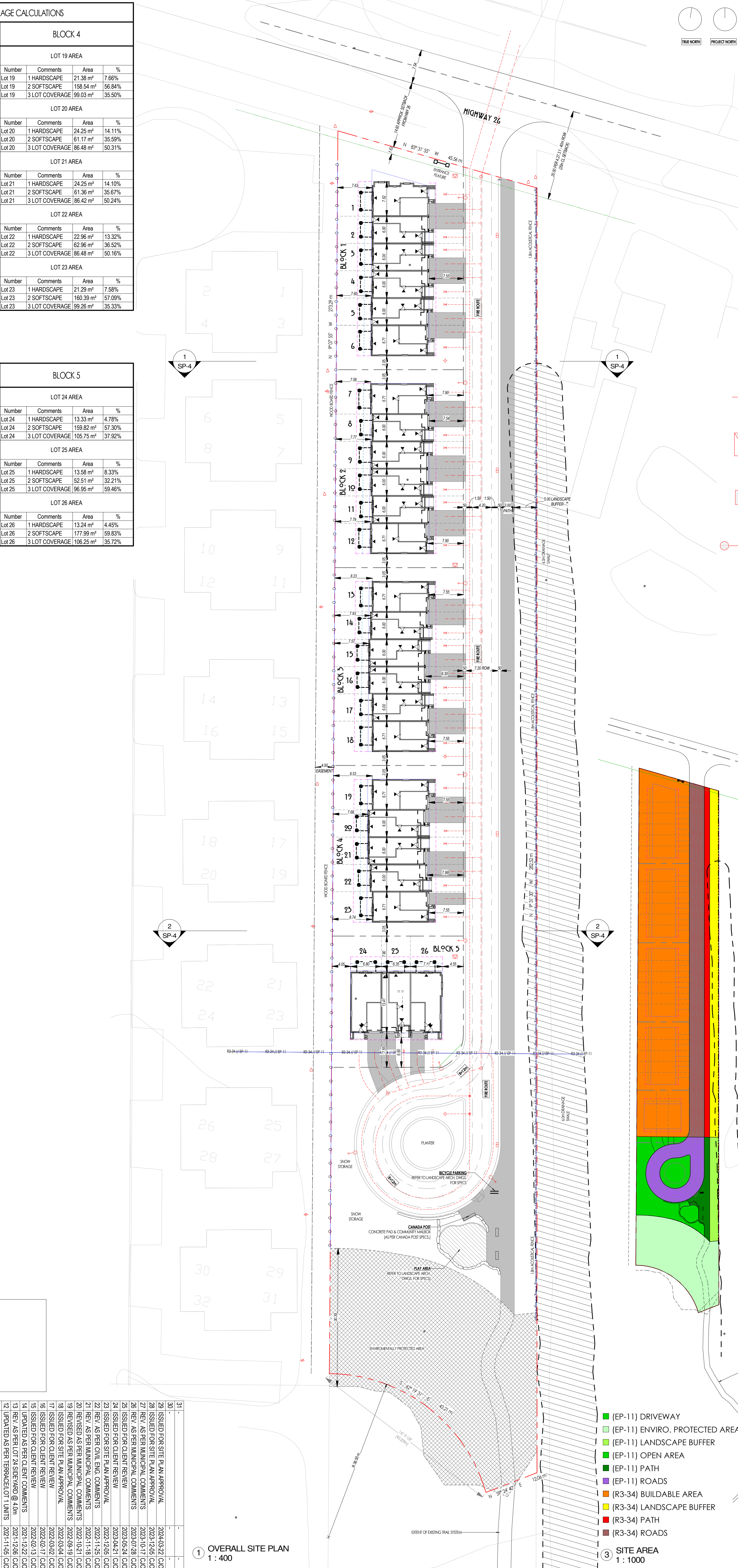
DATE		5-Nov-24		PROJECT NAME		Cranberry Marsh - Hillridge - Hwy 26				
TOTAL POSSIBLE		APPLICANT EVALUATION		SCORE		STAFF RECOMMENDATION		SCORE		
95		58.5		62%		42.5		45%		
CATEGORY + CRITERIA			MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS		
A EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT										
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5			5	Agree with applicant's score. Lands are within the built boundary.		
If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.										
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0			0	N/A		
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0			0	N/A		
A4	Development includes a mix of land uses (e.g. Residential, open space, commercial, industrial, etc.)	No - 0 Yes - 5	5	5		Proposal includes residential land use component, public open space component (trail) and environmental protection component. Maximum points assessed taking into account relatively modest scope of development.	5	Agree with applicant's score/justification.		
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit	No - 0 Yes - 2.5	2.5	2.5		Proposal will result in a medium density residential development on lands fronting onto a major transit route (Hwy 26)	2.5	Agree with applicant's score/justification. There are 3 transit stops within 300 m of the subject property.		
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0			0	Agree with applicant's score/justification.		
			15	12.5			12.5			
B CONSERVATION AND SUSTAINABLE DEVELOPMENT										
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	3		Drought tolerant plant materials proposed where appropriate resulting in no irrigation requirement thus reducing water demand. Ensured through landscape plan to be approved through site plan control. Low flow toilet and shower heads ensured requirement through building detail plans as part of site plan approval. Swales are incorporated into the drainage approach. Rain barrels will be provided.	2	1 point awarded for low flow fixtures and 1 point awarded for provision of rain barrels. Points for swales are provided in B3.		
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	2		Builder will provide energy star rated appliances. To be ensured in Site Plan approval. S812 package A-1 otc standards maintained.	1	1 point awarded for provision of Energy Star appliances.		
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	4		Proposal incorporates naturalized SWM measures such as bio swales and additional drainage filter strips. Ensured through approved engineering and landscape plans. Rough ins for EV charging stations to be provided in each garage. Score assigned takes into account modest scale of development.	3	1 point for awarded for bio-swales, 2 points awarded for provision of EV charging station rough-ins.		
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	5		Identified EP feature will be conveyed to the Town as an adjunct to existing Town owned EP lands.	5	Agree with applicant's score/justification.		
			20	14			11			
C INFRASTRUCTURE AND PUBLIC FACILITIES										
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	7.5		Proposal will formalize a significant north-south trail connection linking the Hwy 26 Cranberry Trail to the Town owned EP open space feature to the south. The construction and conveyance of this trail by the Owner is substantial in light of size and scope of project.	0	Full points awarded in C2 and C3 for trail connection and conveyance.		
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	5		Proposal will construct a major north south trail linkage to the town Cranberry Marsh open space feature. Bike racks are provided. Existing Cranberry Trail section along frontage of subject lands will be upgraded to improve grading and drainage and update surface treatment.	5	Agree with applicant's score/justification.		
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	5		Trail link through subject lands will be conveyed to the municipality but will be winter maintained by the condominium corporation. Ensured through conditions to site plan approval and canted through in condo docs. EP lands to be conveyed to Town as adjunct to existing	5	Agree with applicant's score/justification.		
			20	17.5			10			
D ECONOMIC DEVELOPMENT										
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	3		Contributes to promoting Collingwood as a great place to live. Supports healthy lifestyle with on site trail amenities and access to community facilities such as transit proximity, access to broader multi use trail systems. Scale of development is taken into consideration in self evaluation point.	3	Agree with applicant's score/justification.		
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	3		Contributes population in proximity to the Hwy 26 commercial node. Trail access as well as transit route proximity enhances active transportation options accessing commercial areas. The High Street/Batsam commercial node is in proximity to the subject lands.	2	2 points awarded for proximity to Hwy 26 commercial corridor and enhancement of active transportation connectivity in area.		
			10	6			5			
E AFFORDABLE HOUSING										
E1	Developments that include affordable housing units	1 point/5% of units up to 5 points	5	0			0	Agree with applicant's score. Not affordable housing units proposed.		
E2	Developments that propose innovative housing solutions that contribute to affordability	Degree of Compliance: Scale 0-5	5	0			0	Agree with applicant's score. No innovative housing solutions proposed.		
E3	Developments that include rental housing units	0.5 point/5% of units up to 2.5 points	2.5	0			0	Agree with applicant's score. No rental housing units proposed.		
E4	Developments that include seniors, community or special needs housing	No - 0 Yes - 2.5	2.5	2.5		Builder will provide elevators in units to increase mobility access between upper and lower living spaces. This will appeal to a market segment that is challenged by stairs but want the living experience provided by upper and lower floor spaces. Ensured through site plan approval.	0	This is not a purpose built seniors, community or special needs housing.		
E5	Developments that include a mix of housing types with one housing type comprising no less than 10% of total units	No - 0 Yes - 5	5	0			0	Agree with applicant's score - no mix of housing types proposed.		
			20	2.5			0			
F COMMUNITY IMPACTS/BENEFITS										
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0			0	Agree with applicant's score. Not a building or site of historical interest.		
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	0			0	Agree with applicant's score. No removal of a land use conflict.		
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6		Proposal has been subject to design critical analysis through municipal review process. Owner has agreed to incorporate architectural enhancements that are outside of site plan control parameters. End unit facade improvements and materials upgrades per earlier town comments have been incorporated.	4	Some end unit facade improvements, landscaping along frontage, and improvements to children's play area.		
			10	6			4			

INDIVIDUAL LOT COVERAGE CALCULATIONS			
BLOCK 1			
LOT 1 AREA			
Number	Comments	Area	%
Lot 1	1 HARDSCAPE	21.38 m ²	5.22%
Lot 1	2 SOFTSCAPE	283.99 m ²	69.35%
Lot 1	3 LOT COVERAGE	104.10 m ²	25.42%
LOT 2 AREA			
Number	Comments	Area	%
Lot 2	1 HARDSCAPE	21.67 m ²	13.02%
Lot 2	2 SOFTSCAPE	58.35 m ²	35.05%
Lot 2	3 LOT COVERAGE	86.45 m ²	51.93%
LOT 3 AREA			
Number	Comments	Area	%
Lot 3	1 HARDSCAPE	21.67 m ²	13.00%
Lot 3	2 SOFTSCAPE	58.60 m ²	35.15%
Lot 3	3 LOT COVERAGE	86.45 m ²	51.85%
LOT 4 AREA			
Number	Comments	Area	%
Lot 4	1 HARDSCAPE	21.67 m ²	12.98%
Lot 4	2 SOFTSCAPE	58.34 m ²	35.24%
Lot 4	3 LOT COVERAGE	86.45 m ²	51.78%
LOT 5 AREA			
Number	Comments	Area	%
Lot 5	1 HARDSCAPE	21.93 m ²	13.11%
Lot 5	2 SOFTSCAPE	58.73 m ²	35.12%
Lot 5	3 LOT COVERAGE	86.57 m ²	51.77%
LOT 6 AREA			
Number	Comments	Area	%
Lot 6	1 HARDSCAPE	21.95 m ²	8.05%
Lot 6	2 SOFTSCAPE	151.56 m ²	55.61%
Lot 6	3 LOT COVERAGE	99.03 m ²	36.34%
BLOCK 2			
LOT 7 AREA			
Number	Comments	Area	%
Lot 7	1 HARDSCAPE	22.39 m ²	8.19%
Lot 7	2 SOFTSCAPE	151.80 m ²	55.55%
Lot 7	3 LOT COVERAGE	99.06 m ²	36.25%
LOT 8 AREA			
Number	Comments	Area	%
Lot 8	1 HARDSCAPE	21.65 m ²	12.87%
Lot 8	2 SOFTSCAPE	60.16 m ²	35.75%
Lot 8	3 LOT COVERAGE	86.45 m ²	51.38%
LOT 9 AREA			
Number	Comments	Area	%
Lot 9	1 HARDSCAPE	22.40 m ²	13.29%
Lot 9	2 SOFTSCAPE	59.66 m ²	35.40%
Lot 9	3 LOT COVERAGE	86.45 m ²	51.30%
LOT 10 AREA			
Number	Comments	Area	%
Lot 10	1 HARDSCAPE	22.37 m ²	8.12%
Lot 10	2 SOFTSCAPE	154.04 m ²	55.93%
Lot 10	3 LOT COVERAGE	99.03 m ²	35.95%
LOT 11 AREA			
Number	Comments	Area	%
Lot 11	1 HARDSCAPE	21.67 m ²	12.82%
Lot 11	2 SOFTSCAPE	60.80 m ²	36.03%
Lot 11	3 LOT COVERAGE	86.45 m ²	51.15%
LOT 12 AREA			
Number	Comments	Area	%
Lot 12	1 HARDSCAPE	22.37 m ²	8.12%
Lot 12	2 SOFTSCAPE	154.04 m ²	55.93%
Lot 12	3 LOT COVERAGE	99.03 m ²	35.95%
BLOCK 3			
LOT 13 AREA			
Number	Comments	Area	%
Lot 13	1 HARDSCAPE	21.36 m ²	7.74%
Lot 13	2 SOFTSCAPE	155.60 m ²	56.37%
Lot 13	3 LOT COVERAGE	99.08 m ²	35.89%
LOT 14 AREA			
Number	Comments	Area	%
Lot 14	1 HARDSCAPE	22.67 m ²	13.33%
Lot 14	2 SOFTSCAPE	60.93 m ²	35.83%
Lot 14	3 LOT COVERAGE	86.45 m ²	50.84%
LOT 15 AREA			
Number	Comments	Area	%
Lot 15	1 HARDSCAPE	23.83 m ²	13.99%
Lot 15	2 SOFTSCAPE	59.95 m ²	35.19%
Lot 15	3 LOT COVERAGE	86.57 m ²	50.82%
LOT 16 AREA			
Number	Comments	Area	%
Lot 16	1 HARDSCAPE	23.80 m ²	13.96%
Lot 16	2 SOFTSCAPE	60.12 m ²	35.25%
Lot 16	3 LOT COVERAGE	86.63 m ²	50.79%
LOT 17 AREA			
Number	Comments	Area	%
Lot 17	1 HARDSCAPE	21.68 m ²	12.69%
Lot 17	2 SOFTSCAPE	62.66 m ²	36.69%
Lot 17	3 LOT COVERAGE	86.45 m ²	50.62%
LOT 18 AREA			
Number	Comments	Area	%
Lot 18	1 HARDSCAPE	21.38 m ²	7.68%
Lot 18	2 SOFTSCAPE	157.95 m ²	56.74%
Lot 18	3 LOT COVERAGE	99.03 m ²	35.58%

OVERALL DEVELOPMENT LOT COVERAGE CALCULATIONS		
Comments	Area	%
1 HARDSCAPE	552.12 m ²	9.82%
2 SOFTSCAPE	2668.43 m ²	47.44%
3 LOT COVERAGE	2403.80 m ²	42.74%
	5624.36 m ²	100.00%

OVERALL SITE COVERAGE CALCULATIONS		
Comments	Area	%
1 HARDSCAPE	552.12 m ²	6.18%
2 SOFTSCAPE	2668.43 m ²	29.87%
3 LOT COVERAGE	2403.80 m ²	26.91%
4 ROADS & OPEN SPACES	3309.42 m ²	37.04%
	8933.78 m ²	100.00%

#	DESCRIPTION	DATE
1	ISSUED FOR CLIENT REVIEW	2021-04-27
2	ISSUED FOR CLIENT REVIEW	2021-05-27
3	ISSUED FOR CLIENT REVIEW	2021-06-07
4	ISSUED FOR CLIENT REVIEW	2021-06-11
5	ISSUED FOR CLIENT REVIEW	2021-06-11
6	ISSUED FOR CLIENT REVIEW	2021-06-11
7	ISSUED FOR CLIENT REVIEW	2021-06-11
8	ISSUED FOR CLIENT REVIEW	2021-06-11
9	ISSUED FOR CLIENT REVIEW	2021-06-11
10	ISSUED FOR CLIENT REVIEW	2021-06-11
11	ISSUED FOR CLIENT REVIEW	2021-06-11
12	ISSUED FOR CLIENT REVIEW	2021-06-11
13	ISSUED FOR CLIENT REVIEW	2021-06-11
14	ISSUED FOR CLIENT REVIEW	2021-06-11
15	ISSUED FOR CLIENT REVIEW	2021-06-11
16	ISSUED FOR CLIENT REVIEW	2021-06-11
17	ISSUED FOR CLIENT REVIEW	2021-06-11
18	ISSUED FOR CLIENT REVIEW	2021-06-11
19	ISSUED FOR CLIENT REVIEW	2021-06-11
20	ISSUED FOR CLIENT REVIEW	2021-06-11
21	ISSUED FOR CLIENT REVIEW	2021-06-11
22	ISSUED FOR CLIENT REVIEW	2021-06-11
23	ISSUED FOR CLIENT REVIEW	2021-06-11
24	ISSUED FOR CLIENT REVIEW	2021-06-11
25	ISSUED FOR CLIENT REVIEW	2021-06-11
26	ISSUED FOR CLIENT REVIEW	2021-06-11
27	ISSUED FOR CLIENT REVIEW	2021-06-11
28	ISSUED FOR CLIENT REVIEW	2021-06-11
29	ISSUED FOR CLIENT REVIEW	2021-06-11
30	ISSUED FOR CLIENT REVIEW	2021-06-11
31	ISSUED FOR CLIENT REVIEW	2021-06-11
32	ISSUED FOR CLIENT REVIEW	2021-06-11



ZONING MATRIX		REQUIRED	PROVIDED
4.1.2	SIGF TRIANGLES (PH)	6.0m	
TABLE 4.27.1.1	INCREASED YARDS ABUTTING ROADS ACHG HWY 26 WEST	40m ROW 200m CL SETBACK	
4.2.3	ARCHITECTURAL ELEMENTS (PH)	0.6m (min)	
4.2.4	UNENCLOSED PORCHES (PH)	1.5m (min)	
4.2.4	UNENCLOSED PORCHES (PH)	1.5m (min)	

ZONING MATRIX		REQUIRED	PROVIDED
5.3.1.1	ENTRANCE WDR (PH)	4.5m	
5.3.1.2	ENTRANCE WDR (PH)	4.5m	
5.3.1.3	ENTRANCE WDR (PH)	4.5m	
5.3.1.4	ENTRANCE WDR (PH)	4.5m	
5.3.1.5	ENTRANCE WDR (PH)	4.5m	
5.3.1.6	ENTRANCE WDR (PH)	4.5m	
5.3.1.7	ENTRANCE WDR (PH)	4.5m	
5.3.1.8	ENTRANCE WDR (PH)	4.5m	
5.3.1.9	ENTRANCE WDR (PH)	4.5m	
5.3.1.10	ENTRANCE WDR (PH)	4.5m	
5.3.1.11	ENTRANCE WDR (PH)	4.5m	
5.3.1.12	ENTRANCE WDR (PH)	4.5m	
5.3.1.13	ENTRANCE WDR (PH)	4.5m	
5.3.1.14	ENTRANCE WDR (PH)	4.5m	
5.3.1.15	ENTRANCE WDR (PH)	4.5m	
5.3.1.16	ENTRANCE WDR (PH)	4.5m	
5.3.1.17	ENTRANCE WDR (PH)	4.5m	
5.3.1.18	ENTRANCE WDR (PH)	4.5m	
5.3.1.19	ENTRANCE WDR (PH)	4.5m	
5.3.1.20	ENTRANCE WDR (PH)	4.5m	
5.3.1.21	ENTRANCE WDR (PH)	4.5m	
5.3.1.22	ENTRANCE WDR (PH)	4.5m	
5.3.1.23	ENTRANCE WDR (PH)	4.5m	
5.3.1.24	ENTRANCE WDR (PH)	4.5m	
5.3.1.25	ENTRANCE WDR (PH)	4.5m	
5.3.1.26	ENTRANCE WDR (PH)	4.5m	
5.3.1.27	ENTRANCE WDR (PH)	4.5m	
5.3.1.28	ENTRANCE WDR (PH)	4.5m	
5.3.1.29	ENTRANCE WDR (PH)	4.5m	
5.3.1.30	ENTRANCE WDR (PH)	4.5m	
5.3.1.31	ENTRANCE WDR (PH)	4.5m	
5.3.1.32	ENTRANCE WDR (PH)	4.5m	
5.3.1.33	ENTRANCE WDR (PH)	4.5m	
5.3.1.34	ENTRANCE WDR (PH)	4.5m	
5.3.1.35	ENTRANCE WDR (PH)	4.5m	
5.3.1.36	ENTRANCE WDR (PH)	4.5m	
5.3.1.37	ENTRANCE WDR (PH)	4.5m	
5.3.1.38	ENTRANCE WDR (PH)	4.5m	
5.3.1.39	ENTRANCE WDR (PH)	4.5m	
5.3.1.40	ENTRANCE WDR (PH)	4.5m	
5.3.1.41	ENTRANCE WDR (PH)	4.5m	
5.3.1.42	ENTRANCE WDR (PH)	4.5m	
5.3.1.43	ENTRANCE WDR (PH)	4.5m	
5.3.1.44	ENTRANCE WDR (PH)	4.5m	
5.3.1.45	ENTRANCE WDR (PH)	4.5m	
5.3.1.46	ENTRANCE WDR (PH)	4.5m	
5.3.1.47	ENTRANCE WDR (PH)	4.5m	
5.3.1.48	ENTRANCE WDR (PH)	4.5m	
5.3.1.49	ENTRANCE WDR (PH)	4.5m	
5.3.1.50	ENTRANCE WDR (PH)	4.5m	
5.3.1.51	ENTRANCE WDR (PH)	4.5m	
5.3.1.52	ENTRANCE WDR (PH)	4.5m	
5.3.1.53	ENTRANCE WDR (PH)	4.5m	
5.3.1.54	ENTRANCE WDR (PH)	4.5m	
5.3.1.55	ENTRANCE WDR (PH)	4.5m	
5.3.1.56	ENTRANCE WDR (PH)	4.5m	
5.3.1.57	ENTRANCE WDR (PH)	4.5m	
5.3.1.58	ENTRANCE WDR (PH)	4.5m	
5.3.1.59	ENTRANCE WDR (PH)	4.5m	
5.3.1.60	ENTRANCE WDR (PH)	4.5m	
5.3.1.61	ENTRANCE WDR (PH)	4.5m	
5.3.1.62	ENTRANCE WDR (PH)	4.5m	
5.3.1.63	ENTRANCE WDR (PH)	4.5m	
5.3.1.64	ENTRANCE WDR (PH)	4.5m	
5.3.1.65	ENTRANCE WDR (PH)	4.5m	
5.3.1.66	ENTRANCE WDR (PH)	4.5m	
5.3.1.67	ENTRANCE WDR (PH)	4.5m	
5.3.1.68	ENTRANCE WDR (PH)	4.5m	
5.3.1.69	ENTRANCE WDR (PH)	4.5m	
5.3.1.70	ENTRANCE WDR (PH)	4.5m	
5.3.1.71	ENTRANCE WDR (PH)	4.5m	
5.3.1.72	ENTRANCE WDR (PH)	4.5m	
5.3.1.73	ENTRANCE WDR (PH)	4.5m	
5.3.1.74	ENTRANCE WDR (PH)	4.5m	
5.3.1.75	ENTRANCE WDR (PH)	4.5m	
5.3.1.76	ENTRANCE WDR (PH)	4.5m	
5.3.1.77	ENTRANCE WDR (PH)	4.5m	
5.3.1.78	ENTRANCE WDR (PH)	4.5m	
5.3.1.79	ENTRANCE WDR (PH)	4.5m	
5.3.1.80	ENTRANCE WDR (PH)	4.5m	
5.3.1.81	ENTRANCE WDR (PH)	4.5m	
5.3.1.82	ENTRANCE WDR (PH)	4.5m	
5.3.1.83	ENTRANCE WDR (PH)	4.5m	
5.3.1.84	ENTRANCE WDR (PH)	4.5m	
5.3.1.85	ENTRANCE WDR (PH)	4.5m	
5.3.1.86	ENTRANCE WDR (PH)	4.5m	
5.3.1.87	ENTRANCE WDR (PH)	4.5m	
5.3.1.88	ENTRANCE WDR (PH)	4.5m	
5.3.1.89	ENTRANCE WDR (PH)	4.5m	
5.3.1.90	ENTRANCE WDR (PH)	4.5m	
5.3.1.91	ENTRANCE WDR (PH)	4.5m	
5.3.1.92	ENTRANCE WDR (PH)	4.5m	
5.3.1.93	ENTRANCE WDR (PH)	4.5m	
5.3.1.94	ENTRANCE WDR (PH)	4.5m	
5.3.1.95	ENTRANCE WDR (PH)	4.5m	
5.3.1.96	ENTRANCE WDR (PH)	4.5m	
5.3.1.97	ENTRANCE WDR (PH)	4.5m	
5.3.1.98	ENTRANCE WDR (PH)	4.5m	
5.3.1.99	ENTRANCE WDR (PH)	4.5m	
5.3.1.100	ENTRANCE WDR (PH)	4.5m	

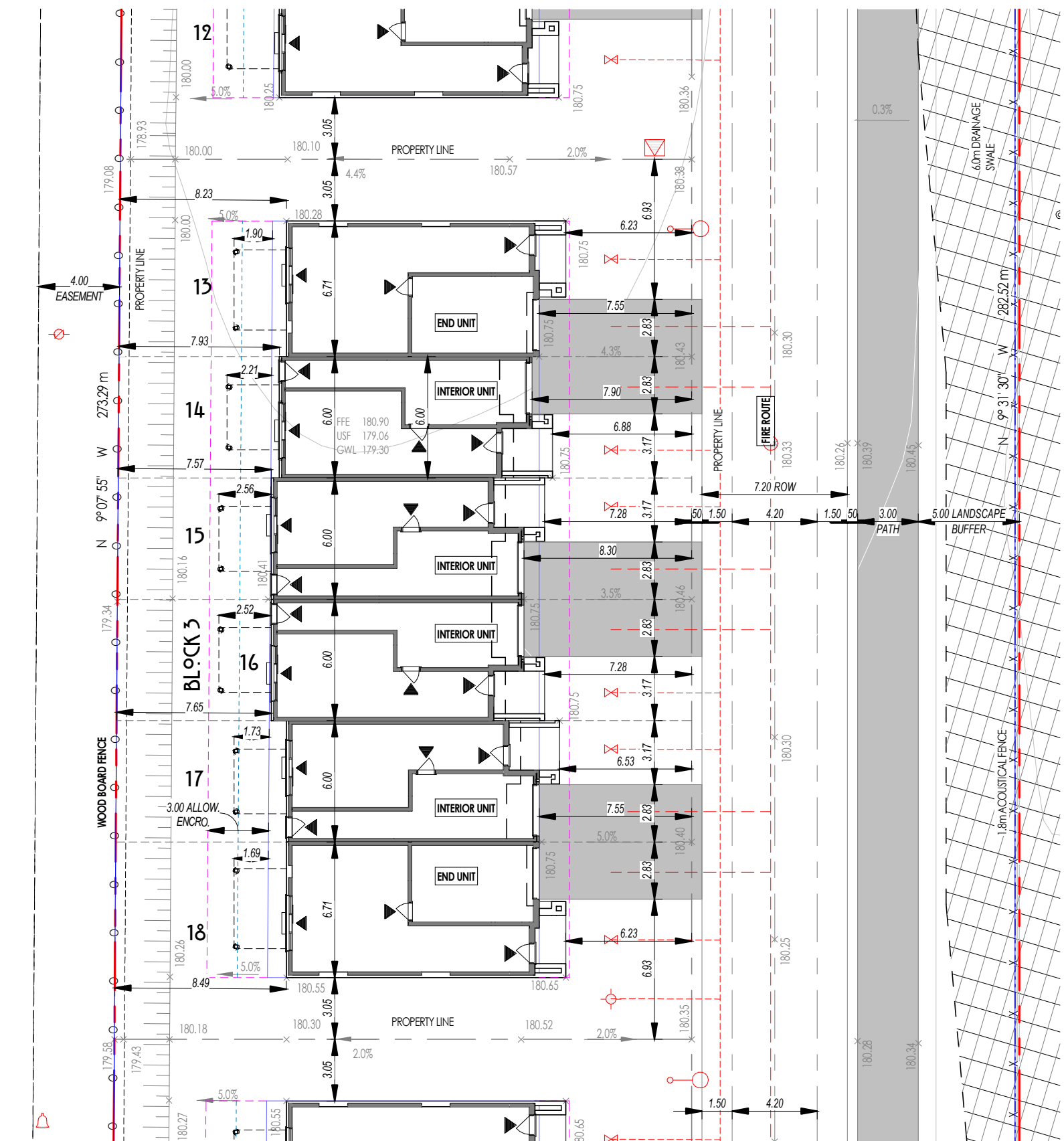
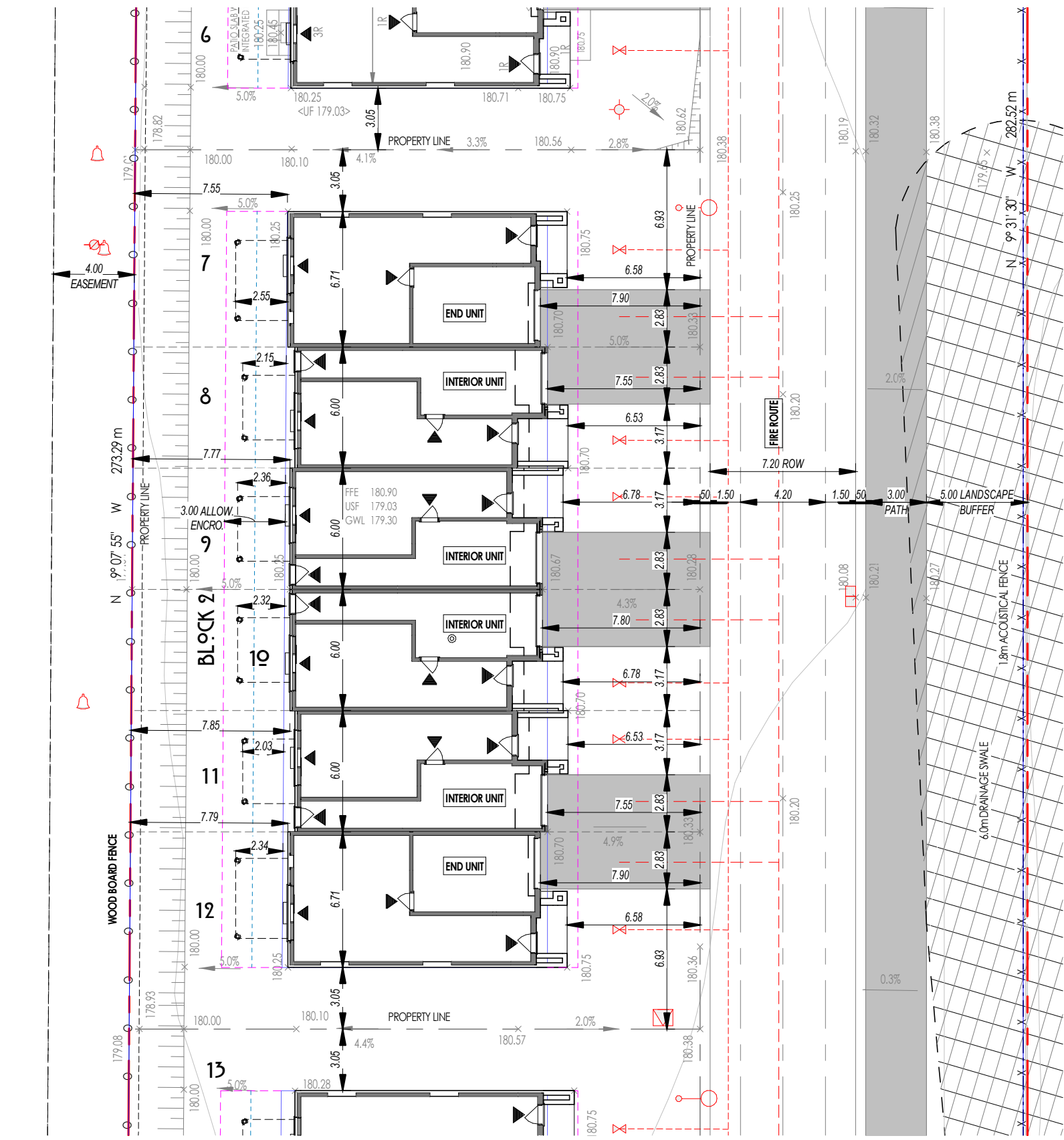
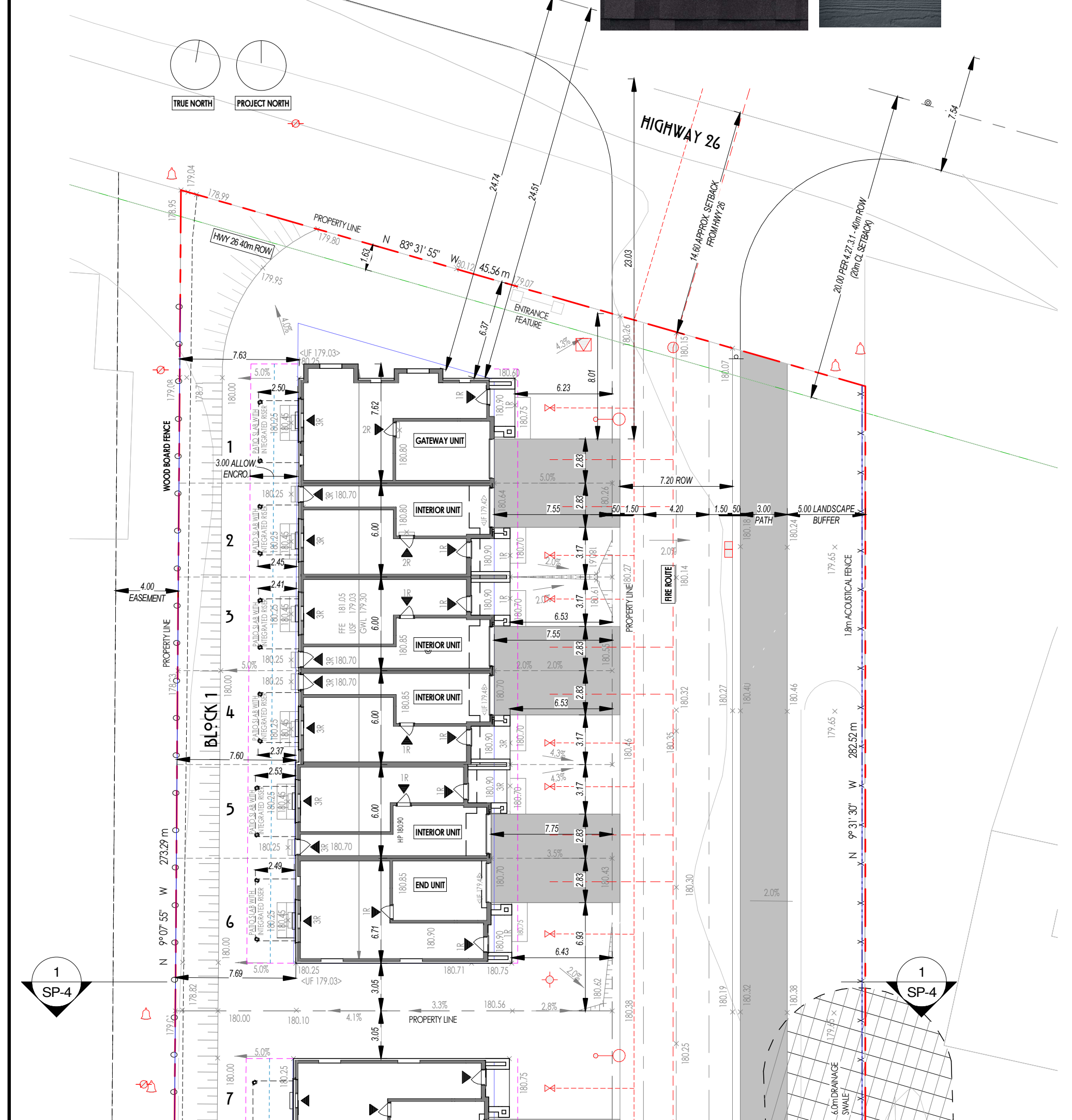


SITE AREA		
Name	Area	Percentage
(EP-11) DRIVEWAY	54.0m ²	0.61%
(EP-11) ENVIRO. PROTECTED AREA	1529.02 m ²	17.11%
(EP-11) LANDSCAPE BUFFER	283.90 m ²	3.18%
(EP-11) OPEN AREA	154.99 m ²	1.73%
(EP-11) PATH	263.55 m ²	2.95%
(EP-11) ROADS	649.75 m ²	7.28%
(R3-34) BUILDABLE AREA	5625.71 m ²	62.86%
(R3-34) LANDSCAPE BUFFER	195.54 m ²	2.19%
(R3-34) PATH	574.68 m ²	6.43%
(R3-34) ROADS	1199.63 m ²	13.43%
	1247.22 m ²	13.96%

EXTERIOR ELEMENTS	MANUFACTURER	COLLECTION	COLOR
HORIZONTAL SINGING WINDOW & DOOR TRIM	JAMES HARDE	SELECT CEDARNELL	DEEP OCEAN
BOARD & BATTEN SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
PANEL SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
MASONRY	ARRISCAFT	TRIO	BLACK
SINGLE	GENIEK	CHAMBERLAIN	BLACK
SOFT / FREEZE / ALUM	GENIEK	CHAMBERLAIN	BLACK
FRONT DOOR	SHERWIN WILLIAMS	SW703	BLACK
GARAGE DOOR	SHERWIN WILLIAMS	SW703	BLACK
WINDOWS	TRD	TRD	BLACK
SHUTTERS	TRD	TRD	BLACK

EXTERIOR ELEMENTS	MANUFACTURER	COLLECTION	COLOR
HORIZONTAL SINGING WINDOW & DOOR TRIM	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
BOARD & BATTEN SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
PANEL SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
MASONRY	ARRISCAFT	TRIO	BLACK
SINGLE	GENIEK	CHAMBERLAIN	BLACK
SOFT / FREEZE / ALUM	GENIEK	CHAMBERLAIN	BLACK
FRONT DOOR	SHERWIN WILLIAMS	SW703	BLACK
GARAGE DOOR	SHERWIN WILLIAMS	SW703	BLACK
WINDOWS	TRD	TRD	BLACK
SHUTTERS	TRD	TRD	BLACK

EXTERIOR ELEMENTS	MANUFACTURER	COLLECTION	COLOR
HORIZONTAL SINGING WINDOW & DOOR TRIM	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
BOARD & BATTEN SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
PANEL SINGING	JAMES HARDE	SELECT CEDARNELL	ARCTIC WHITE
MASONRY	ARRISCAFT	TRIO	BLACK
SINGLE	GENIEK	CHAMBERLAIN	BLACK
SOFT / FREEZE / ALUM	GENIEK	CHAMBERLAIN	BLACK
FRONT DOOR	SHERWIN WILLIAMS	SW703	BLACK
GARAGE DOOR	SHERWIN WILLIAMS	SW703	BLACK
WINDOWS	TRD	TRD	BLACK
SHUTTERS	TRD	TRD	BLACK



1 BLOCK 1
1:250

2 BLOCK 2
1:250

3 BLOCK 3
1:250

Lot #	Area	LAND USE (%)
BLOCK 1 (BLOC. AREA)	149.66 m ²	100.0%
BLOCK 1 - LOT 1 YARD	105.38 m ²	22.43%
BLOCK 1 - LOT 2 YARD	80.00 m ²	5.35%
BLOCK 1 - LOT 3 YARD	80.00 m ²	5.35%
BLOCK 1 - LOT 4 YARD	80.00 m ²	5.35%
BLOCK 1 - LOT 5 YARD	80.00 m ²	5.35%
BLOCK 1 - LOT 6 YARD	173.25 m ²	11.60%
BLOCK 1 - LOT 7 YARD	134.60 m ²	9.00%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	100.00 m ²	100.0%
2 SOFTSCAPE	470.00 m ²	47.00%
3 LOT COVERAGE	149.66 m ²	100.0%

Number	Comments	Area	%
Lot 1	1 HARDSCAPE	21.38 m ²	5.22%
Lot 1	2 SOFTSCAPE	283.99 m ²	69.35%
Lot 1	3 LOT COVERAGE	104.10 m ²	25.42%

Lot #	Area	LAND USE (%)
BLOCK 2 (BLOC. AREA)	143.91 m ²	100.0%
BLOCK 2 - LOT 7 YARD	174.19 m ²	14.24%
BLOCK 2 - LOT 8 YARD	81.81 m ²	6.49%
BLOCK 2 - LOT 9 YARD	80.00 m ²	6.78%
BLOCK 2 - LOT 10 YARD	82.21 m ²	6.72%
BLOCK 2 - LOT 11 YARD	82.55 m ²	6.72%
BLOCK 2 - LOT 12 YARD	174.19 m ²	14.42%
BLOCK 2 - LOT 13 YARD	123.14 m ²	100.0%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Number	Comments	Area	%
Lot 7	1 HARDSCAPE	22.39 m ²	8.19%
Lot 7	2 SOFTSCAPE	151.80 m ²	55.55%
Lot 7	3 LOT COVERAGE	99.06 m ²	36.25%

Lot #	Area	LAND USE (%)
BLOCK 3 (BLOC. AREA)	144.21 m ²	100.0%
BLOCK 3 - LOT 13 YARD	178.36 m ²	14.50%
BLOCK 3 - LOT 14 YARD	83.40 m ²	6.95%
BLOCK 3 - LOT 15 YARD	83.79 m ²	6.78%
BLOCK 3 - LOT 16 YARD	83.92 m ²	6.79%
BLOCK 3 - LOT 17 YARD	84.52 m ²	6.82%
BLOCK 3 - LOT 18 YARD	179.33 m ²	14.51%
BLOCK 3 - LOT 19 YARD	124.15 m ²	100.0%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	134.03 m ²	100.0%
2 SOFTSCAPE	527.31 m ²	43.38%
3 LOT COVERAGE	144.21 m ²	100.0%

Number	Comments	Area	%
Lot 13	1 HARDSCAPE	23.36 m ²	7.74%
Lot 13	2 SOFTSCAPE	155.60 m ²	35.87%
Lot 13	3 LOT COVERAGE	99.08 m ²	35.89%

Lot #	Area
Lot 1	405.48 m ²
Lot 2	166.47 m ²
Lot 3	166.27 m ²
Lot 4	167.97 m ²
Lot 5	167.23 m ²
Lot 6	172.53 m ²
Lot 7	134.60 m ²

Lot #	Area	LAND USE (%)
1 HARDSCAPE	100.00 m ²	100.0%
2 SOFTSCAPE	470.00 m ²	47.00%
3 LOT COVERAGE	149.66 m ²	100.0%

Number	Comments	Area	%
Lot 1	1 HARDSCAPE	21.67 m ²	13.02%
Lot 2	2 SOFTSCAPE	58.35 m ²	35.05%
Lot 2	3 LOT COVERAGE	86.45 m ²	51.93%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Lot #	Area	LAND USE (%)
Lot 7	273.25 m ²	
Lot 8	168.24 m ²	
Lot 9	168.24 m ²	
Lot 10	168.24 m ²	
Lot 11	169.51 m ²	
Lot 12	175.44 m ²	
Lot 13	123.14 m ²	

Number	Comments	Area	%
Lot 8	1 HARDSCAPE	21.65 m ²	12.87%
Lot 8	2 SOFTSCAPE	60.16 m ²	35.75%
Lot 8	3 LOT COVERAGE	86.45 m ²	51.38%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	134.03 m ²	100.0%
2 SOFTSCAPE	527.31 m ²	43.38%
3 LOT COVERAGE	144.21 m ²	100.0%

Lot #	Area	LAND USE (%)
Lot 13	276.00 m ²	
Lot 14	170.00 m ²	
Lot 15	170.00 m ²	
Lot 16	170.00 m ²	
Lot 17	170.00 m ²	
Lot 18	276.00 m ²	
Lot 19	124.15 m ²	

Number	Comments	Area	%
Lot 14	1 HARDSCAPE	22.67 m ²	13.33%
Lot 14	2 SOFTSCAPE	60.93 m ²	35.83%
Lot 14	3 LOT COVERAGE	86.45 m ²	50.84%

Lot #	Area
Lot 1	405.48 m ²
Lot 2	166.47 m ²
Lot 3	166.27 m ²
Lot 4	167.97 m ²
Lot 5	167.23 m ²
Lot 6	172.53 m ²
Lot 7	134.60 m ²

Number	Comments	Area	%
Lot 5	1 HARDSCAPE	21.93 m ²	13.11%
Lot 5	2 SOFTSCAPE	58.73 m ²	35.12%
Lot 5	3 LOT COVERAGE	86.57 m ²	51.77%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Number	Comments	Area	%
Lot 10	1 HARDSCAPE	22.37 m ²	13.26%
Lot 10	2 SOFTSCAPE	59.85 m ²	35.48%
Lot 10	3 LOT COVERAGE	86.46 m ²	51.26%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Number	Comments	Area	%
Lot 11	1 HARDSCAPE	21.67 m ²	12.82%
Lot 11	2 SOFTSCAPE	60.89 m ²	36.03%
Lot 11	3 LOT COVERAGE	86.45 m ²	51.15%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	134.03 m ²	100.0%
2 SOFTSCAPE	527.31 m ²	43.38%
3 LOT COVERAGE	144.21 m ²	100.0%

Number	Comments	Area	%
Lot 16	1 HARDSCAPE	23.80 m ²	13.96%
Lot 16	2 SOFTSCAPE	60.12 m ²	35.25%
Lot 16	3 LOT COVERAGE	86.63 m ²	50.79%

Number	Comments	Area	%
Lot 17	1 HARDSCAPE	21.68 m ²	12.89%
Lot 17	2 SOFTSCAPE	62.66 m ²	36.69%
Lot 17	3 LOT COVERAGE	86.45 m ²	50.62%

Lot #	Area
Lot 1	405.48 m ²
Lot 2	166.47 m ²
Lot 3	166.27 m ²
Lot 4	167.97 m ²
Lot 5	167.23 m ²
Lot 6	172.53 m ²
Lot 7	134.60 m ²

Number	Comments	Area	%
Lot 6	1 HARDSCAPE	21.95 m ²	8.05%
Lot 6	2 SOFTSCAPE	151.56 m ²	55.61%
Lot 6	3 LOT COVERAGE	99.03 m ²	36.34%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Number	Comments	Area	%
Lot 12	1 HARDSCAPE	22.37 m ²	8.12%
Lot 12	2 SOFTSCAPE	154.04 m ²	58.93%
Lot 12	3 LOT COVERAGE	99.03 m ²	35.95%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	120.00 m ²	100.0%
2 SOFTSCAPE	346.40 m ²	44.47%
3 LOT COVERAGE	143.91 m ²	100.0%

Number	Comments	Area	%
Lot 12	1 HARDSCAPE	22.37 m ²	8.12%
Lot 12	2 SOFTSCAPE	154.04 m ²	58.93%
Lot 12	3 LOT COVERAGE	99.03 m ²	35.95%

Lot #	Area	LAND USE (%)
1 HARDSCAPE	134.03 m ²	100.0%
2 SOFTSCAPE	527.31 m ²	43.38%
3 LOT COVERAGE	144.21 m ²	100.0%

Number	Comments	Area	%
Lot 18	1 HARDSCAPE	21.38 m ²	7.68%
Lot 18	2 SOFTSCAPE	157.95 m ²	56.74%
Lot 18	3 LOT COVERAGE	99.03 m ²	35.58%

Number	Comments	Area	%
Lot 19	1 HARDSCAPE	21.38 m ²	7.68%
Lot 19	2 SOFTSCAPE	157.95 m ²	56.74%
Lot 19	3 LOT COVERAGE	99.03 m ²	35.58%

TABLE 4.0.1	GENERAL PROVISIONS	REQUIRED	PROVIDED
4.1.2	SIGHT TRIANGLES (mm)	4.0m	n/a
TABLE 4.0.2.1	INCREASED YARDS ABUTTING ROADS ALONG HWY 26 WEST	40.0m ROW 20.0m CL SETBACK	n/a
4.2.3	ARCHITECTURAL ELEMENTS (mm)	0.6m (any yard)	n/a
4.2.4	UNENCLOSED PORCHES (mm)	1.5m but not closer than 1.2m	n/a
4.2.4	UNENCLOSED PORCHES (mm)	3.0m	19.0m x 2.5m



① SITE SECTION 1
1/8" = 1'-0"



② SITE SECTION 2
1/8" = 1'-0"

31	-	-	-
30	-	-	-
29	ISSUED FOR SITE PLAN APPROVAL	2024-03-22	CJO
28	ISSUED FOR SITE PLAN APPROVAL	2023-12-05	CJO
27	REV. AS PER MUNICIPAL COMMENTS	2023-10-17	CJO
26	REV. AS PER MUNICIPAL COMMENTS	2023-07-28	CJO
25	ISSUED FOR CLIENT REVIEW	2023-05-24	CJO
24	ISSUED FOR CLIENT REVIEW	2023-04-21	CJO
23	ISSUED FOR SITE PLAN APPROVAL	2022-12-05	CJO
22	REV. AS PER CIVIL ENG. COMMENTS	2022-11-25	CJO
21	REV. AS PER MUNICIPAL COMMENTS	2022-11-18	CJO
20	REVISED AS PER MUNICIPAL COMMENTS	2022-10-21	CJO
19	REVISED AS PER MUNICIPAL COMMENTS	2022-09-19	CJO
18	ISSUED FOR SITE PLAN APPROVAL	2022-03-04	CJO
6	UPDATED PER MUNICIPAL REVIEW	2021-09-15	CJO
5	ISSUED FOR MUNICIPAL REVIEW	2021-06-11	CJO
4	ISSUED FOR CLIENT REVIEW	2021-06-08	CJO
3	ISSUED FOR CLIENT REVIEW	2021-06-07	CJO
2	ISSUED FOR CLIENT REVIEW	2021-05-27	CJO
1	ISSUED FOR CLIENT REVIEW	2021-04-27	CJO

#	DESCRIPTION	DATE	BY
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ISSUED FOR SPA

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HILL RIDGE HOMES CRANBERRY MARSH ESTATES TOWN OF COLLINGWOOD

KEY PLAN



INDEX

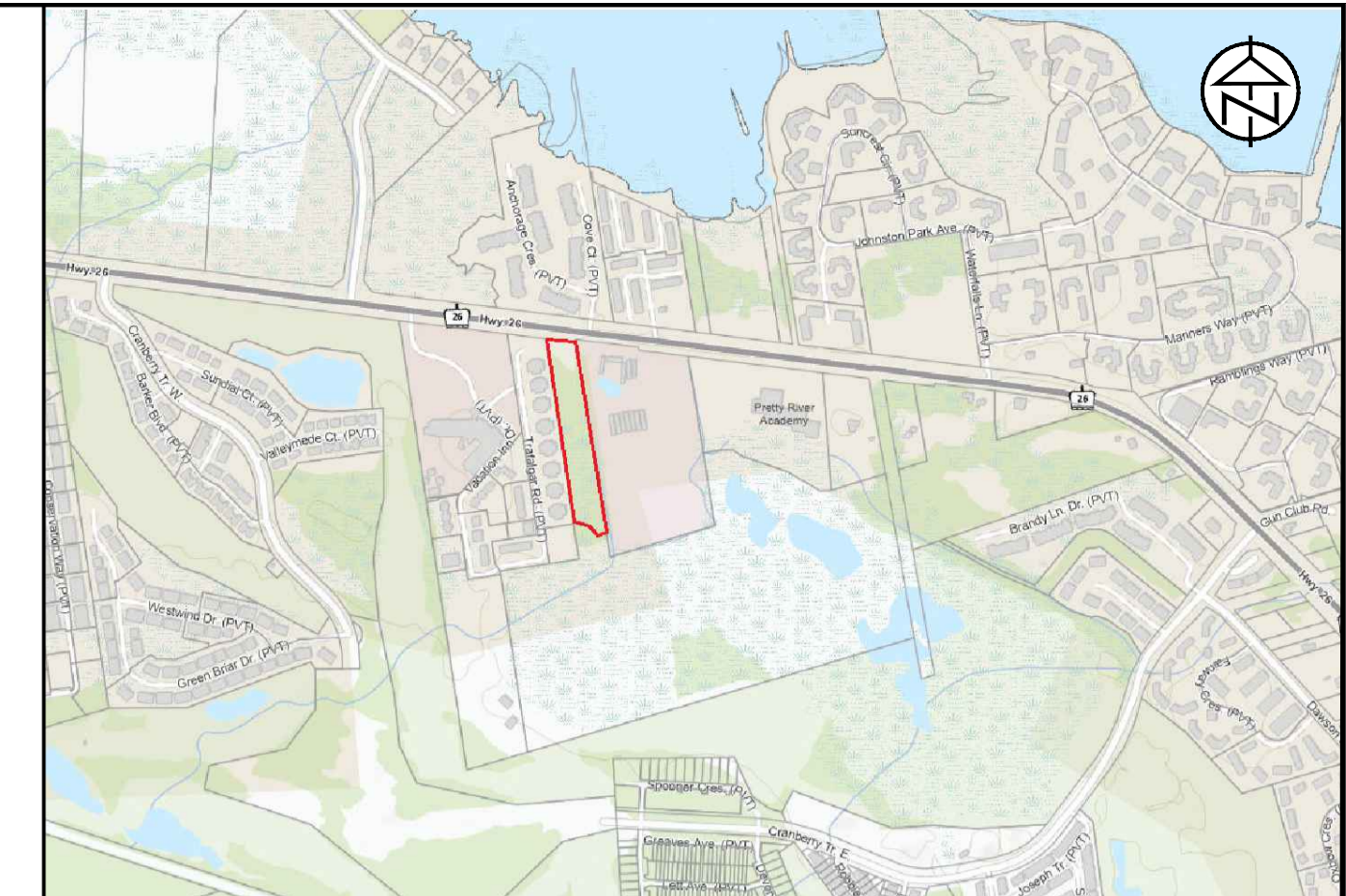
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	TITLE PAGE AND INDEX
ESC-1	EROSION AND SEDIMENT CONTROL PLAN
ESC-2	EROSION AND SEDIMENT CONTROL DETAILS
SAN-1	SANITARY DRAINAGE PLAN
DP-1	PRE-DEVELOPMENT DRAINAGE PLAN
DP-2	POST-DEVELOPMENT DRAINAGE PLAN
PP-1	SITE SERVICING PLAN AND PROFILE
SG-1	SITE GRADING PLAN
DE-1	DETAILS & NOTES
E1.1	SINGLE DIAGRAM
E2.1	SITE PLAN - POWER LAYOUT
E3.1	SITE PLAN - LIGHTING LAYOUT
E3.2	LIGHTING DETAILS - SHEET 1
E3.3	LIGHTING DETAILS - SHEET 2
E4.1	SITE PLAN - PHOTOMETRICS LAYOUT

LEGEND

PROPERTY LINE	---
EXISTING CENTERLINE	—
PROPOSED CENTERLINE	—
EXISTING EDGE OF ASPHALT	—
PROPOSED EDGE OF ASPHALT	—
EXISTING EDGE OF SHOULDER	—
PROPOSED EDGE OF SHOULDER	—
EXISTING DITCH/DIRECTION OF FLOW	—
PROPOSED DITCH/DIRECTION OF FLOW	—
EXISTING SANITARY SEWER/SIZE/DIRECTION OF FLOW	— 200 _s SAN
PROPOSED SANITARY SEWER/SIZE/DIRECTION OF FLOW	— 200 _s SAN
EXISTING SANITARY SERVICE	—
PROPOSED SANITARY SERVICE	— PLUG
EXISTING SANITARY FORCEMAIN/SIZE/DIRECTION OF FLOW	— 200 _s SAN F/M
EXISTING WATERMAIN/SIZE	— 150 _s W/M
PROPOSED WATERMAIN/SIZE	— 150 _s W/M
EXISTING WATER SERVICE	—
PROPOSED WATER SERVICE	—
EXISTING STORM SEWER/SIZE/DIRECTION OF FLOW	— 375 _s STM
PROPOSED STORM SEWER/SIZE/DIRECTION OF FLOW	— 375 _s STM
EXISTING CULVERT	—
PROPOSED SWALE LOCATION	—
PROPOSED CULVERT	—
PROPOSED JOINT HYDRO, BELL AND ROGERS	—
EXISTING GAS MAIN	—
PROPOSED GAS MAIN	—
EXISTING FENCELINE	—
PROPOSED FENCELINE	—
EXISTING BUSHLINE	—
EXISTING CONTOUR	— 179.00
EXISTING SPOT ELEVATION	× 179.00
PROPOSED SPOT ELEVATION	× 179.00
EXISTING GRADING DIRECTION	—
PROPOSED GRADING DIRECTION	—
PROPOSED SWALE LOCATION	—
EXISTING TEMPORARY BENCHMARK	• TBM
EXISTING STANDARD IRON BAR	• SIB
EXISTING BOREHOLE/NUMBER	◆ BH#
EXISTING GAS VALVE	◇ GAS
EXISTING HYDRO TRANSFORMER	⊠
EXISTING CABLE PEDESTAL	⊠
EXISTING BELL PEDESTAL	⊠
EXISTING BELL MAINTENANCE HOLE	○ BELL MH
EXISTING BELL POLE	○ BP
EXISTING HYDRO POLE	○ HP
EXISTING HYDRO GUY WIRE	—
PROPOSED LIGHT STANDARD	⊙ LS
EXISTING DECIDUOUS TREE	⊙
EXISTING CONIFEROUS TREE	⊙
EXISTING SANITARY MAINTENANCE HOLE/NUMBER	○ SAN MH#
PROPOSED SANITARY MAINTENANCE HOLE/NUMBER	● SANMH#
EXISTING HYDRANT AND VALVE	◆ HYD & WV
PROPOSED HYDRANT AND VALVE	◆ HYD & WV
EXISTING WATER VALVE	◇ WV
PROPOSED WATER VALVE	◇ WV
PROPOSED CURB STOP VALVE	◆ CSV
EXISTING STORM MAINTENANCE HOLE	○ STM MH
EXISTING CATCH BASIN	□ CBMH #
TACTILE SURFACE INDICATORS	⊠
TRANSFORMER AND GROUNDING RODS	⊠
SWITCHGEAR	⊠
LIGHTING PEDESTAL	⊠
STOP SIGN	⊠

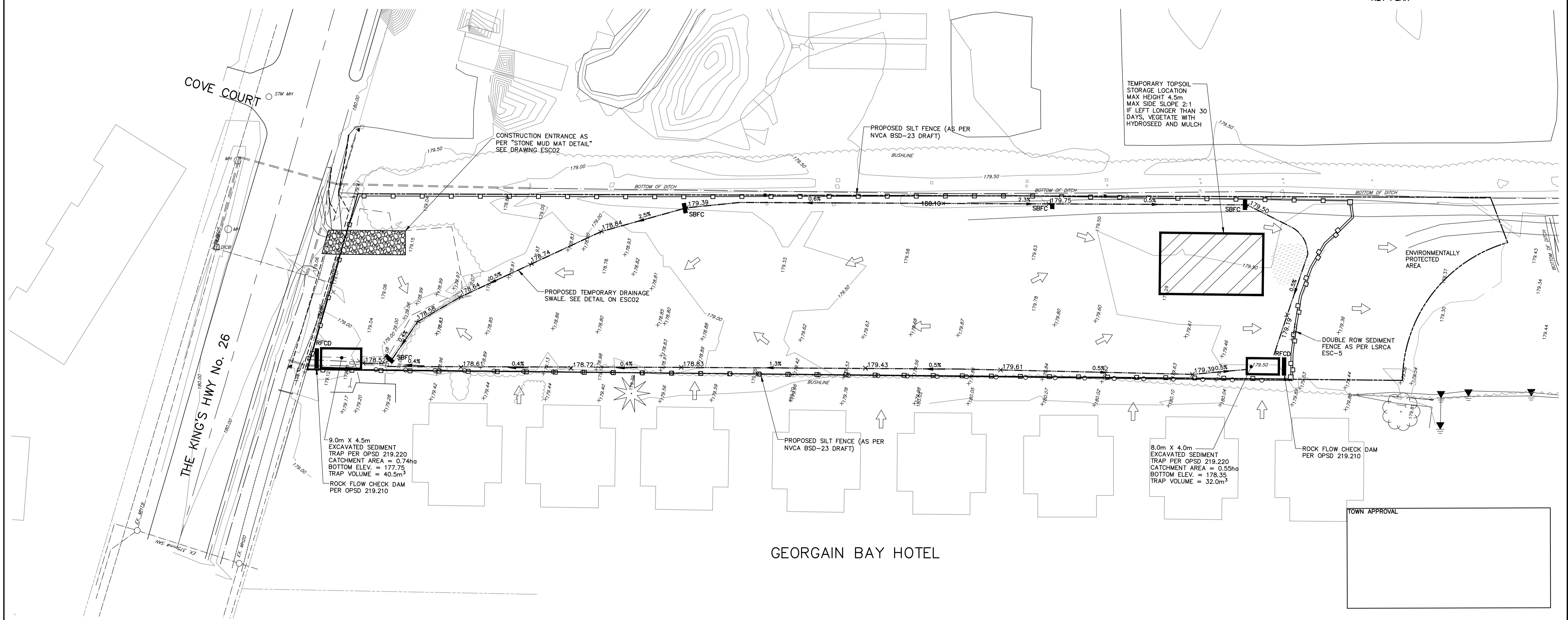


**5TH SUBMISSION
CONTRACT No. 120181**



KEY PLAN

GREENTREE GARDENS & EMPORIUM



TOWN APPROVAL

LEGEND	
PROPOSED STRAW BALE FLOW CHECK (AS PER OPSD 219.210)	SBFC
PROPOSED ROCK FLOW CHECK (AS PER OPSD 219.180)	RFCD
PROPOSED HEAVY DUTY SILT FENCE (AS PER NVCA BSD-23 DRAFT)	—□—□—
PROPOSED SWALE / DITCH	—0.5%—
EXISTING OVERLAND FLOW	→

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BENCHMARKS
 ELEVATIONS SHOWN ON THIS PLAN ARE RELATED TO GEODETIC DATUM AND ARE DERIVED FROM BENCH MARK No. 0011972U311 HAVING A PUBLISHED ELEVATION OF 181.032 METRES.

NOTES
 LEGAL SURVEY INFORMATION AND LOT DIMENSIONS SHOWN ON THIS PLAN ARE TAKEN FROM A SURVEY PLAN PREPARED BY PATTEN & THOMSEN LTD, DATED, JANUARY 2, 2012 JOB No. 66-170-6
 TOPOGRAPHIC SURVEY COMPLETED BY TATHAM ENGINEERING OCTOBER, 2022.

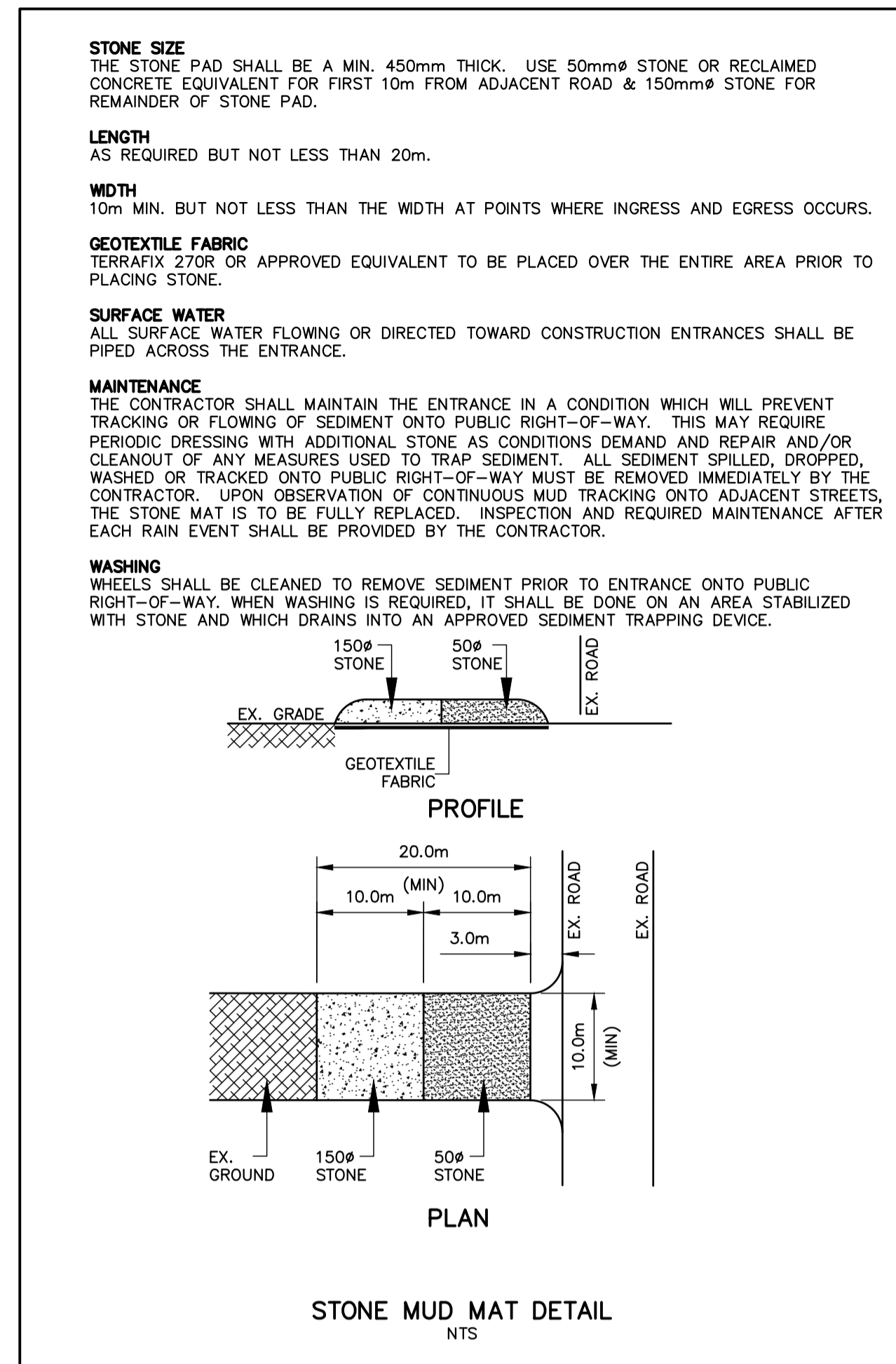
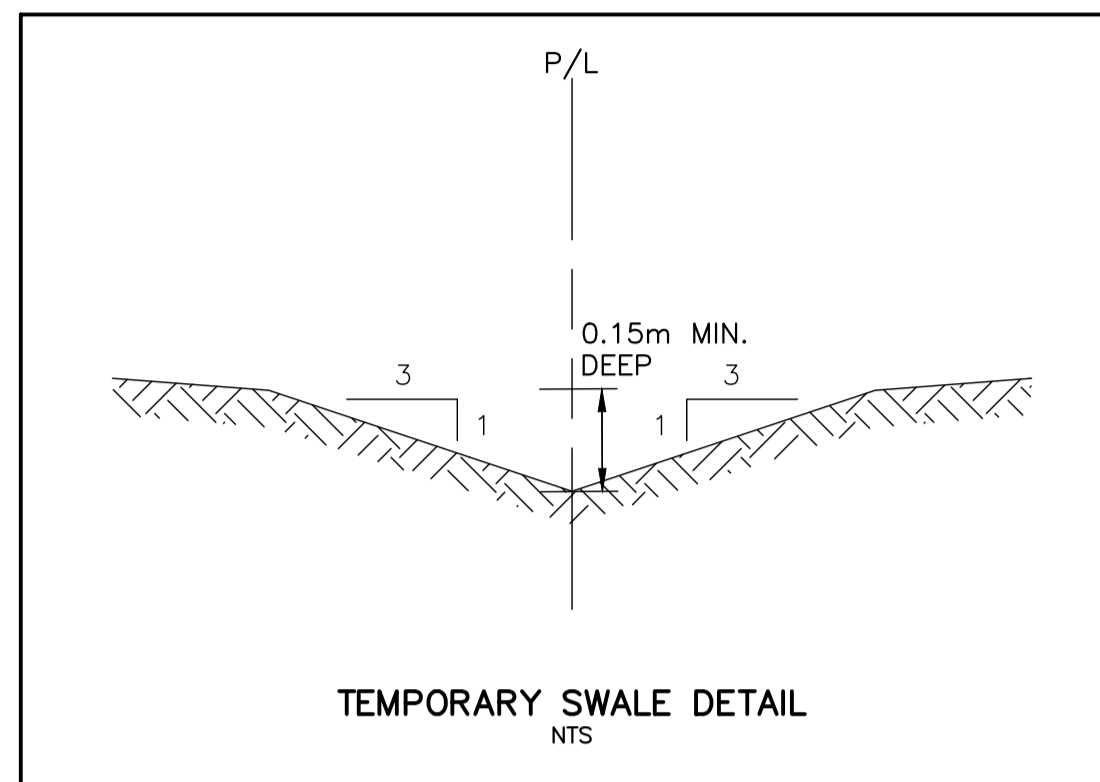
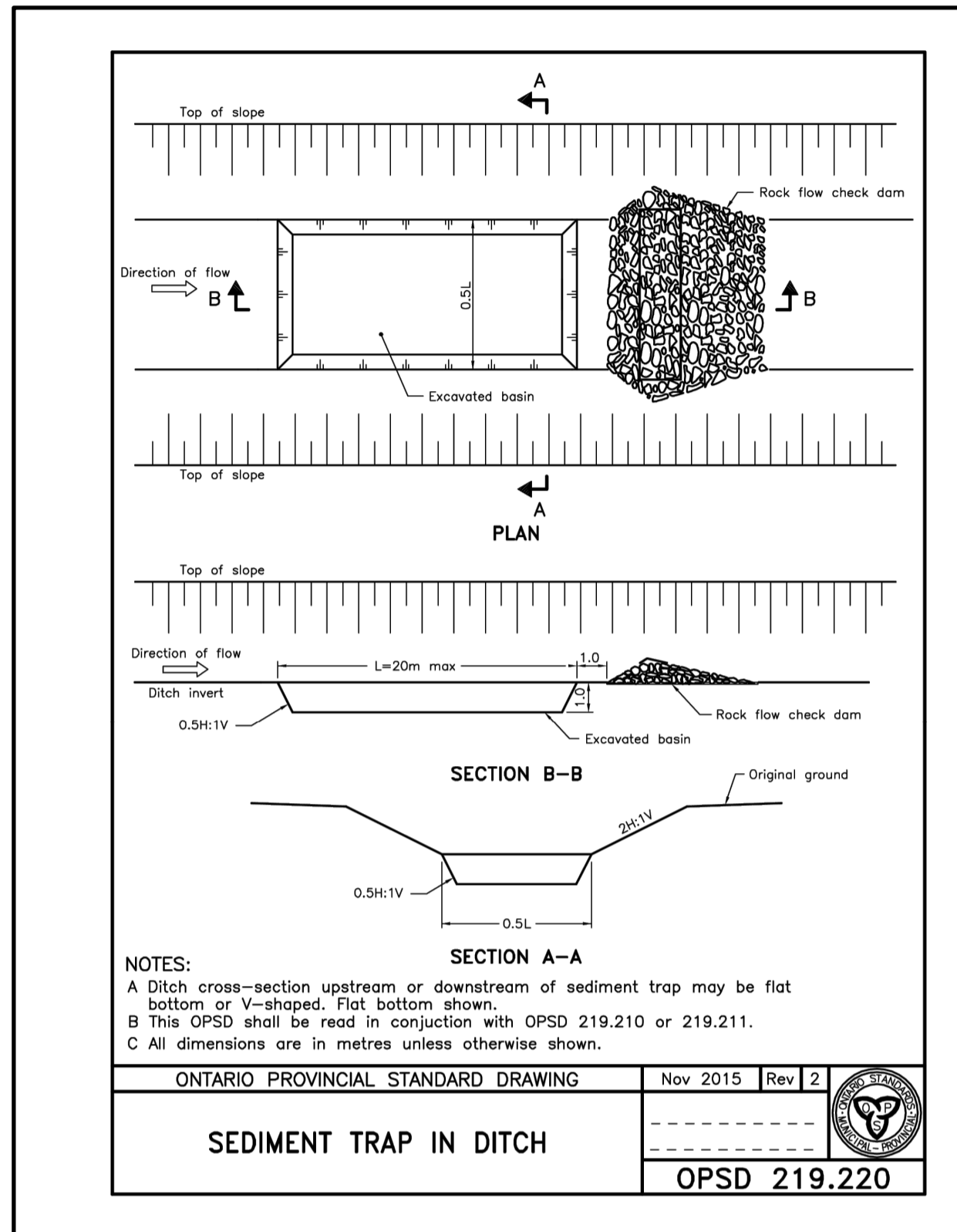
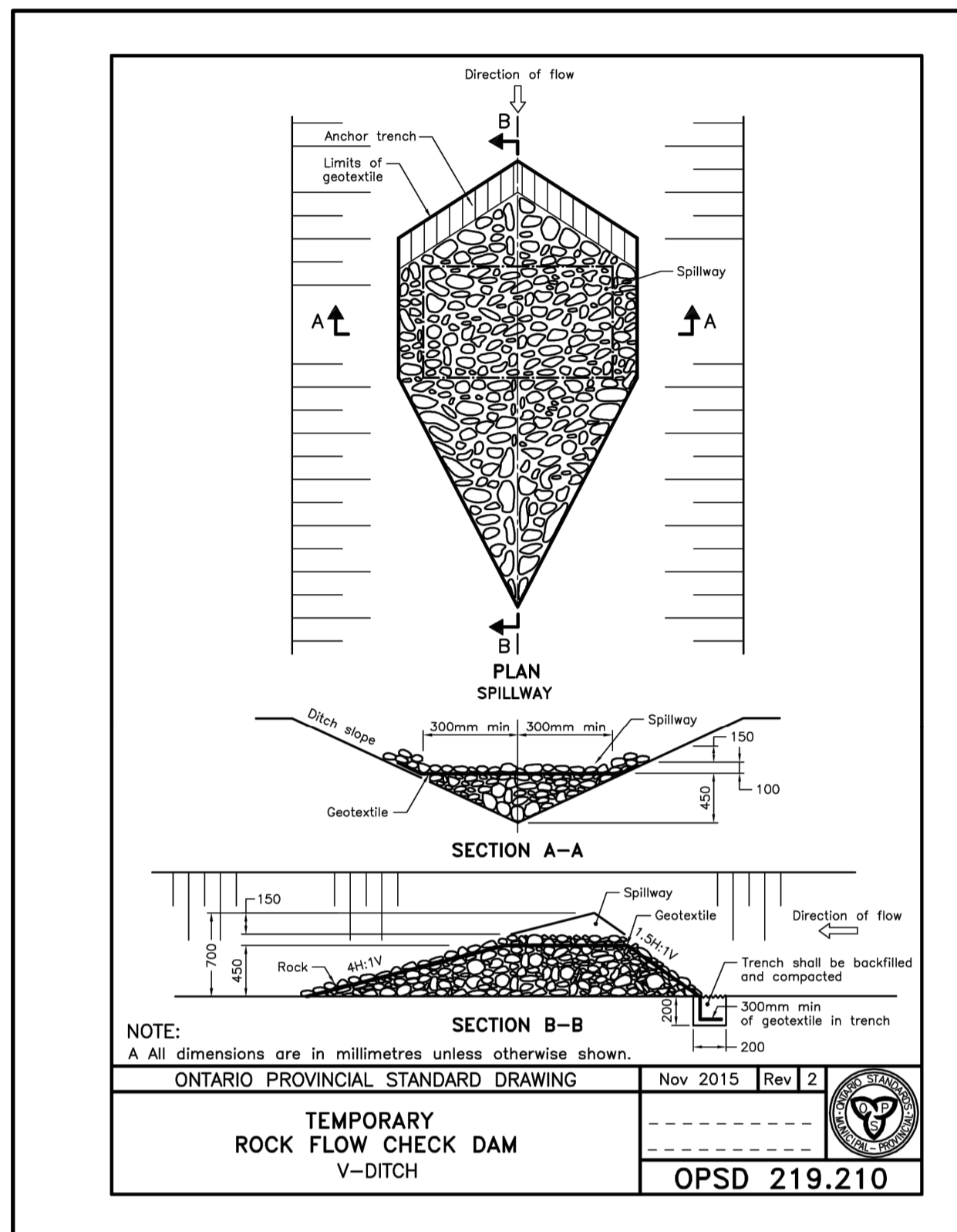
No.	REVISION DESCRIPTION	DATE
1.	1ST SUBMISSION	03/22
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3.	3RD SUBMISSION	07/23
4.	4TH SUBMISSION	12/23
5.	5TH SUBMISSION	03/24

ENGINEER STAMP

CRANBERRY MARSH ESTATES
 TOWN OF COLLINGWOOD
EROSION AND SEDIMENT CONTROL PLAN

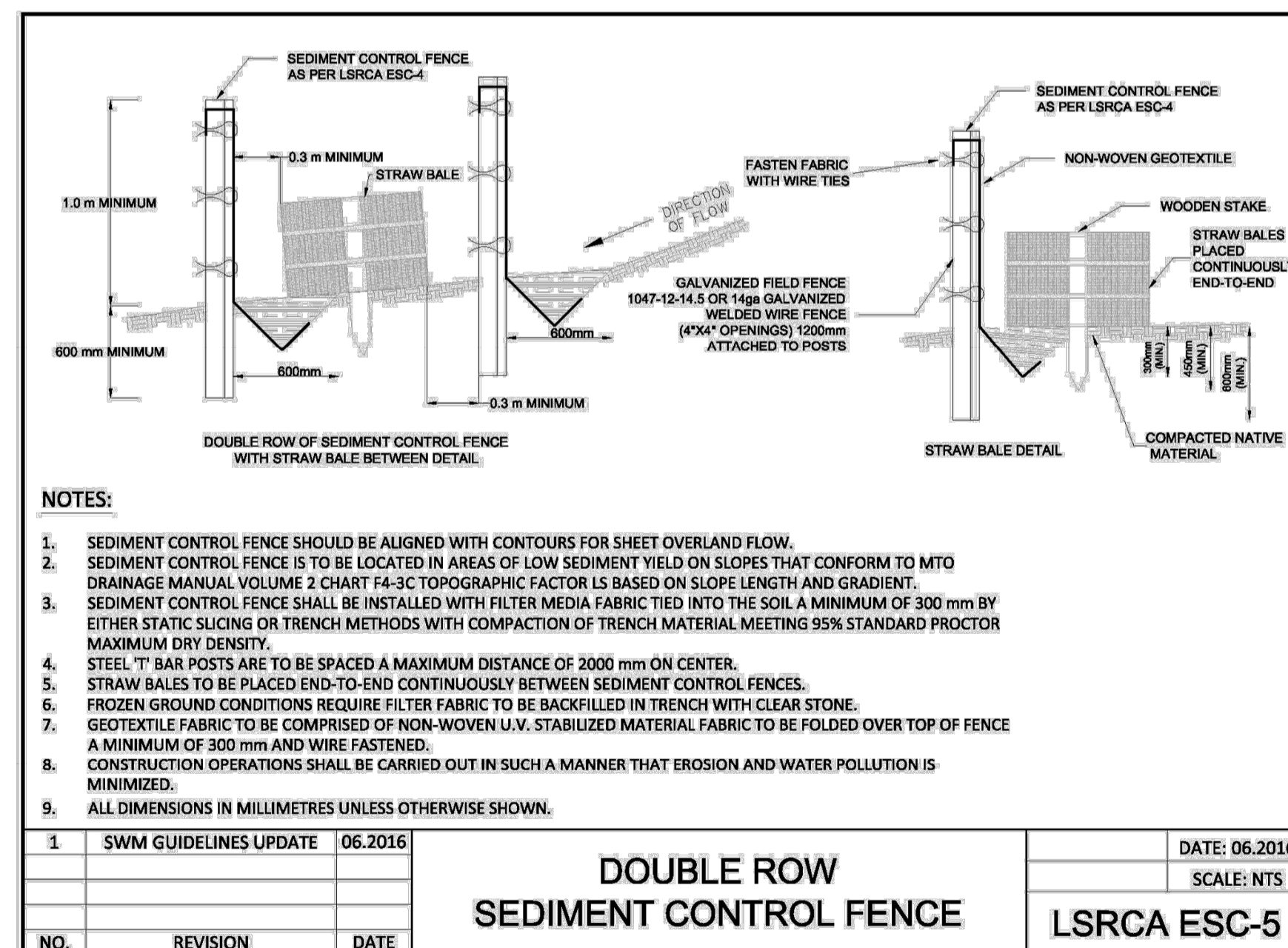
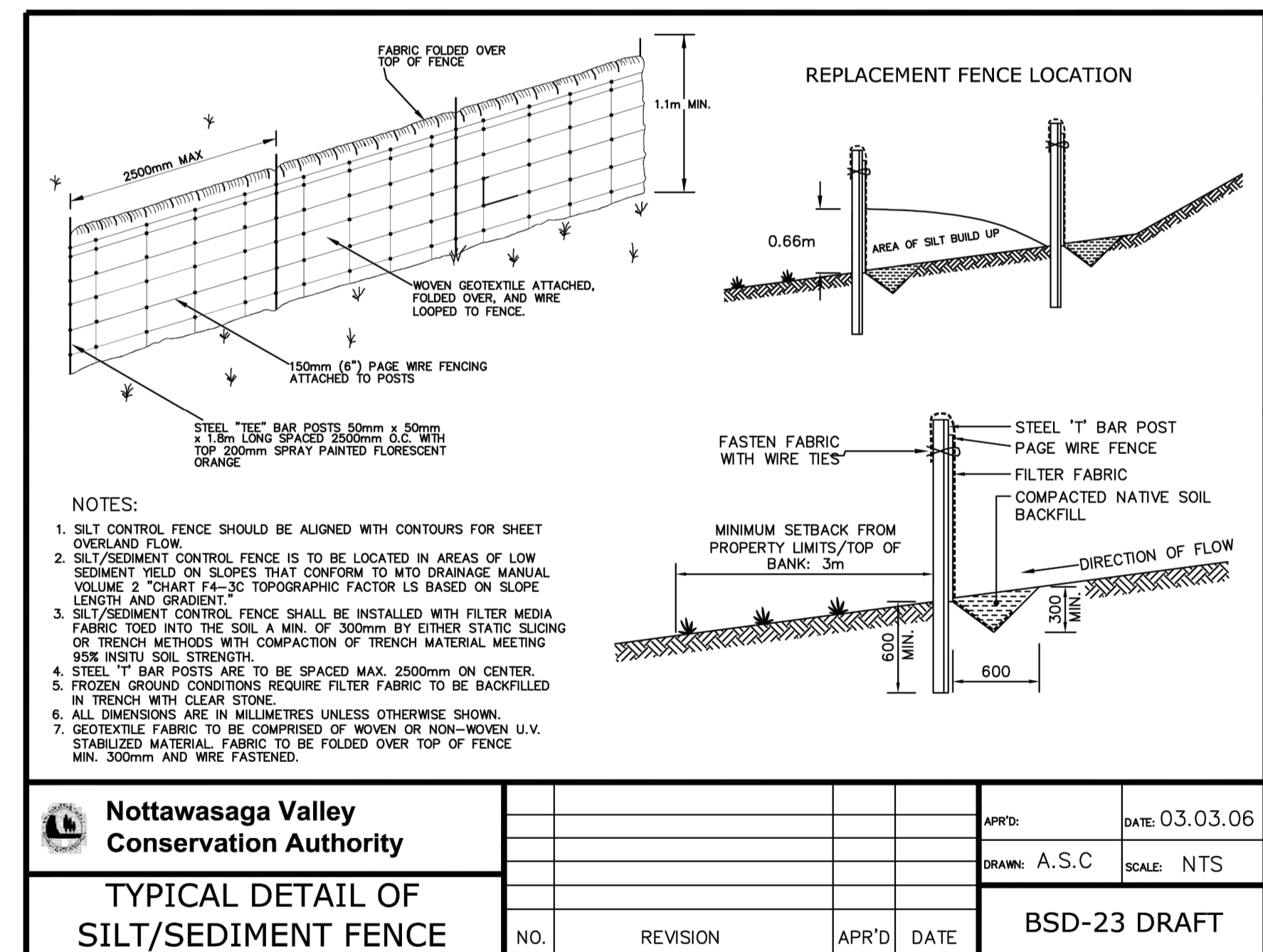
TATHAM ENGINEERING

DESIGN: KG	FILE: 120181	DWG: ESC-1
DRAWN: KB/SBU/AP	DATE: MAR 2022	
CHECK: DC	SCALE: 1:500	



NOTES

1. ALL SEDIMENT AND EROSION CONTROL MEASURES SHALL BE INSTALLED PRIOR TO THE COMMENCEMENT OF CONSTRUCTION. SEDIMENT AND EROSION CONTROL MEASURES THAT ARE DESIGNED TO CONTROL RUNOFF FROM SPECIFIC AREAS MUST BE INSTALLED PRIOR TO ANY DISTURBANCE OF THAT PART OF THE SITE. THE LOCATION OF ALL SILTATION AND EROSION CONTROL WORKS TO BE REVIEWED ON SITE AND MAY BE REVISED AS DIRECTED BY THE ENGINEER.
2. THE CONTRACTOR MAY CONSIDER ALTERNATIVE SEDIMENT AND EROSION CONTROL MEASURES. SUCH MEASURES MUST BE PRESENTED IN WRITING TO THE ENGINEER FOR APPROVAL OF THE TOWN AND NOTTAWASAGA VALLEY CONSERVATION AUTHORITY.
3. THE CONTRACTOR SHALL HAVE MATERIALS AVAILABLE ON SITE TO REPAIR SEDIMENT AND EROSION CONTROL MEASURES IN THE EVENT OF UNFORESEEN CONDITIONS SUCH AS HIGH WATER, EXTREME RAINFALL EVENTS, ETC.
4. ALL EROSION AND SEDIMENT CONTROL MEASURES MUST BE INSPECTED, CLEANED AND MAINTAINED BY THE CONTRACTOR AFTER EACH STORM EVENT. ALL WORKS WILL BE INSPECTED BY THE ENGINEER BI-WEEKLY AND AFTER EACH MAJOR STORM EVENT.
5. CONSTRUCTION OF ALL SILTATION AND EROSION CONTROL WORK IS TO BE IN ACCORDANCE WITH THE FOLLOWING STEPS:
 - 5.1. INSTALL NEW OR MAINTAIN EXISTING STONE MUD MAT AS PER DETAIL.
 - 5.2. INSTALL SILT FENCE AS PER NVCA STANDARDS (BSD-23).
 - 5.3. INSTALL TEMPORARY CATCH BASIN SEDIMENT TRAPS ON ALL NEW AND EXISTING CATCH BASINS. SEDIMENT TRAPS TO BE RECTANGULAR BY LAYFIELD OR APPROVED EQUAL. ALL CATCH BASINS TO REMAIN SCREENED UNTIL BASE COURSE ASPHALT IS PLACED AND LOT GRADING IS COMPLETE.
6. ALL CONSTRUCTION VEHICLES TO ACCESS SITE USING THE DESIGNATED CONSTRUCTION ACCESS POINTS.
7. EROSION AND SEDIMENT CONTROL MEASURES TO BE REMOVED BY THE CONTRACTOR ONCE GROUND COVER IS ESTABLISHED AND LANDSCAPING IS COMPLETE AND APPROVED BY THE ENGINEER.
8. STOCKPILE LOCATIONS ARE TO BE APPROVED BY THE ENGINEER.
9. PROVIDE FENCE OR APPROVED EQUAL ACROSS ALL CONSTRUCTION ACCESSES DURING PERIODS OF INACTIVITY.
10. CONSTRUCTION AREAS THAT EXCEED 30 DAYS OF INACTIVITY SHALL BE STABILIZED BY SEEDING IN ACCORDANCE WITH THE NOTTAWASAGA VALLEY CONSERVATION AUTHORITY'S TECHNICAL DESIGN GUIDELINES, STANDARDS AND POLICIES FOR SILTATION AND EROSION CONTROL. CONSTRUCTION CONTROL REQUIREMENTS, NOTES 1, 2 AND 3 AND/OR AS DIRECTED BY THE TOWN. THIS IS TO INCLUDE STOCKPILES OF FILL AND TOPSOIL.



TOWN APPROVAL

DISCLAIMER AND COPYRIGHT
CONTRACTOR MUST VERIFY ALL DIMENSIONS AND BE RESPONSIBLE FOR SAME. ANY DISCREPANCIES MUST BE REPORTED TO THE ENGINEER BEFORE COMMENCING WORK. DRAWINGS ARE NOT TO BE SCALED.

BENCHMARKS
ELEVATIONS SHOWN ON THIS PLAN ARE RELATED TO GEODETIC DATUM AND ARE DERIVED FROM BENCH MARK No. 0011972U311 HAVING A PUBLISHED ELEVATION OF 161.032 METRES.

NOTES
LEGAL SURVEY INFORMATION AND LOT DIMENSIONS SHOWN ON THIS PLAN ARE TAKEN FROM A SURVEY PLAN PREPARED BY PATTEN & THOMSEN LTD, DATED, JANUARY 2, 2012 JOB No. 66-170-6
TOPOGRAPHIC SURVEY COMPLETED BY TATHAM ENGINEERING OCTOBER, 2022.

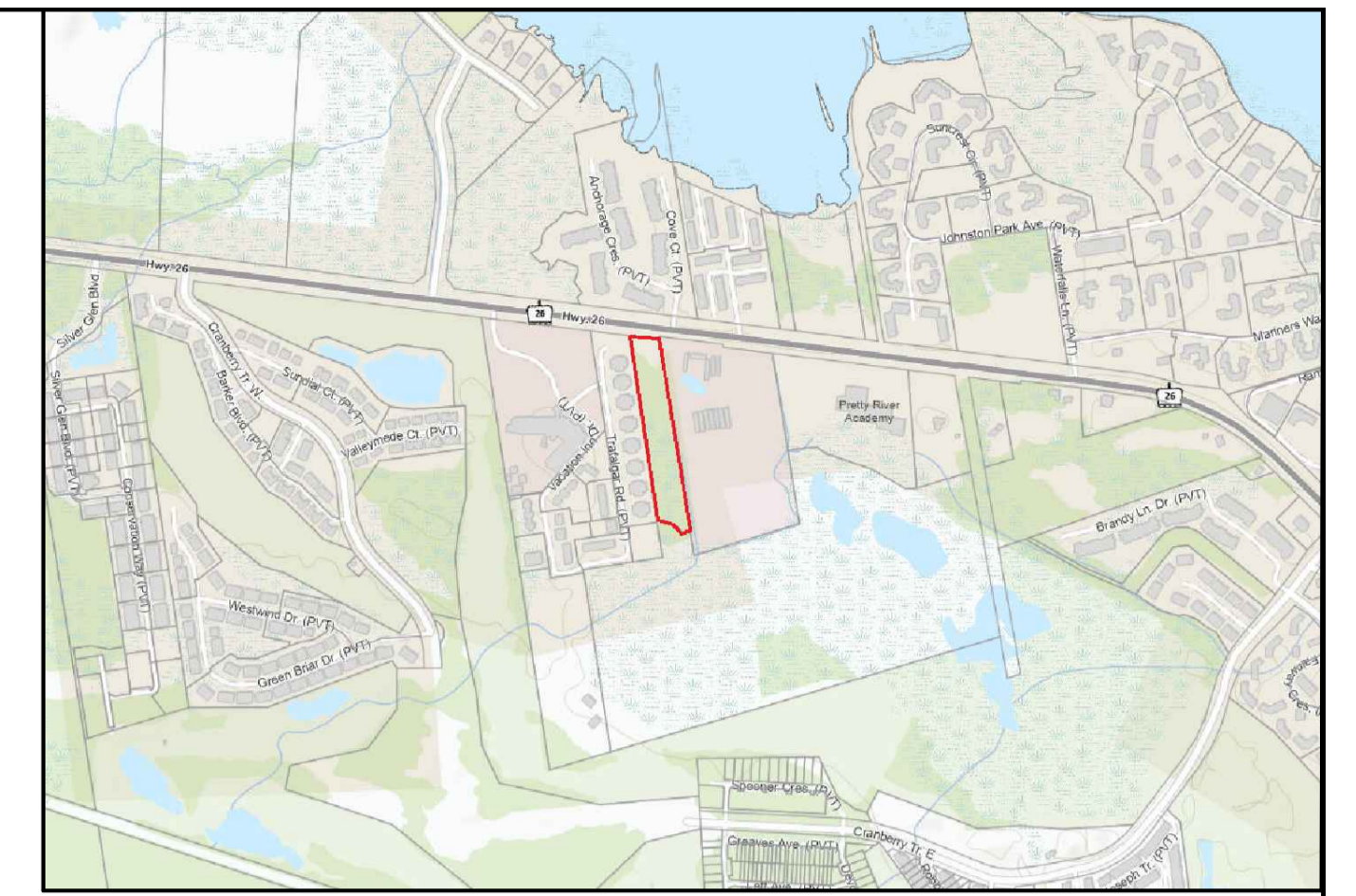
No.	REVISION DESCRIPTION	DATE	ENGINEER STAMP
1.	1ST SUBMISSION	03/22	
2.	2ND SUBMISSION	12/22	
3.	3RD SUBMISSION	07/23	
4.	4TH SUBMISSION	12/23	
5.	5TH SUBMISSION	03/24	

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD

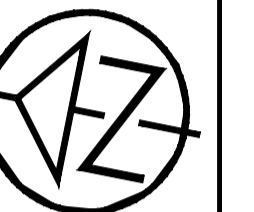
EROSION AND SEDIMENT CONTROL DETAILS

TATHAM ENGINEERING

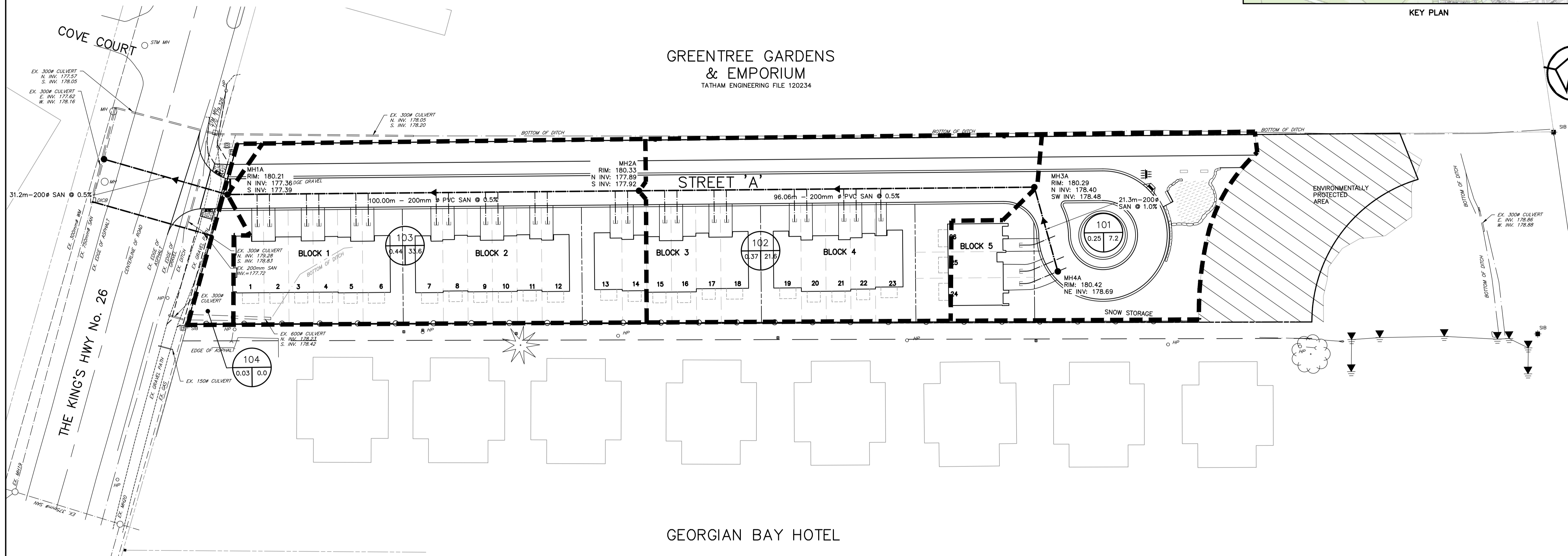
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DRAWN: KH/SBU/AP	DATE: MAR 2022	ESC-2
CHECK: DC	SCALE: N.T.S.	



KEY PLAN



GREENTREE GARDENS
& EMPORIUM
TATHAM ENGINEERING FILE 120234



LEGEND

- SANITARY AREA BOUNDARY (dashed line)
- AREA IDENTIFICATION NUMBER (circle with 101)
- AREA IN HECTARES (circle with 0.25 and 7.2)
- POPULATION BASED ON 2.4 PERSONS PER UNIT

TOWN APPROVAL

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5.	5TH SUBMISSION	03/24

ENGINEER STAMP

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD


SANITARY DRAINAGE PLAN

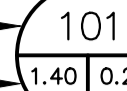
TATHAM ENGINEERING


DESIGN: KG	FILE: 120181	DWG:
DRAWN: KH/SBU/AP	DATE: NOV 2021	SAN-1
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LEGEND


AREA BOUNDARY ————

AREA IDENTIFICATION NUMBER 

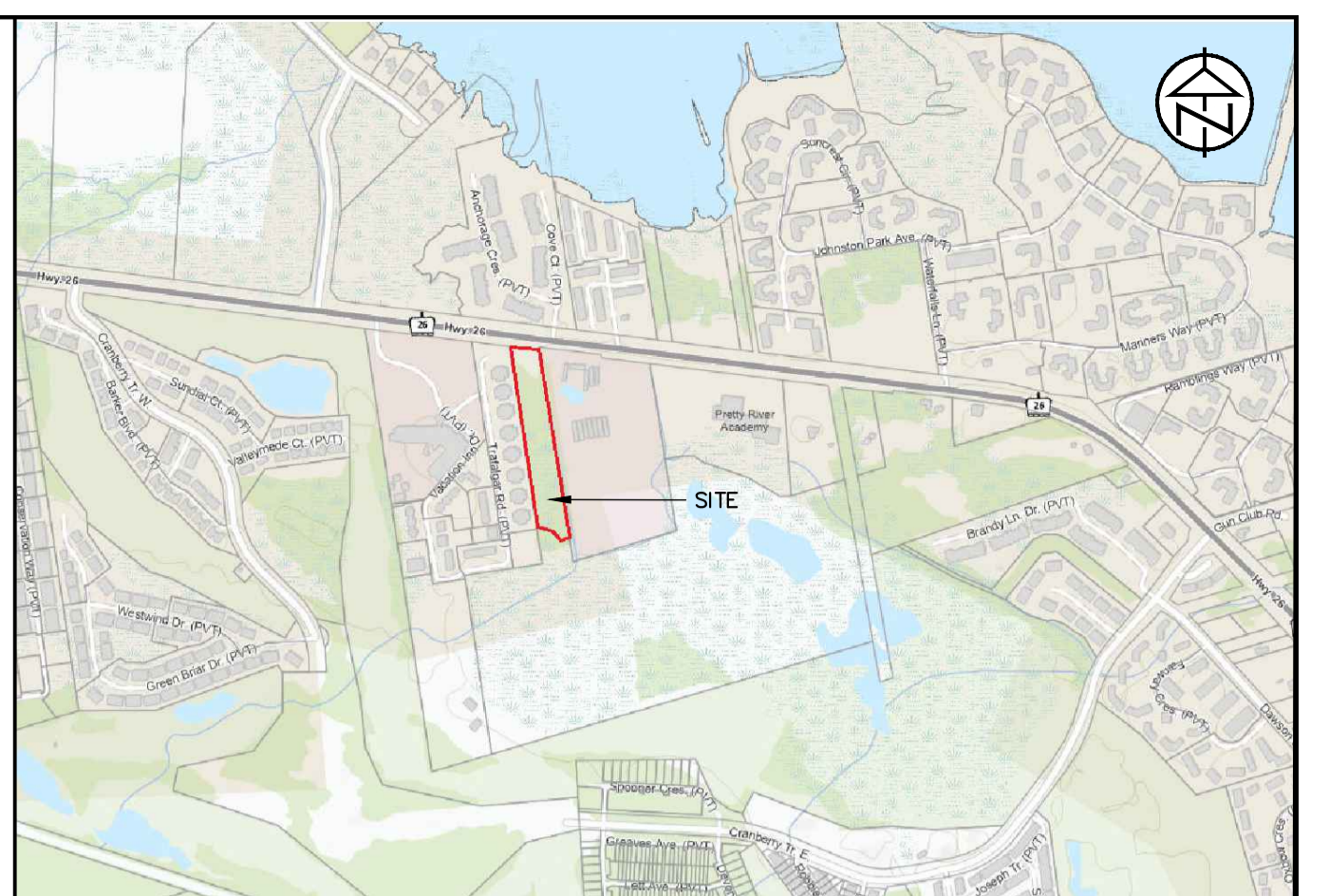
AREA IN HECTARES 

RUNOFF COEFFICIENT 

EXISTING MAJOR OVERLAND FLOW DIRECTION 

EXISTING DITCH FLOW DIRECTION 

TOWN APPROVAL



KEY PLAN



DISCLAIMER AND COPYRIGHT

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BENCHMARKS

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TOPOGRAPHIC SURVEY COMPLETED BY TATHAM ENGINEERING OCTOBER, 2022.

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1.	1ST SUBMISSION	03/22
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4.	4TH SUBMISSION	12/23
5.	5TH SUBMISSION	03/24

ENGINEER STAMP



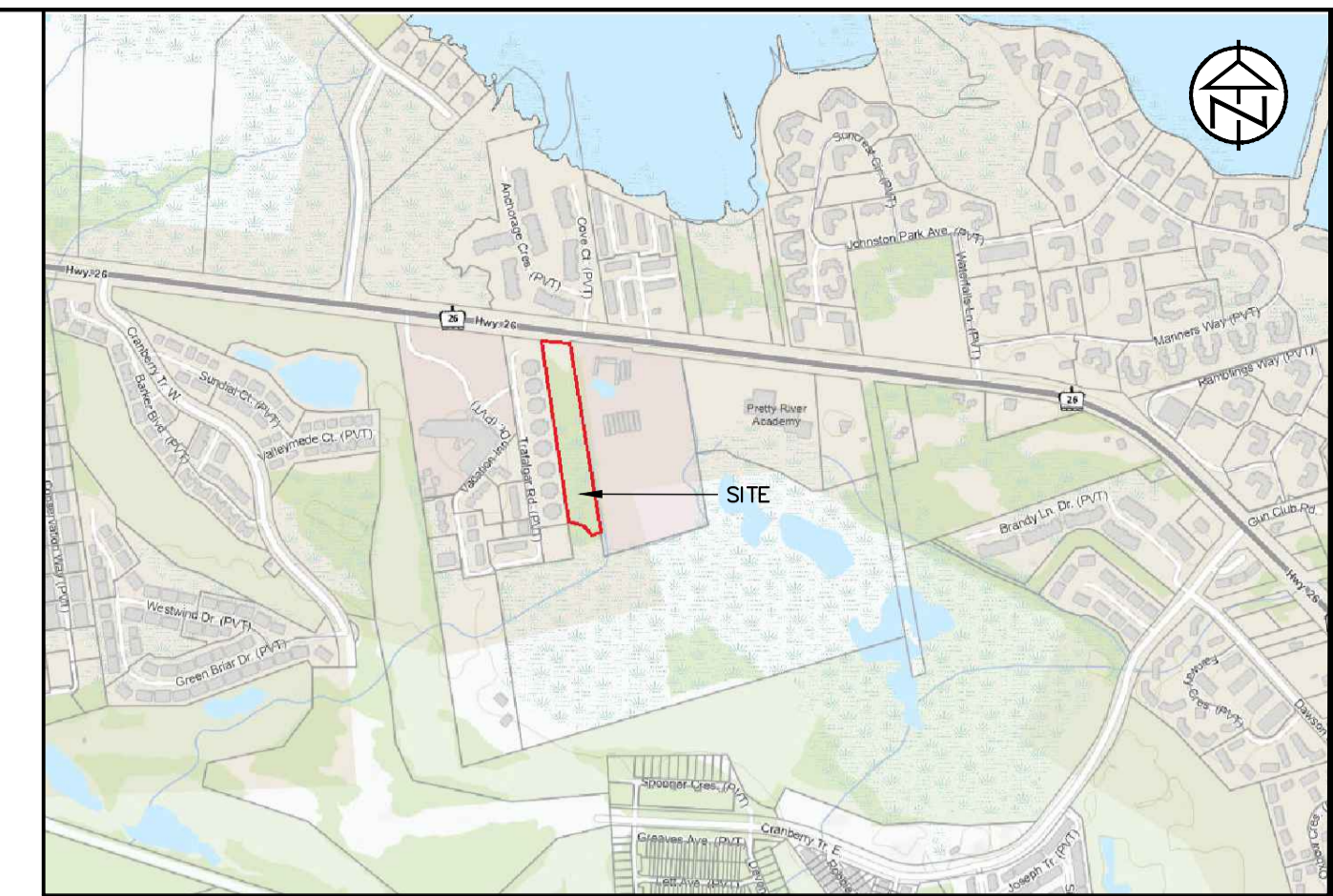
CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD

PRE-DEVELOPMENT DRAINAGE PLAN

TATHAM ENGINEERING

DESIGN: KG	FILE: 120181	DWG:
DRAWN: KH/SBU/AP	DATE: DEC 2021	DP-1
CHECK: DC	SCALE: 1:500	

LEGEND	
AREA BOUNDARY	
AREA IDENTIFICATION NUMBER	
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CN VALUE/PERCENT IMPERVIOUS	
PROPOSED MAJOR OVERLAND FLOW DIRECTION	
EXISTING MAJOR OVERLAND FLOW DIRECTION	
PROPOSED FLOW DIRECTION	

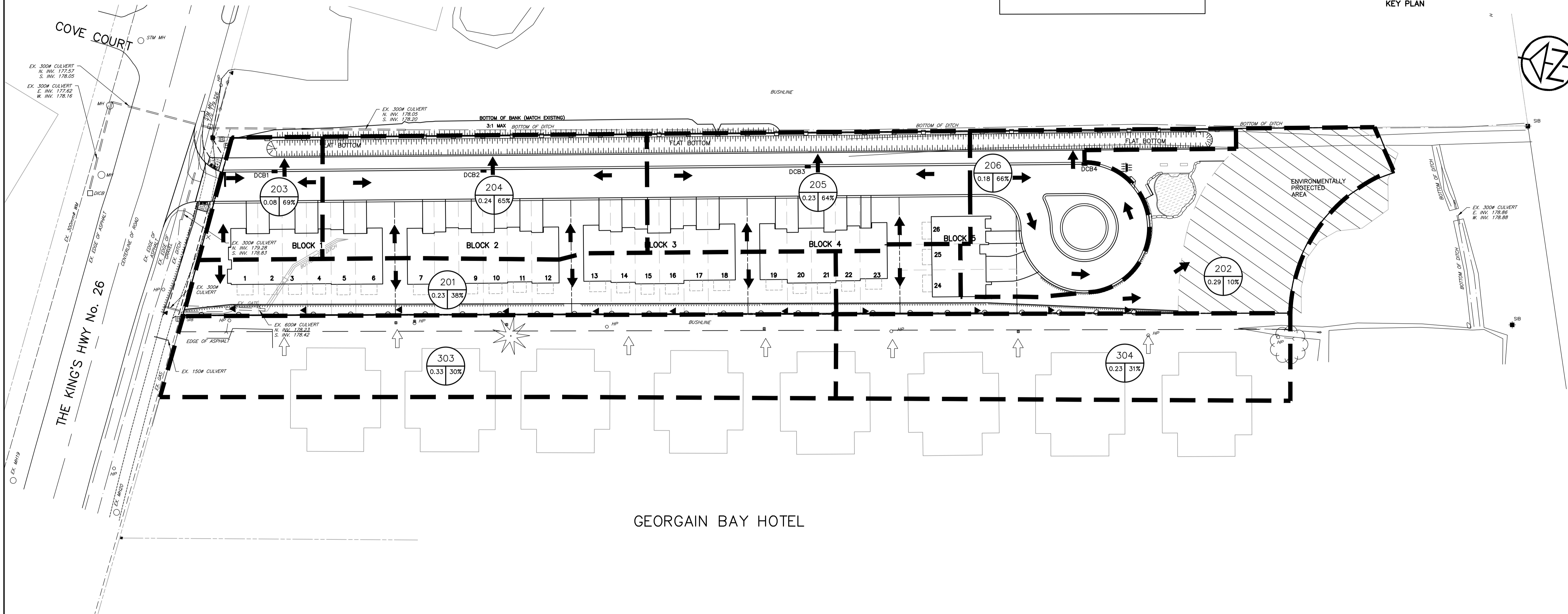


KEY PLAN

TOWN APPROVAL

GREENTREE GARDENS & EMPORIUM

GEORGAIN BAY HOTEL



DISCLAIMER AND COPYRIGHT
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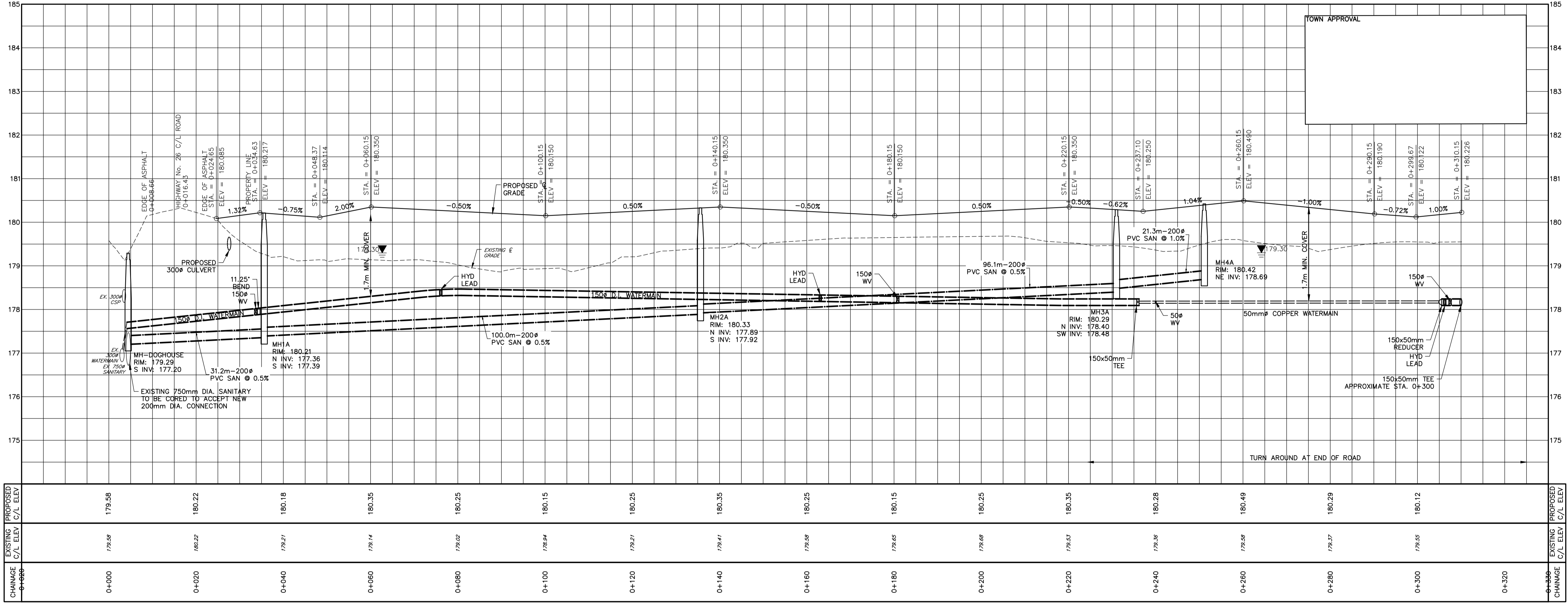
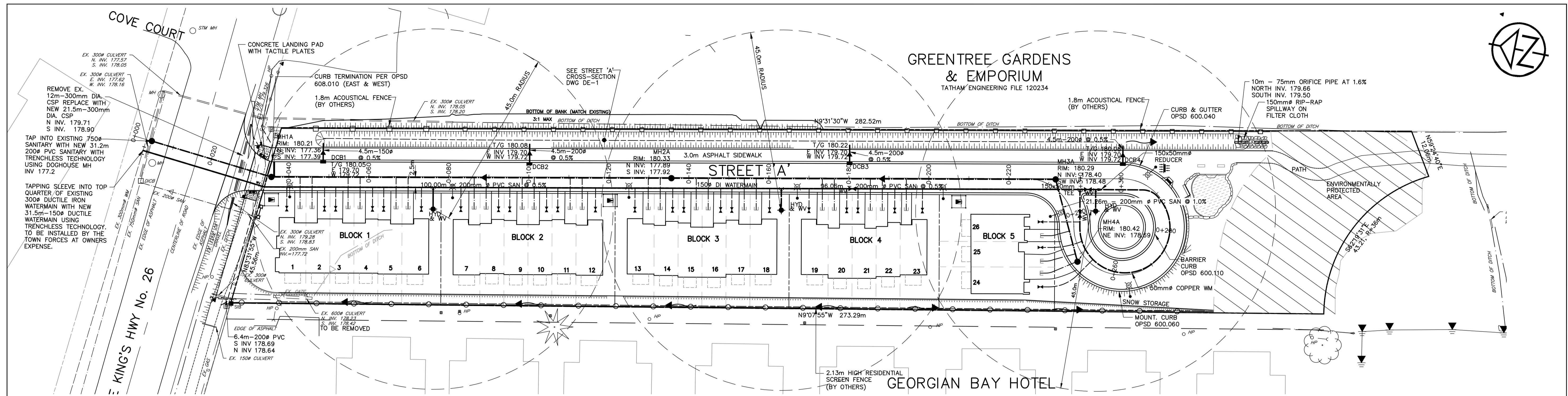
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 TOPOGRAPHIC SURVEY COMPLETED BY TATHAM ENGINEERING OCTOBER, 2022.

No.	REVISION DESCRIPTION	DATE
2.	2ND SUBMISSION	12/22
3.	UPDATE TO IMPERVIOUS VALUES	01/23
4.	3RD SUBMISSION	07/23
5.	4TH SUBMISSION	12/23
6.	5TH SUBMISSION	03/24

ENGINEER STAMP

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD
POST-DEVELOPMENT DRAINAGE PLAN

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		DRAWN: KH/SBU/AP	DATE: FEB 2022	DP-2
CHECK: DC	SCALE: 1:500			



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ENGINEER STAMP
LICENSED PROFESSIONAL ENGINEER
2024 03 22
D. M. CASULLO
PROVINCE OF ONTARIO

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD

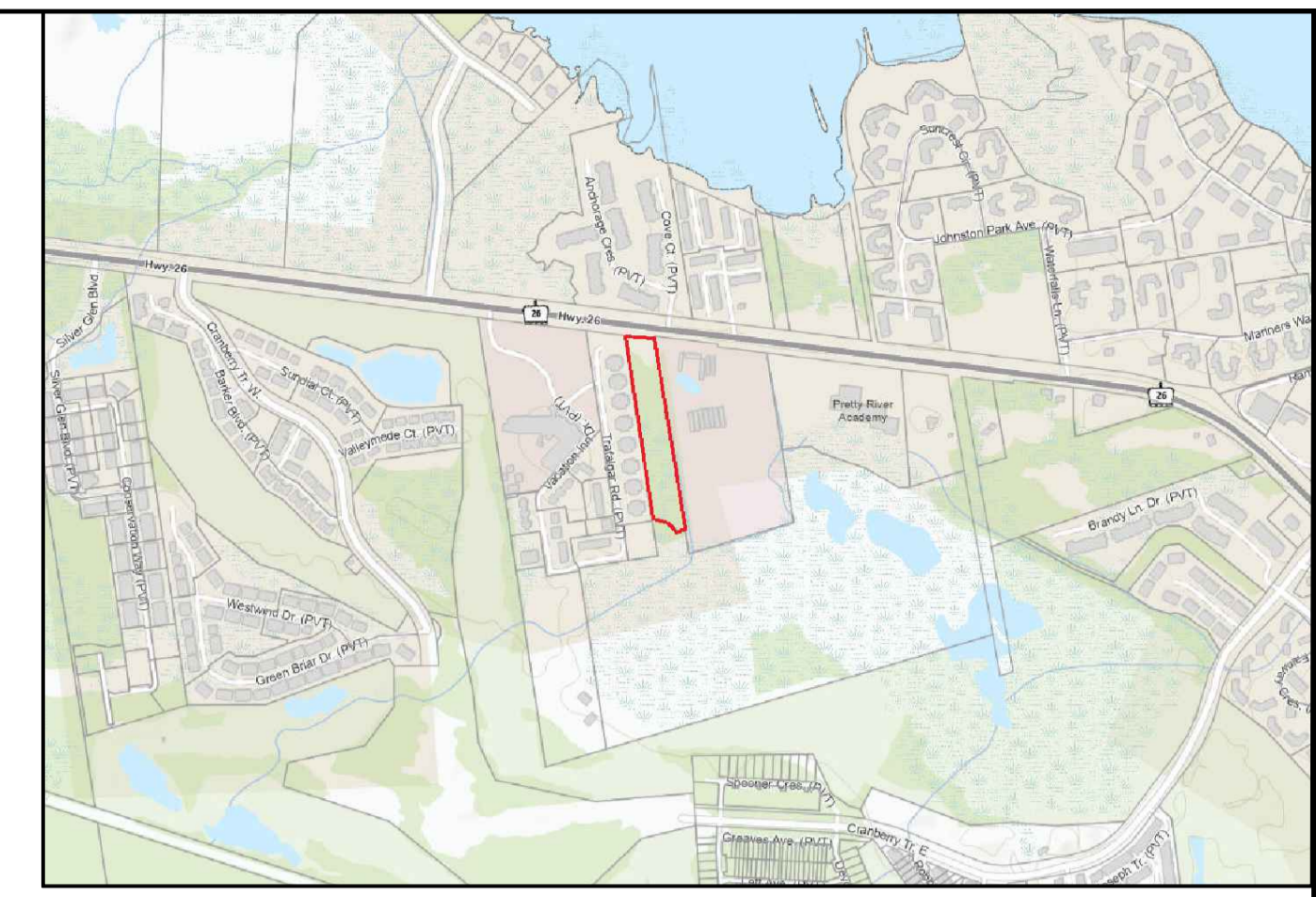
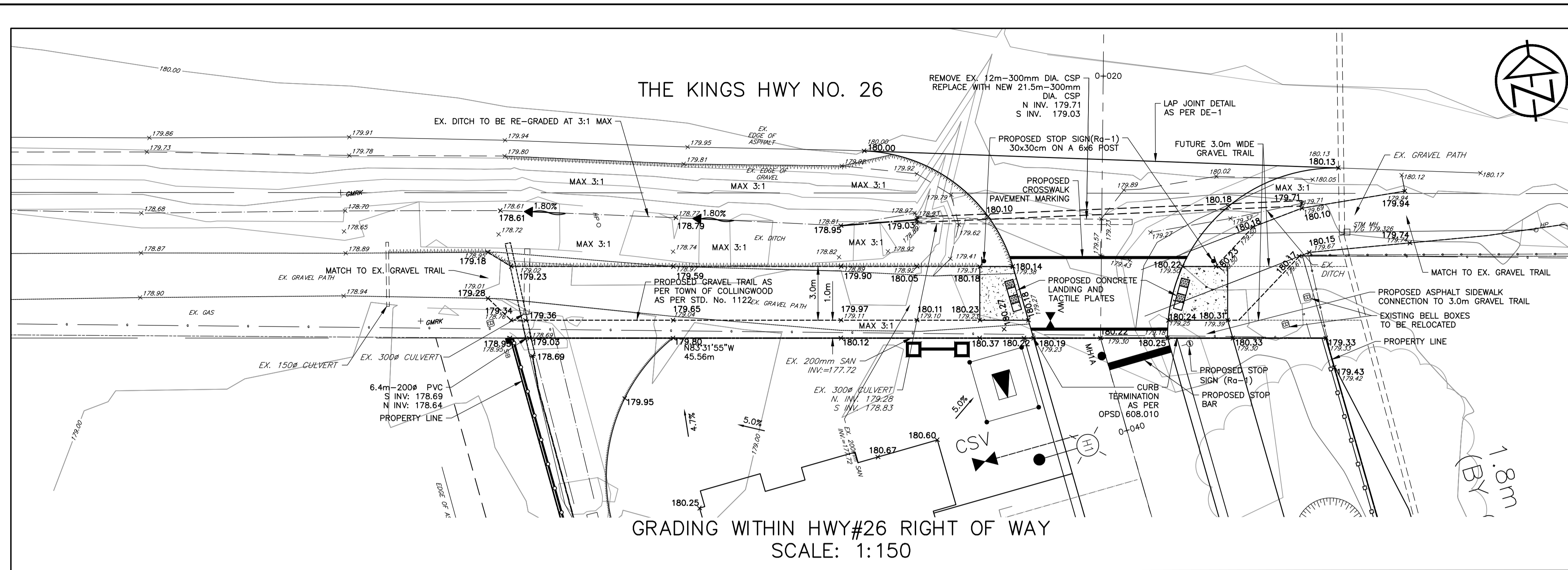
SITE SERVICING PLAN AND PROFILE

TATHAM ENGINEERING

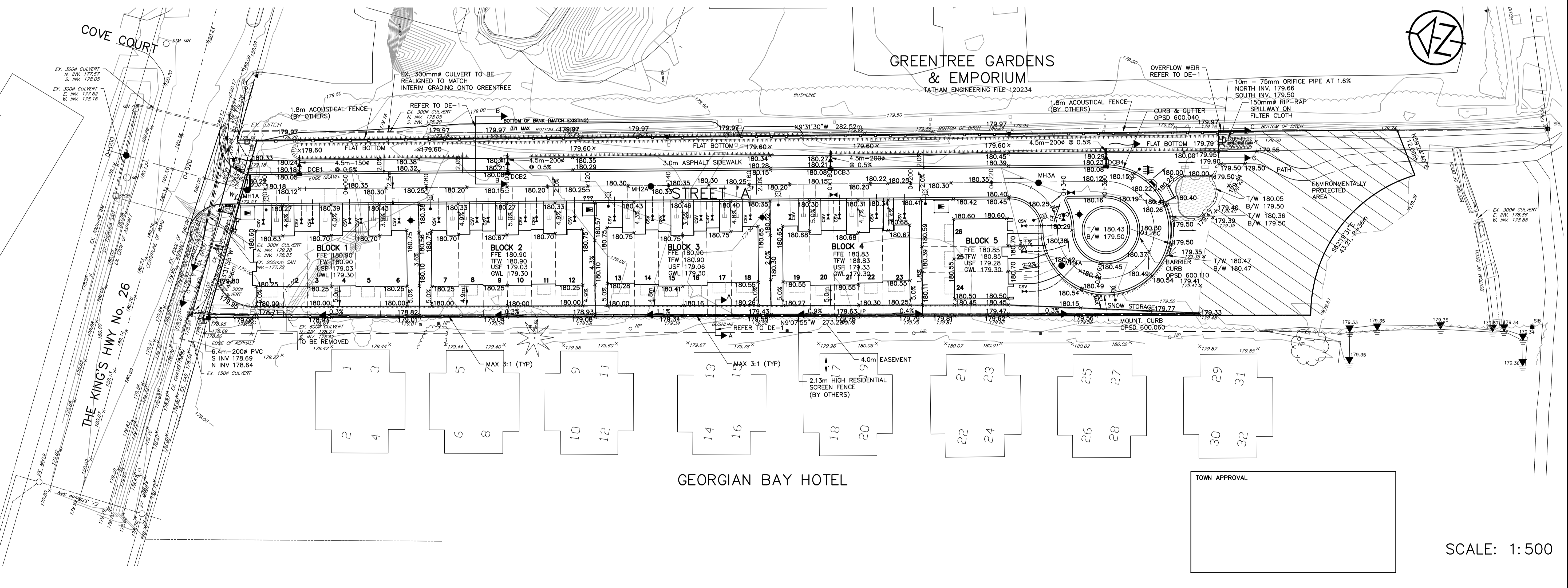
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DATE: MAR 2022
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V-1:50

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KEY PLAN



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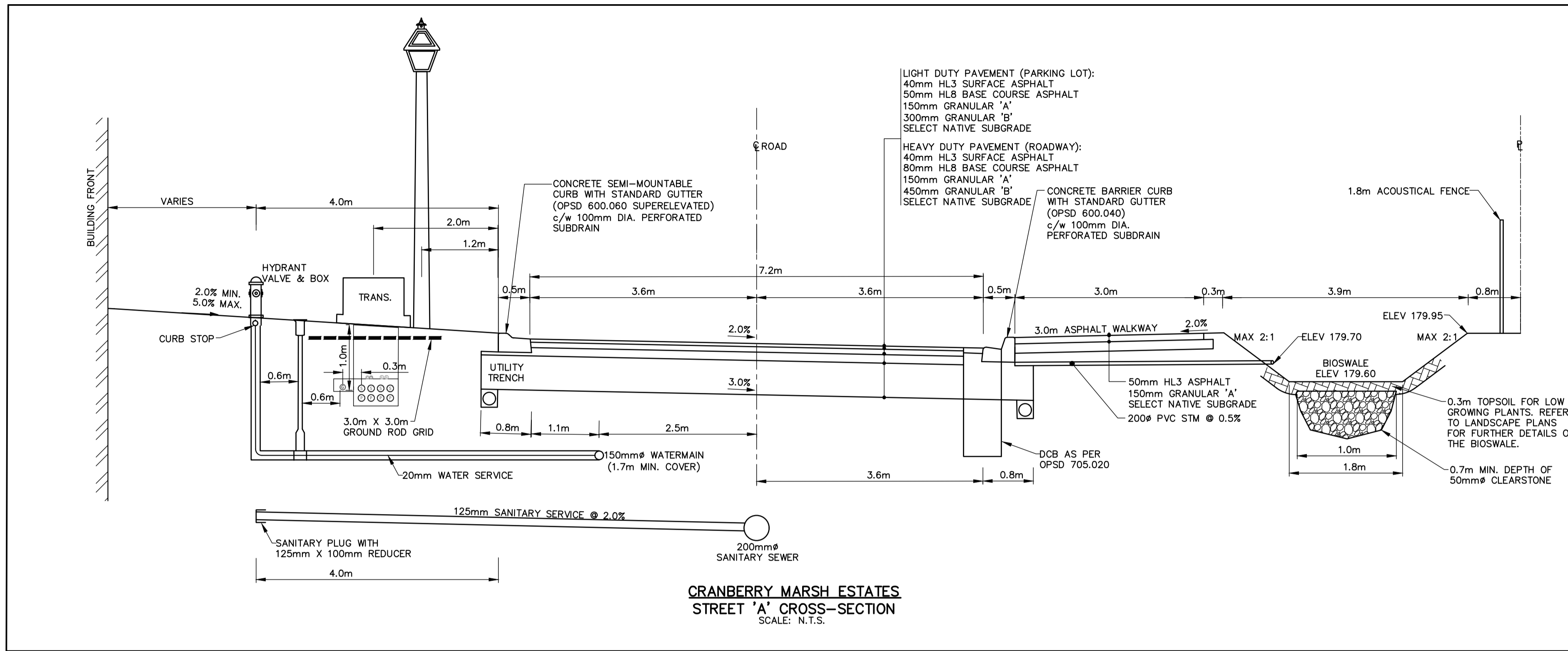
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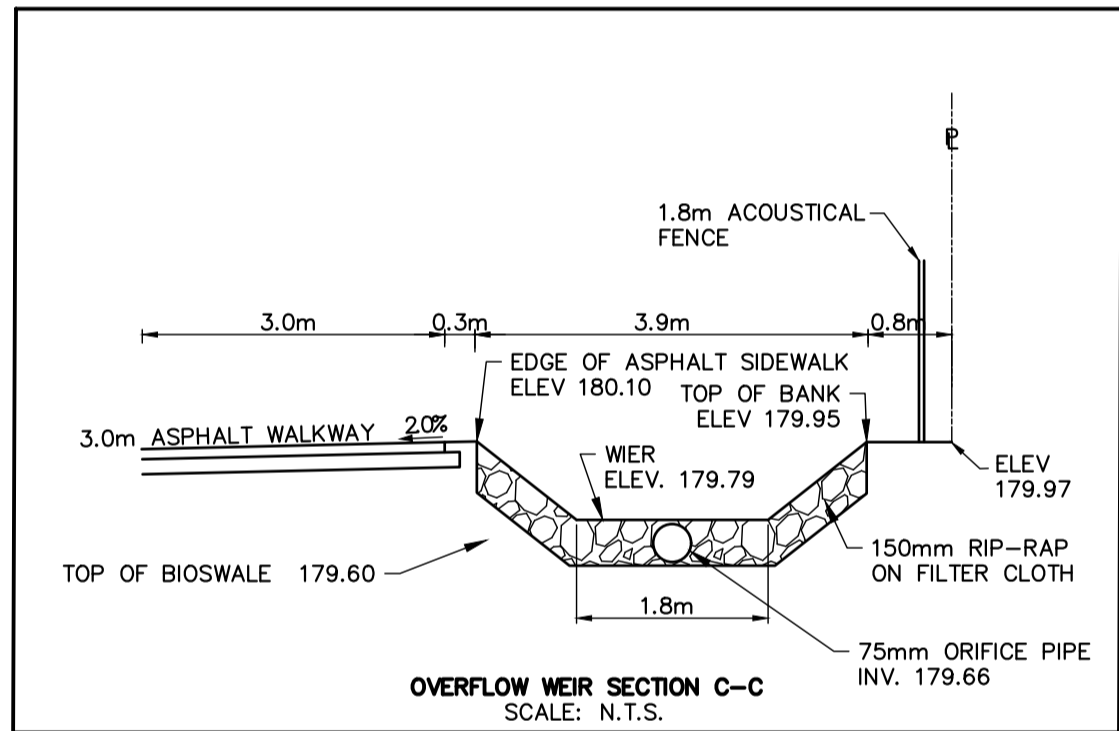
ENGINEER STAMP
 LICENSED PROFESSIONAL ENGINEER
 2024.03.22
 D. M. CASULLA
 PROVINCE OF ONTARIO

CRANBERRY MARSH ESTATES
 TOWN OF COLLINGWOOD
 SITE GRADING PLAN

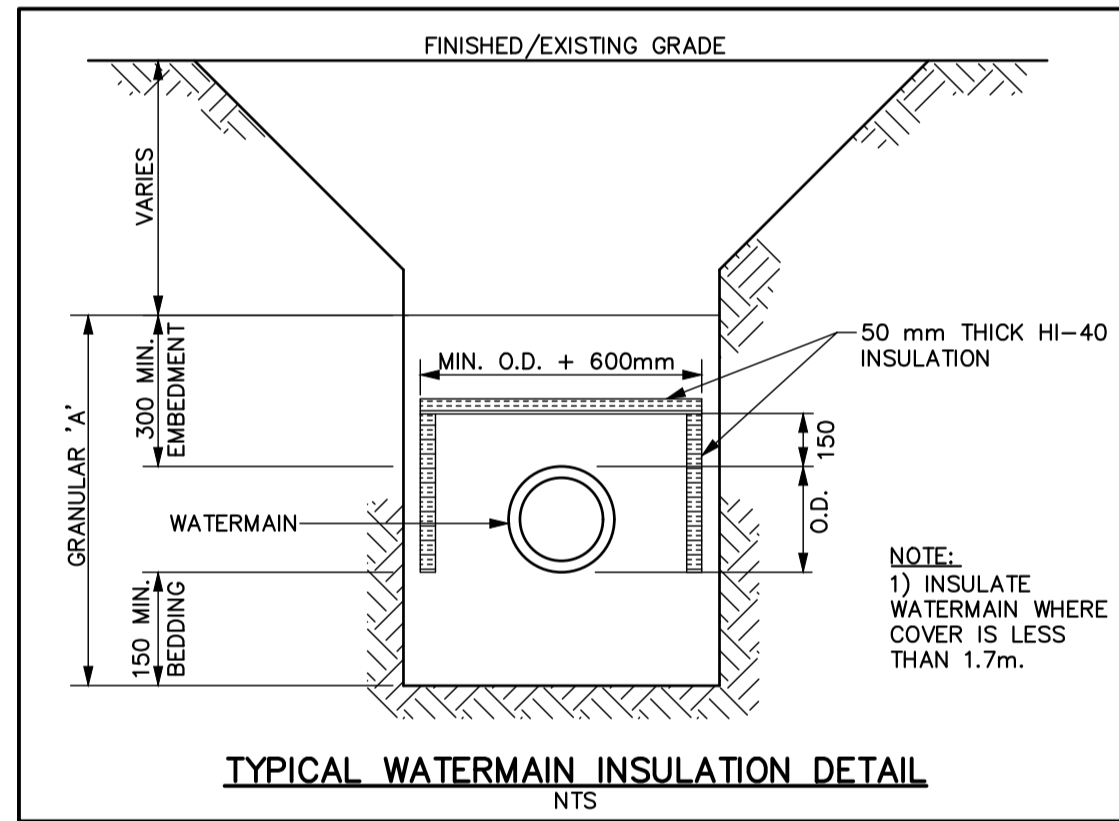
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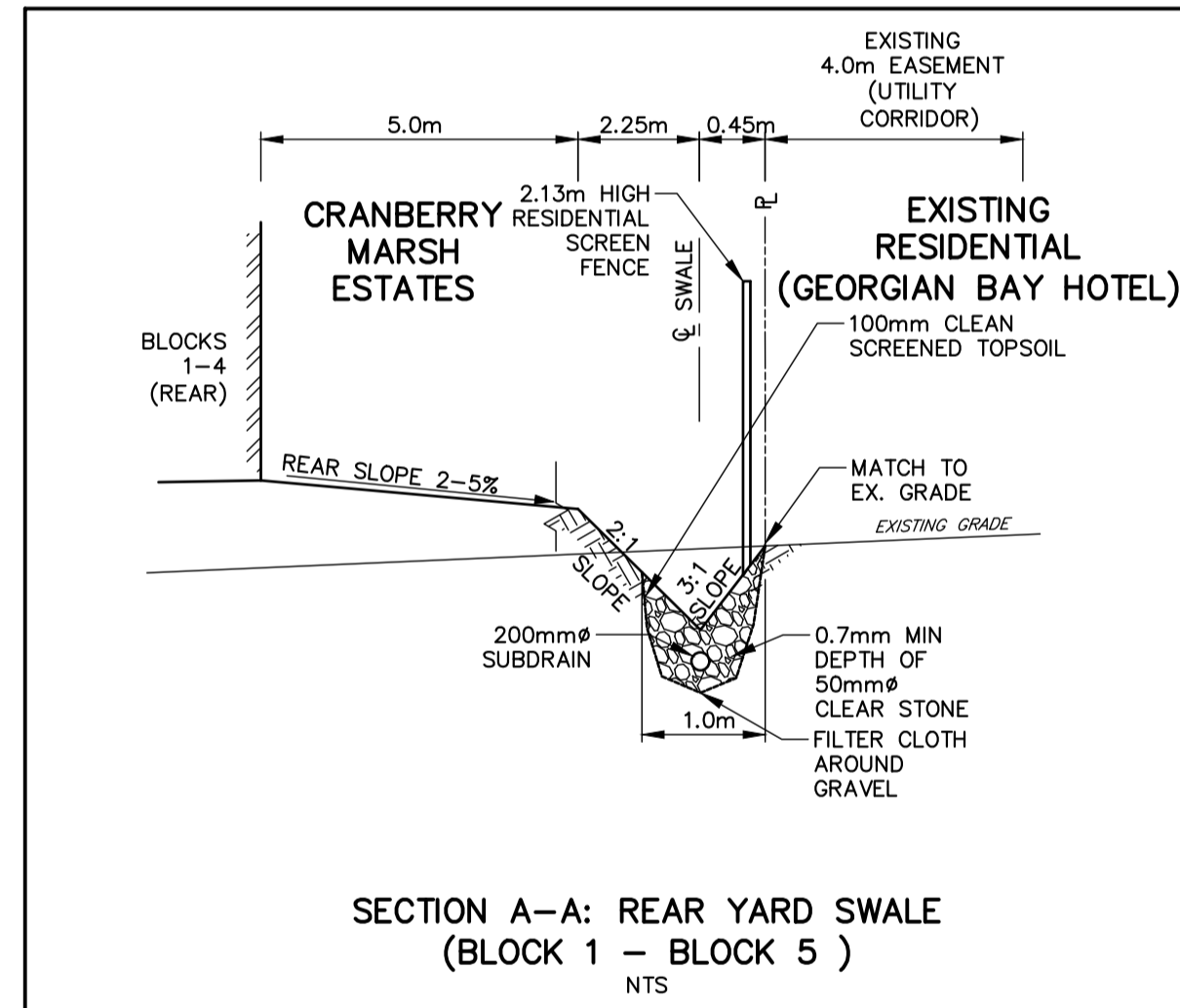
**CRANBERRY MARSH ESTATES
STREET 'A' CROSS-SECTION**
SCALE: N.T.S.



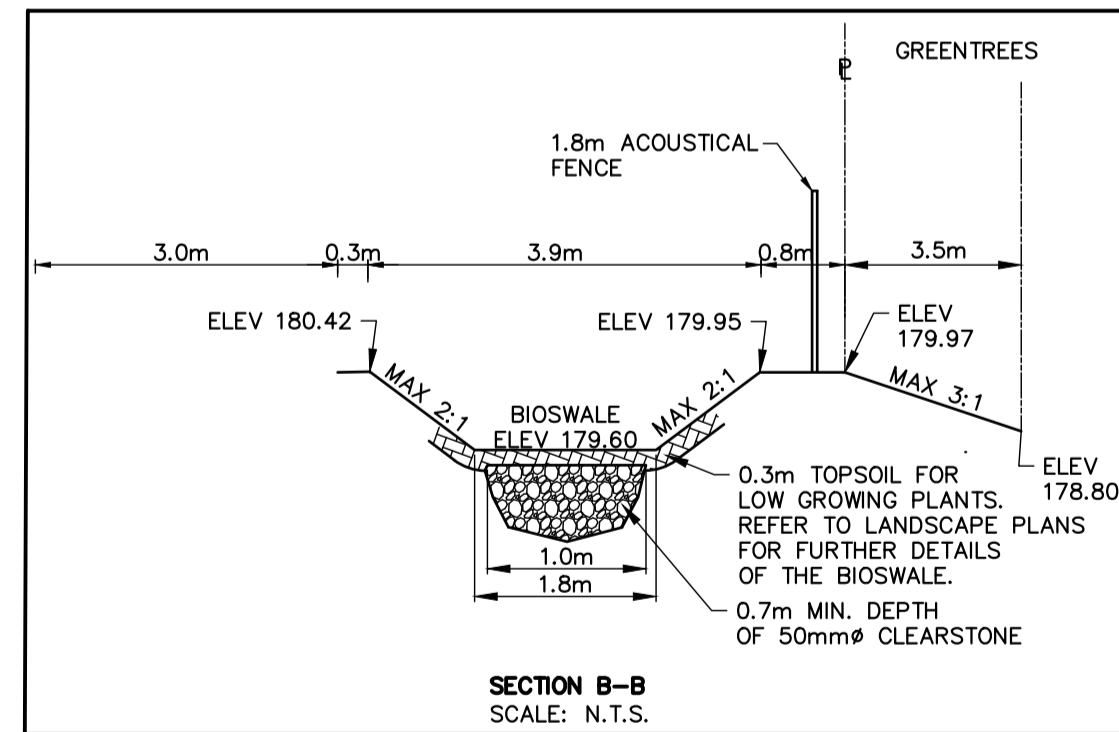
OVERFLOW WEIR SECTION C-C
SCALE: N.T.S.



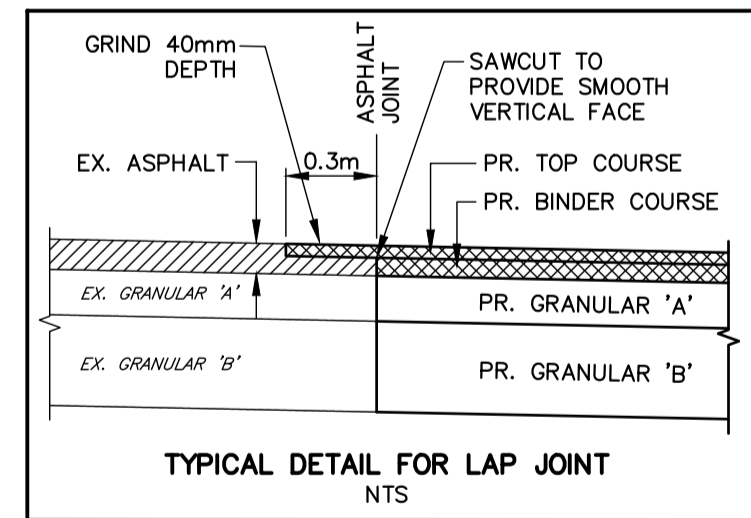
TYPICAL WATERMAIN INSULATION DETAIL
NTS



**SECTION A-A: REAR YARD SWALE
(BLOCK 1 - BLOCK 5)**
NTS



SECTION B-B
SCALE: N.T.S.



TYPICAL DETAIL FOR LAP JOINT
NTS

GENERAL - CONSTRUCTION

- A) ALL WORK TO BE CARRIED OUT IN ACCORDANCE WITH TOWN OF COLLINGWOOD STANDARDS, O.P.S.D. AND O.P.S.S. WHERE CONFLICT OCCURS, TOWN OF COLLINGWOOD STANDARD TO GOVERN.
- B) TRENCH BACKFILL TO OPSS 802.010 TO BE SELECT NATIVE MATERIAL OR IMPORTED SELECT SUBGRADE TO OPSS 1010. BACKFILL TO BE PLACED IN MAXIMUM 200 mm THICK LIFTS AND COMPACTED TO 95% OF THE MATERIAL'S STANDARD PROCTOR MAXIMUM DRY DENSITY (SPMDD).
- C) PIPE BEDDING TO BE GRANULAR 'A' PIPE COVER TO BE GRANULAR 'B' MAX. AGGREGATE SIZE 25mm FOR RIGID PIPE AND GRANULAR 'A' FOR FLEXIBLE PIPE. (MINIMUM BEDDING DEPTH 150 mm, MINIMUM COVER 300mm, COMPACTED TO A MINIMUM 95% SPMDD).
- D) CLEAR STONE WRAPPED IN FILTER FABRIC CAN BE SUBSTITUTED FOR EMBEDMENT MATERIAL IF APPROVED BY THE ENGINEER.
- E) ALL TOPSOIL AND EARTH EXCAVATION TO BE STOCK PILED OR REMOVED TO OPSS 180. MANAGEMENT AND DISPOSAL OF EXCESS MATERIAL TO AN APPROVED SITE AS DIRECTED BY ENGINEER.
- F) THE OWNER'S ENGINEER SHALL PROVIDE BENCH MARK ELEVATIONS AND HORIZONTAL ALIGNMENT REFERENCE FOR THE CONTRACTOR. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE DETAILED LAYOUT OF THE WORK.
- G) ALL PROPERTY BARS TO BE PRESERVED AND REPLACED BY O.L.S. AT CONTRACTOR'S EXPENSE IF REMOVED DURING CONSTRUCTION.
- H) ALL MAINTENANCE HOLE AND CATCHBASIN FRAMES AND COVERS TO BE SET TO BASE COURSE HL3 ASPHALT ELEVATION AND RAISED PRIOR TO PLACEMENT OF FINAL COURSE HL3 ASPHALT.
- I) THE CONTRACTOR SHALL MAKE HIS OWN ARRANGEMENTS FOR THE SUPPLY OF TEMPORARY WATER AND POWER.
- J) DEWATERING TO BE CARRIED OUT IN ACCORDANCE WITH OPSS-517 AND 518 TO MAINTAIN ALL TRENCHES IN A DRY CONDITION.
- K) ALL ENGINE DRIVEN PUMPS TO BE ADEQUATELY SILENCED, SUITABLE FOR OPERATION IN A RESIDENTIAL DISTRICT.
- L) ALL DISTURBED AREAS TO BE REINSTATED TO PREVIOUS CONDITION OR BETTER.
- M) THE CONTRACTOR IS RESPONSIBLE FOR PRESERVATION OF ALL EXISTING FACILITIES AS WELL AS NOTIFYING ALL UTILITY COMPANIES PRIOR TO COMMENCING WORK AND CO-ORDINATE CONSTRUCTION ACCORDINGLY.
- N) ALL SIGNAGE TO BE LAWFULLY ERECTED AND MAINTAINED IN ACCORDANCE TO THE TOWN SIGN BY-LAW.
- O) CLEARING, GRUBBING AND REMOVAL OF SURFACE BOULDERS TO OPSS 201.
- P) GRADING TO OPSS 206.
- Q) COMPACTING TO OPSS 501.
- R) DUST SUPPRESSANTS TO OPSS 506.
- S) TREE REMOVALS AND/OR TRANSPLANTS TO BE COMPLETED OUTSIDE OF MIGRATORY BIRDS NESTING SEASON FROM APRIL 1ST TO AUGUST 31ST. REMOVALS MAY TAKE PLACE DURING THIS RESTRICTED TIME ONLY IF THE REQUIREMENTS OF MIGRATING BIRDS CONVENTION ACT ARE MET AND NESTING ACTIVITY IS ROUTINELY MONITORED BY QUALIFIED INDIVIDUALS (I.E. WILDLIFE BIOLOGIST).

SANITARY SEWERS

- A) MAINTENANCE HOLES TO OPSS 701.010 AND 701.030.
- B) BENCHING TO OPSS - 701.021.
- C) STEPS TO OPSS - 405.010.
- D) FROST STRAPS SHALL BE INSTALLED ON ALL MAINTENANCE HOLE AS PER OPSS - 701.100
- E) FRAMES AND COVERS TO OPSS - 401.030 (WATER TIGHT COVER).
- F) PIPE SUPPORT AT MAINTENANCE HOLES AS PER OPSS 708.020.
- G) ALL MAINTENANCE HOLES, UNLESS EXPRESSLY IDENTIFIED ARE 1200 mm DIAMETER WITH WATER TIGHT INSERTS.
- H) GENERAL INSTALLATION AND TESTING OF SEWERS AND APPURTENANCES TO BE IN ACCORDANCE WITH O.P.S.S. 407, 408, 409 (CCTV), 410, 421 AND ALL SPECIFICATIONS REFERENCED WITHIN THESE SECTIONS.
- I) SERVICE CONNECTIONS TO BE 125 mm DIA., TERMINATED WHERE SPECIFIED ON THE DRAWING COMPLETE WITH PLUG AND MARKED WITH A 38mm X 89mm POST PAINTED GREEN FROM THE INVERT OF THE SERVICE TO 600 mm ABOVE GRADE.
- J) SERVICE CONNECTION TO OPSS 1006.020, GRANULAR A BEDDING AND EMBEDMENT.
- K) RIGID BOARD INSULATION (HI-40) REQUIRED FOR FROST PROTECTION OF SEWER WITH LESS THAN 1.2 m MINIMUM COVER. INSULATION TO BE MINIMUM 50 mm THICK AND HAVE A MINIMUM WIDTH OF 1.2m.

WATER MAINS

- A) THRUST BLOCKS TO OPSS-1103.010 AND 1103.020 WHERE SUITABLE SOILS ARE ENCOUNTERED.
- B) MINIMUM COVER ON WATER MAIN SERVICES TO BE 1.7 m.
- C) GATE VALVES, BENDS AND FITTINGS TO BE CONNECTED WITH ROMAC GRIP RING RESTRAINING CLAMP.
- D) CLEARANCE BETWEEN WATER MAINS AND SEWERS TO BE A MINIMUM OF 0.5m VERTICAL WHERE WATER MAIN IS BELOW SEWER OR 2.5m MINIMUM HORIZONTAL SEPARATION. WHERE WATER MAIN IS ABOVE SEWER, THE MINIMUM SEPARATION TO BE 150 mm (BEDDING MATERIAL).
- E) GENERAL INSTALLATION AND TESTING OF WATER MAIN AND APPURTENANCES TO BE IN ACCORDANCE WITH O.P.S.S. 701 AND ALL SPECIFICATIONS REFERENCED WITHIN THESE SECTIONS.
- F) ALL WORK ON TOWN PROPERTY AND ON TOWN OF COLLINGWOOD WATER DEPARTMENT (TCWD) WATER MAINS MUST BE UNDERTAKEN BY TCWD OR AN APPROVED CONTRACTOR WITH TCWD INSPECTION, ALL AT DEVELOPER'S COST.
- G) SERVICE CONNECTIONS TO OPSS-1104.010, 100 mm GRANULAR 'A' EMBEDMENT AND COVER OVER PIPE. TERMINATE WHERE SPECIFIED ON DRAWING C/W CURB STOP AND BOX, TESTING TAIL TO SURFACE ATTACHED TO A 38mm x 89mm MARKER POST PAINTED BLUE FROM THE INVERT OF THE SERVICE TO 600 mm ABOVE GRADE. I) ALL SERVICES ARE TO BE CONSTRUCTED IN ACCORDANCE WITH TOWN STANDARDS.
- H) WATER MAIN SERVICES - 20mm TYPE K COPPER, MAIN STOPS TO 201-3343, 3/4", BALL STYLE, AWWA THREAD BY COMPRESSION CAMBRIDGE BRASS. CURB STOPS TO 203-H343, 3/4" BALL STYLE WITH DRAIN, COMPRESSION JOINT CAMBRIDGE BRASS. SERVICE BOXES TO NUMBER 7, D-1 CLOW OR MUELLER WITH 24" BLACK RODS STRAIGHT OR OTHERWISE NOTED ON DRAWINGS.
- I) ALL WATER TESTING AND WATER MAIN CHLORINATION WILL BE CONDUCTED BY TCWD AT THE DEVELOPER'S COST. WATER MAINS ARE NOT TO BE CONNECTED TO THE EXISTING WATER MAINS UNTIL BACTERIOLOGICAL TESTING HAS BEEN SUCCESSFULLY COMPLETED. NEW WATER MAINS CAN NOT BE CONNECTED TO EXISTING MAINS UNTIL THEY HAVE PASSED BACTERIOLOGICAL TESTING AND AS SUCH A TEMPORARY BACKFLOW PREVENTOR WILL NEED TO BE INSTALLED BETWEEN THE LIVE TAP AND THE NEW SERVICE TO FACILITATE ADEQUATE PROTECTION OF THE EXISTING WATER MAIN. IT SHOULD BE NOTED THAT THIS TESTING TAKES APPROXIMATELY A WEEK TO COMPLETE AND MUST BE CONDUCTED BY TCWD. A WORK PLAN FOR THIS WORK MUST BE SUBMITTED TO TCWD FOR APPROVAL.
- J) AS A GENERAL PRINCIPLE EACH PROPERTY SHALL HAVE ONE SERVICE AND ONE METER.
- K) NO WATER VALVES ARE TO BE OPERATED WITHOUT TCWD APPROVAL.

STORM SEWERS

- A) CATCH BASINS AND DOUBLE CATCH BASINS TO OPSS 705.010 AND 705.020 C/W 600 mm SUMP. REAR LOT CATCH BASIN AND DITCH INLET CATCH BASINS TO OPSS 705.010 WITHOUT SUMP.
- B) CATCH BASINS AND DOUBLE CATCH BASINS FRAMES AND GRATES TO OPSS 400.020. REAR LOT CATCH BASIN FRAMES AND GRATES TO OPSS 400.120.
- C) CATCH BASIN LEADS - 250 mm DIA. SINGLE AND 300 mm DIA. DOUBLE. CATCH BASIN CONNECTIONS TO OPSS 708.010 AND OPSS 708.030.
- D) PIPE SUPPORT AT GRATES TO OPSS 708.020. CATCH BASIN AND INLET STRUCTURES FITTED WITH SEDIMENT TRAPS DURING CONSTRUCTION AND CLEANED OUT AS ASSUMPTION OF THE WORK.
- E) HEADWALLS TO BE INSTALLED IN ACCORDANCE WITH OPSS 804.030 (PIPE LESS THAN 900 mm DIA.) OR OPSS 804.040 (AS SPECIFIED), C/W GRATING IN ACCORDANCE WITH OPSS 804.050.

ROAD AND PARKING

- A) SUBGRADE AND ALL GRANULAR 'A' BOULEVARD MATERIAL TO BE COMPACTED TO A MINIMUM DRY DENSITY OF AT LEAST 95% SPMDD. SUBGRADE TO BE PROOF ROLLED AND CERTIFIED PRIOR TO PLACING GRANULAR 'B'.
- B) GRANULAR 'A' AND 'B' BASE TO BE COMPACTED TO 100% OF THE MATERIAL'S RESPECTIVE SPMDD.
- C) LIGHT DUTY PAVEMENT TWO LIFTS TOTAL 90mm (50mm HL3 AND 40mm HL3), 150mm GRANULAR 'A', 300mm GRANULAR 'B'. HEAVY DUTY PAVEMENT TWO LIFTS TOTAL 120mm (80mm HL3 AND 40mm HL3), 150 mm GRANULAR 'A', 450mm GRANULAR 'B', ALL SUBDRAINS TO BE CONSTRUCTED IN ACCORDANCE WITH OPSS 405.
- D) CONCRETE SEMI-MOUNTABLE CURB WITH STANDARD GUTTER TO OPSS 600.060 INCLUDING SUPERELEVATED. CONCRETE BARRIER CURB WITH STANDARD GUTTER TO OPSS 600.040. CONCRETE BARRIER CURB TO OPSS 600.110
- E) SELECT SUBGRADE MATERIAL, OR IMPORTED GRANULAR MATERIAL APPROVED BY THE ENGINEER, COMPACTED TO 98% S.P.M.D.D. TO BE USED AS FILL IN ALL AREAS WHERE PROPOSED PIPE INVERTS ARE HIGHER THAN EXISTING GRADE OR AS INSTRUCTED BY THE ENGINEER.
- F) ALL GRANULARS AND ASPHALT MATERIALS AND PLACEMENT TO BE IN ACCORDANCE WITH OPSS 314 AND OPSS 310
- G) JOINTS WITH EXISTING ASPHALT TO BE SAW CUT STRAIGHT PRIOR TO PLACING NEW ASPHALT AND TACK COAT APPLIED TO EXISTING ASPHALT. ASPHALT JOINT WITH HIGHWAY No. 26 TO BE COMPLETE WITH LAP JOINT, SEE DETAIL THIS PAGE.
- H) REINSTATEMENT OF ALL DISTURBED BOULEVARDS TO INCLUDE REGRADING, MINIMUM 150mm TOPSOIL AND SOD TO OPSS.MUNI 802 AND 803.
- I) ALL FIRE ROAD SIGNAGE TO BE AS PER TOWN OF COLLINGWOOD BY-LAW 96-37.
- J) ENTRANCE AS PER OPSS 350.010, SIDEWALKS TO OPSS 310.050 AND 310.010.
- K) SIDEWALKS SHALL BE COMPLETE WITH TACTILE WALKING SURFACE INDICATOR STRIPS, INSTALLED AS PER OPSS 310.039 AND OPSS.MUNI 351.

MATERIALS

- A) SANITARY SEWER SDR-35 PVC, SANITARY SERVICES - SDR 28 PVC
- B) WATER MAIN - DUCTILE IRON CLASS 52, OR PRESSURE CLASS 350 CEMENT LINED. CONDUCTIVITY CONNECTORS TO BE USED ON ALL JOINTS.
- C) WATER SERVICE CONNECTIONS TO BE TYPE 'K' COPPER PIPE.
- D) VALVES - RESILIENT SEATED, RSGV, MECHANICAL JOINT, OPEN LEFT CLOW OR MUELLER WITH 5 SL-48 SLIDING VALVE BOX, TO AWWA C504.
- E) MECHANICAL JOINT DUCTILE FITTINGS - AWWA/ANSI C153/A21.53.
- F) RESTRAINER - ROMAC GRIPPER RING FOR PIPE SIZES UP TO 300 mm AND SIGMA ONE-LOCK FOR PIPE SIZES GREATER THAN 300 mm.
- G) LIVE TAP SADDLES - EPOXY COATED C/W STAINLESS STEEL BOLTS.
- H) LIVE TAP VALVE - RESILIENT SEATED RSGV, LIVE TAPE VALVE, OPEN LE.
- I) FILTER FABRIC - TERRAFIX 270R OR APPROVED EQUAL.
- J) PERFORATED SUBDRAINS - 100mm DIA. BIG 'O' WITH GEOTEXTILE FILTER SOCK OR APPROVED EQUAL UNLESS NOTED OTHERWISE.
- K) ALL SPECIFIED AGGREGATES TO OPSS 1010.
- L) INSULATION - STYROFOAM HI-40.
- M) ALL HYDRANTS SHALL BE CANADA VALVE, CENTURY NO. 1 OPEN LEFT WITH 2 CSA HOSE PORTS, ONE STORZ 4" PUMPER PORT, AND A BREAK AWAY TYPE 6" MJ BASE.

TOWN APPROVAL

DISCLAIMER AND COPYRIGHT
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BENCHMARKS
ELEVATIONS SHOWN ON THIS PLAN ARE RELATED TO GEODETIC DATUM AND ARE DERIVED FROM BENCH MARK No. 0011972U311 HAVING A PUBLISHED ELEVATION OF 181.032 METRES.

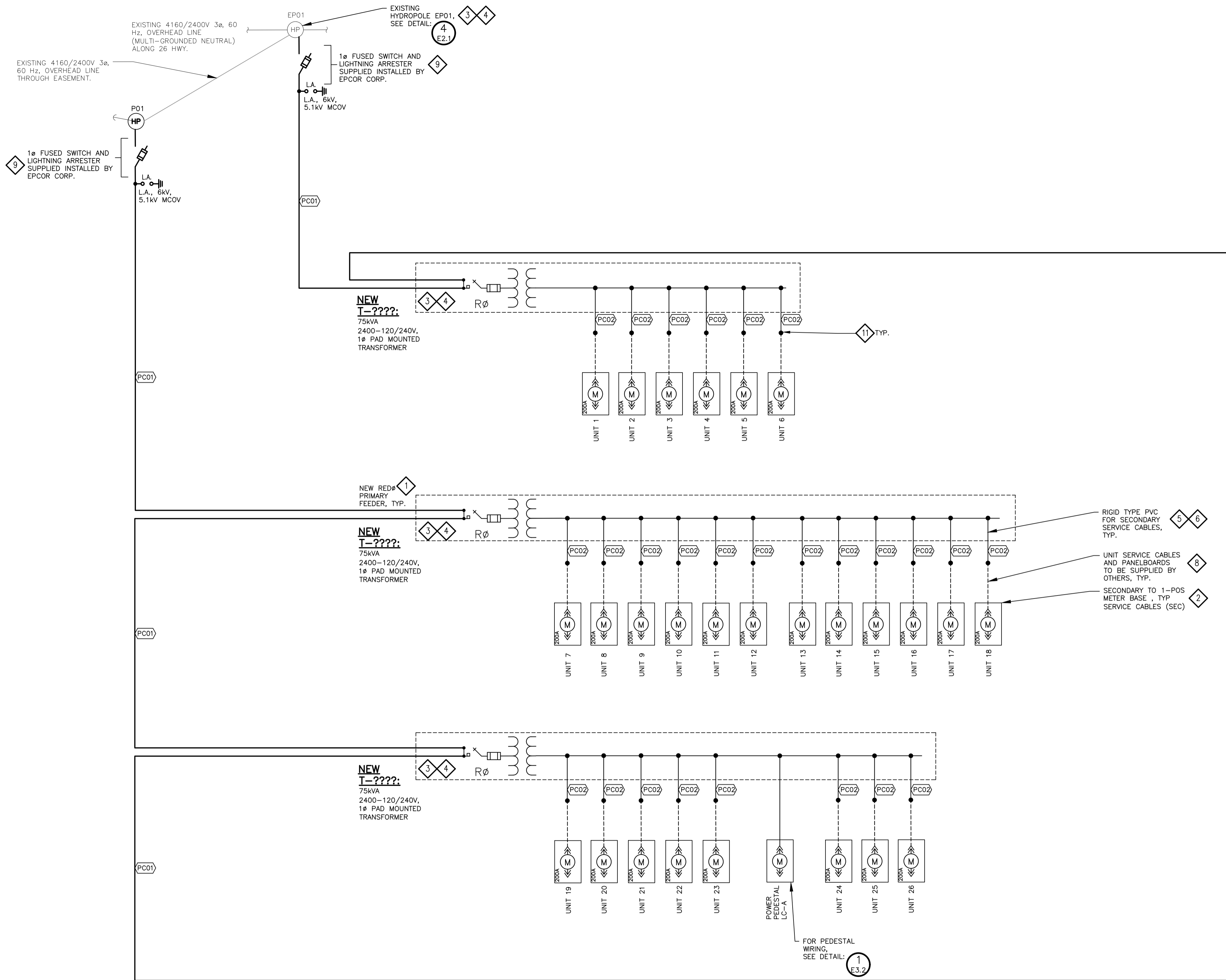
NOTES
LEGAL SURVEY INFORMATION AND LOT DIMENSIONS SHOWN ON THIS PLAN ARE TAKEN FROM A SURVEY PLAN PREPARED BY PATTEN & THOMSON LTD, DATED, JANUARY 2, 2012 JOB No. 66-170-6
TOPOGRAPHIC SURVEY COMPLETED BY TATHAM ENGINEERING OCTOBER, 2022.

No.	REVISION DESCRIPTION	DATE
1.	1ST SUBMISSION	03/22
2.	2ND SUBMISSION	12/22
3.	3RD SUBMISSION	07/23
4.	4TH SUBMISSION	12/23
5.	5TH SUBMISSION	03/24

ENGINEER STAMP
LICENSED PROFESSIONAL ENGINEER
2024.03.22
D. M. CASULLA
PROVINCE OF ONTARIO

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD
DETAILS & NOTES

TATHAM ENGINEERING
DESIGN: KG/SBU FILE: 120181 DWG:
DRAWN: KH/SBU DATE: NOV 2021 **DE-1**
CHECK: DC SCALE: 1:500



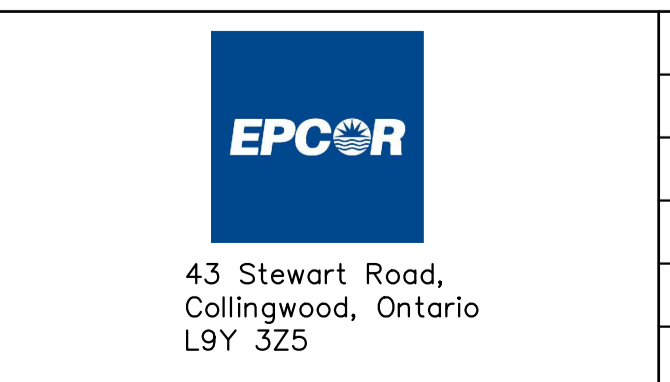
	PRIMARY CABLE DESCRIPTION	INSTALLATION
12	PCO1: LOOP FEEDER: 1C#1/0 AWG CU CLASS B STRANDED, 15KV RATED, TRXLPE, 100% CONCENTRIC NEUTRAL, IN UNDERGROUND DUCTBANK, COMPLIES WITH CSA C68.3, LATEST ISSUE.	1-103mm ϕ TYPE DB2 DIRECT BURIED DUCT(S) WITH SAND BEDDING ALL AROUND.
12	PCO2: 3C#4/0, AL, TYPE USE90, CLASS 'B' STRANDED, 600V RATED, 2-CONDUCTOR + 100% NEUTRAL, XLPE INSULATION PVC JACKET	1-103mm ϕ TYPE DB2 DIRECT BURIED DUCT(S) WITH SAND BEDDING ALL AROUND.

- SINGLE LINE DIAGRAM NOTES:**
- PCO1: PRIMARY LOOP FEEDER CABLE: 1C#1/0AWG IN 103mm ϕ PVC DUCT. REFER TO EPCOR'S "GENERAL CONTRACTOR REQUIREMENTS AND MATERIAL SPECIFICATIONS" FOR PRIMARY CABLE SPECIFICATIONS.
 - 1-POSITION 200A RATED METER BASE: HYDEL ENTERPRISES EK400R0 SERIES, THOMAS AND BETTS MICROELECTRIC BS2-TCV, EATON CULTER-HAMMER LM2 120 AMP, LINE/LOAD CABLES UP TO 250MCM CU/AL, WEATHERPROOF RATED (EEMAC 3R). REFER TO EPCOR'S "GENERAL CONTRACTOR REQUIREMENTS AND MATERIAL SPECIFICATIONS".
 - EPCOR TO SUPPLY AND INSTALL NEW TRANSFORMER. CONTRACTOR TO PROVIDE CONCRETE VAULT AND GROUNDING GRID. PER EPCOR STANDARDS.
 - ALL PRIMARY AND SECONDARY CABLE TERMINATIONS INSIDE EACH TRANSFORMER AND AT HYDRO POLES WILL BE PERFORMED BY EPCOR.
 - EXPOSED SECTIONS OF CONDUIT (ABOVE GRADE) FOR SECONDARY FEEDER CABLES MUST BE RIGID PVC.
 - PCO2: SECONDARY SERVICE CABLES FOR 1-POSITION 200A METER BASES: 3C#4/0AWG AL USE90. REFER TO EPCOR'S "GENERAL CONTRACTOR REQUIREMENTS AND MATERIAL SPECIFICATIONS" FOR SECONDARY CABLE SPECIFICATIONS.
 - TYPICAL FOR TOWNHOUSE UNITS WITH 200A SERVICE
 - MAXIMUM ELECTRICAL SERVICES TO EACH UNIT: 200AMP MAX., 120/240VAC, 1-PHASE, 60HZ. SERVICE CABLES TO ENTER UNIT (VIA UNDERGROUND) BY OTHERS DURING THIS CONTRACT. CONTRACTOR TO COORDINATE LOCATION OF METERS WITH CONTRACTOR INSTALLING UNIT PANELBOARDS PRIOR TO INSTALLING SERVICE CABLES TO METER BASES.
 - EPCOR TO RE-FRAME EXISTING EPO1 HYDRO POLE TO ACCOMMODATE NEW 1 ϕ PRIMARY RISER.
 - CONTRACTOR TO PROVIDE 20m OF ADDITIONAL PRIMARY CABLE AT BASE OF POLE, INCLUDES CONDUITS AND CABLE GUARDS AT POLE FOR PRIMARY RISER. EPCOR TO COMPLETE TERMINATIONS OF PRIMARY CABLES. ALL WORK TO BE DONE TO EPCOR'S STANDARDS.
 - TERMINATE SECONDARY ELECTRICAL SERVICE AT LOT LINE ON DRIVEWAY SIDE OF LOT PER EPCOR STANDARDS. SECURE 1m OF SECONDARY CABLE TO 2" X 4" X 8" WOOD MARKER STAKE. SECONDARY SPLICE AND CONNECTION TO METER BASE BY OTHERS. COORDINATE DRIVEWAY AND METER BASE LOCATIONS WITH DEVELOPER.
 - REFER TO EPCOR GENERAL CONTRACTOR INFORMATION, AS PROVIDED ON THEIR WEBPAGE: www.epcor.com

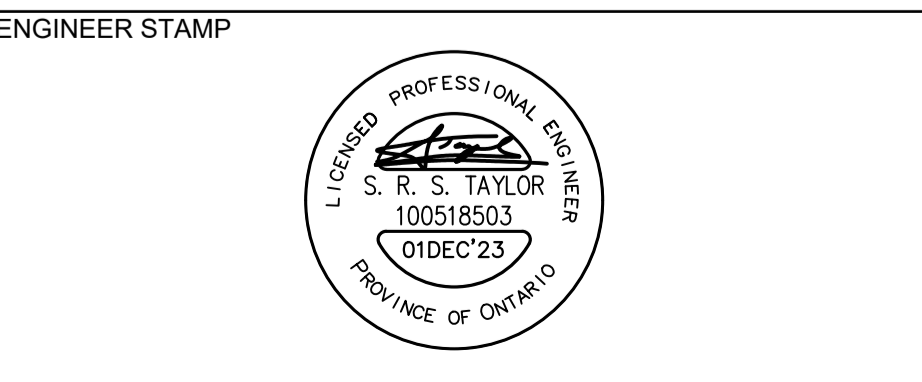
1 SINGLE LINE DIAGRAM - 2400V
 E1.1 - EXCEPT FOR STREETLIGHT SYSTEM, ALL ELECTRICAL EQUIPMENT AND CABLES TO BE OWNED AND OPERATED BY EPCOR.

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ACCEPTED FOR CONSTRUCTION EPCOR
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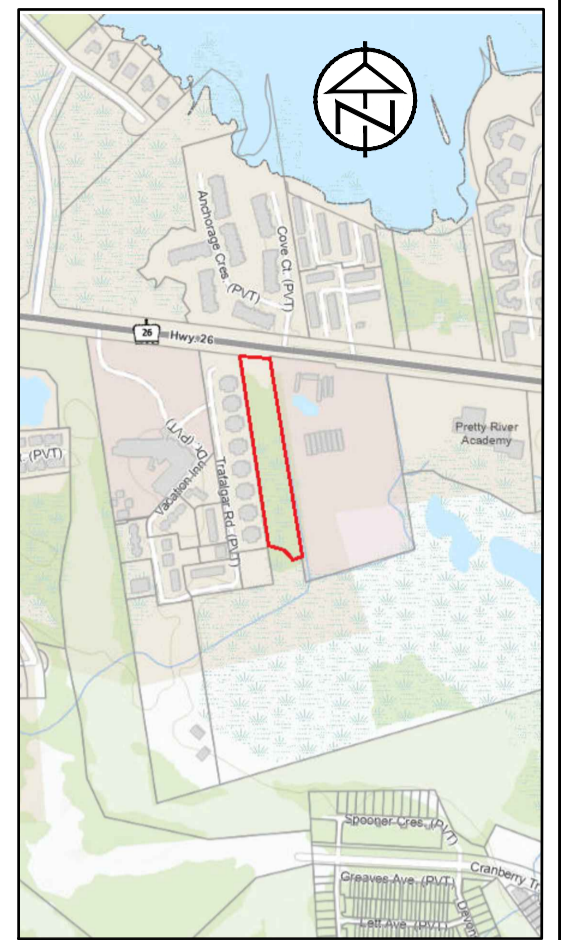
No.	REVISION DESCRIPTION	DATE
1.	1ST SUBMISSION	DEC 2022
2.	ISSUED TO EPCOR FOR REVIEW	MAR 2023
3.	2ND SUBMISSION	JULY 2023
4.	3RD SUBMISSION	DEC 2023



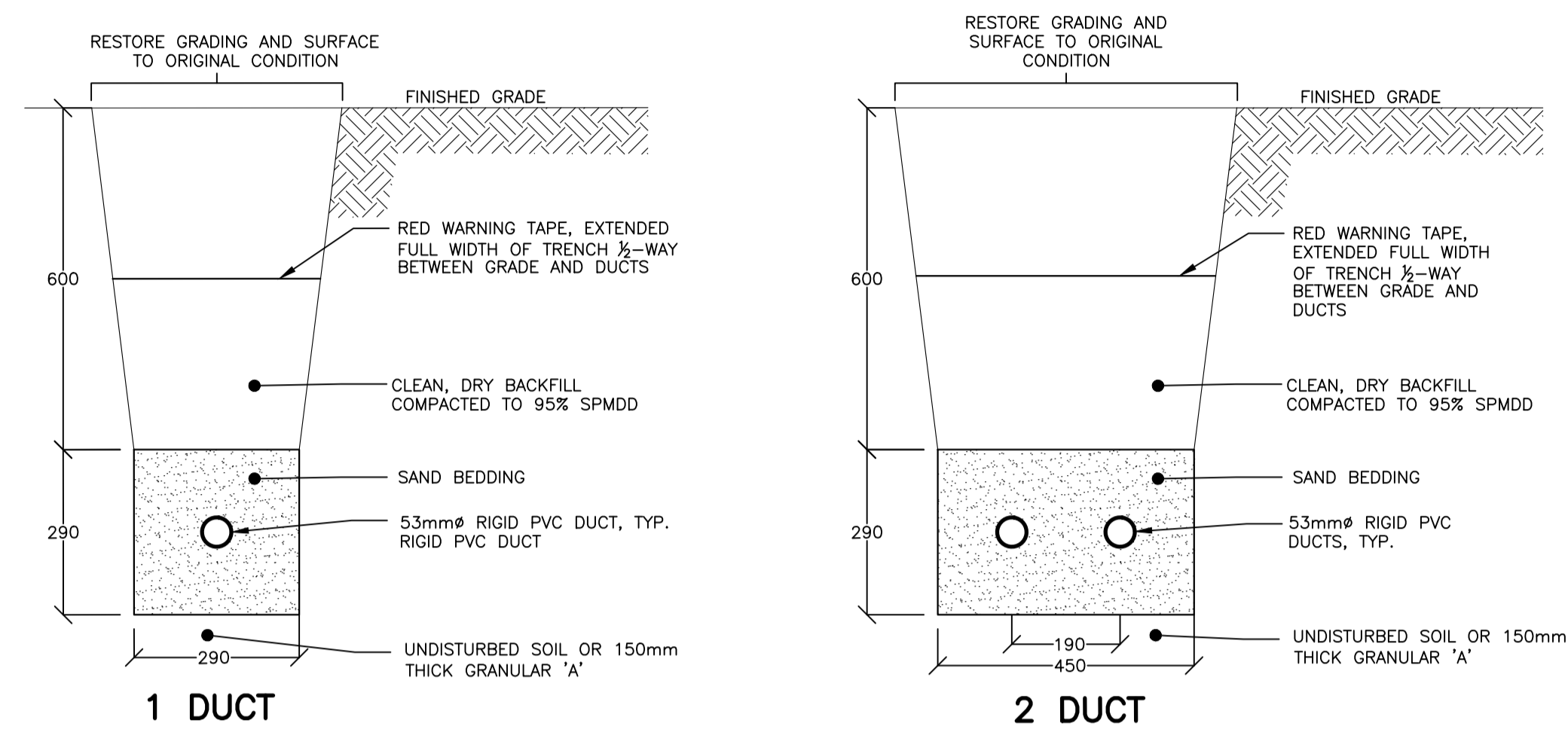
CRANBERRY MARSH ESTATES
 TOWN OF COLLINGWOOD
 SINGLE LINE DIAGRAM

TATHAM ENGINEERING	
DESIGN: RJW	FILE: 120181
DRAWN: RJW	DATE: OCT 2021
CHECK: SRT	SCALE: AS SHOWN

DWG: E1.1



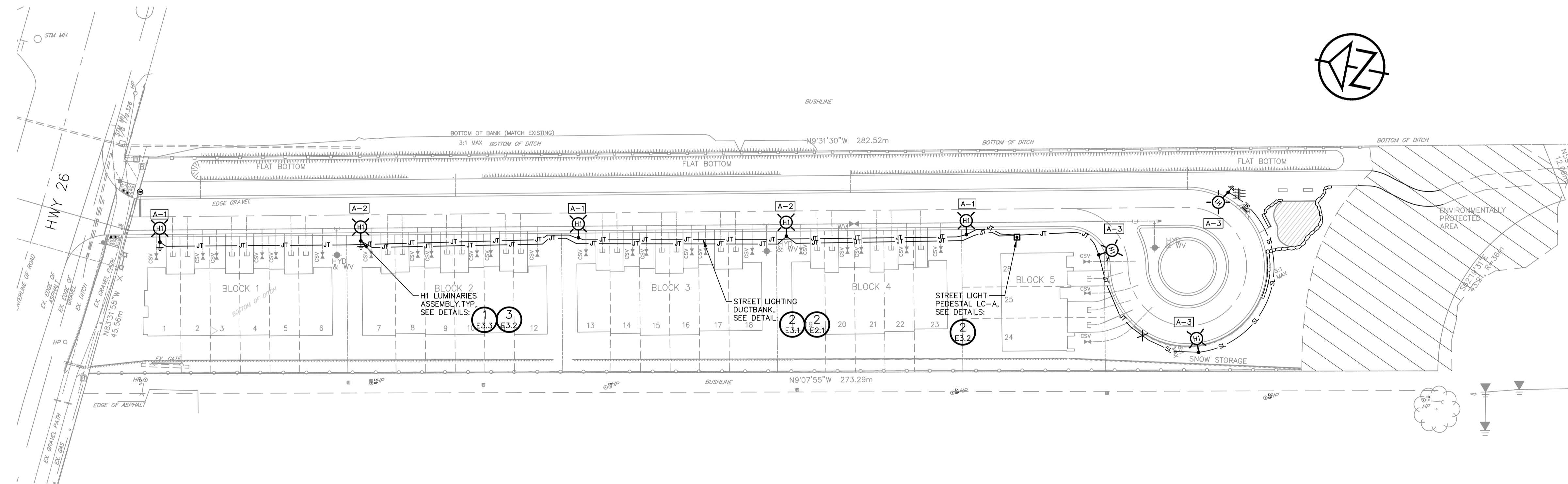
KEY PLAN



ELECTRICAL LEGEND	
	PROPOSED LUMINAIRE. REFER TO SPECIFICATIONS ON E3.3
	INDICATES GROUND ROD TO BE INSTALLED AT EACH END OF CIRCUIT LIGHT POLE LOCATION
	PROPOSED STREET LIGHT PEDESTAL WITH TAG
	PROPOSED STREET LIGHT CABLE(S) AND 53mmØ CONDUIT (PVC TYPE DB2). STREET LIGHT ONLY DUCTBANK.
	PROPOSED STREET LIGHT CABLE(S) AND 53mmØ CONDUIT (PVC TYPE DB2), IN JOINT TRENCH WITH HYDRO, GAS AND COMMUNICATIONS.

2 STREETLIGHT ONLY DUCTBANK – NON-JOINT TRENCH

- E3.1 - NTS, DIMENSIONS SHOWN IN MILLIMETRES (mm). DUCTBANK NOTES:
- PROVIDE FISH ROPE IN EACH SPARE (S) DUCT
 - GLUE ALL PVC JOINTS



1 ELECTRICAL SITE PLAN – LIGHTING LAYOUT

E3.1 - SCALE 1:500

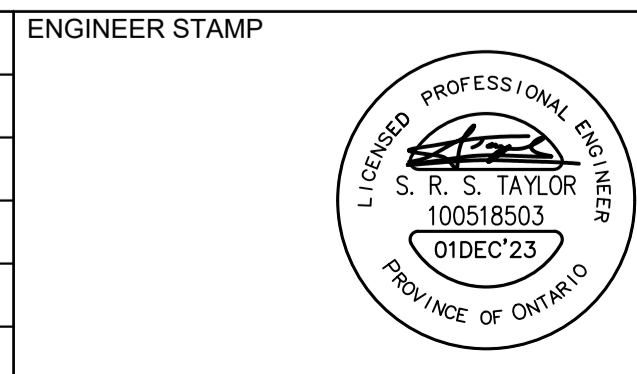
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ACCEPTED FOR CONSTRUCTION EPCOR
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43 Stewart Road,
 Collingwood, Ontario
 L9Y 3Z5

No.	REVISION DESCRIPTION	DATE
1.	1ST SUBMISSION	DEC 2022
2.	ISSUED TO EPCOR FOR REVIEW	MAR 2023
3.	2ND SUBMISSION	JULY 2023
4.	3RD SUBMISSION	DEC 2023



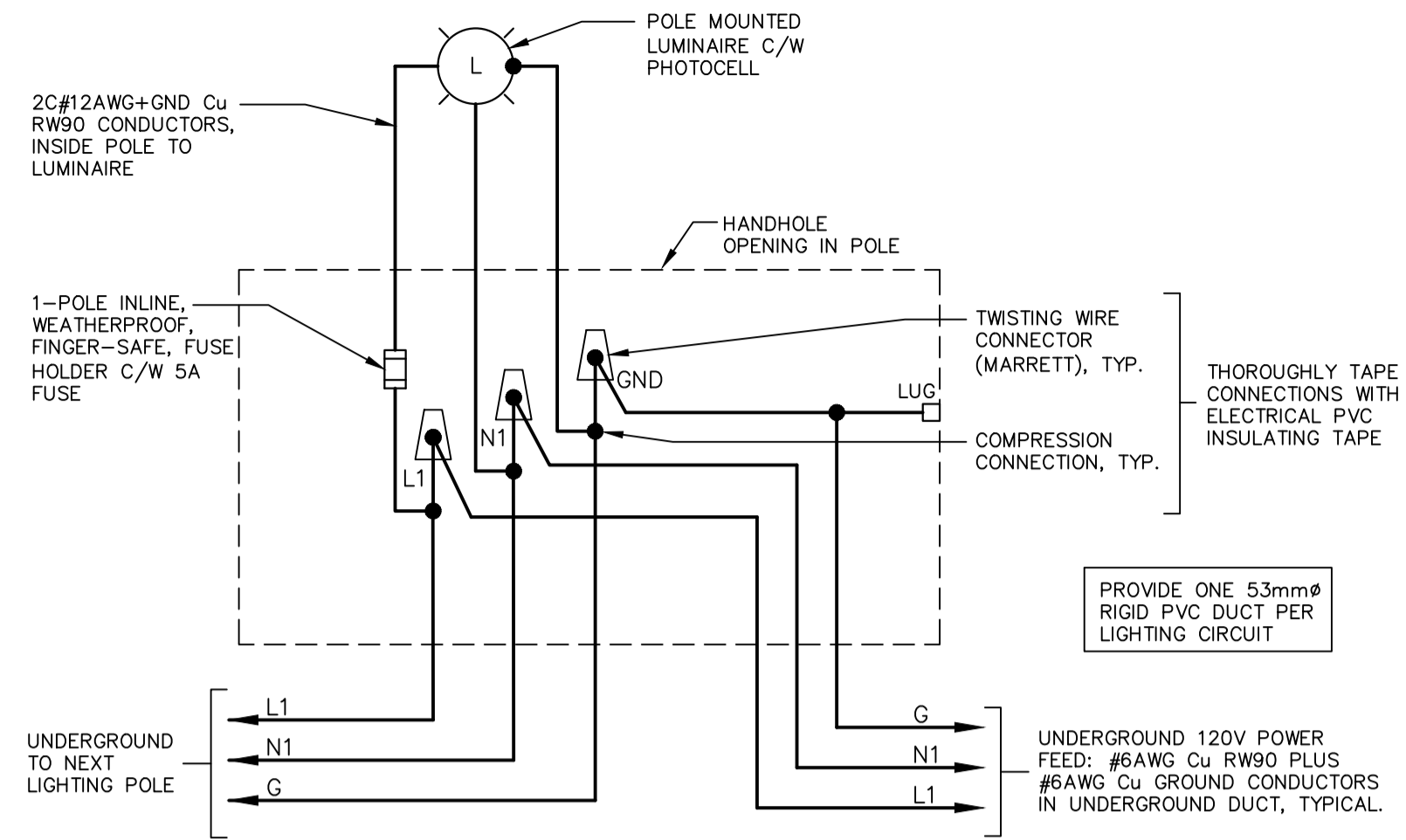
CRANBERRY MARSH ESTATES
 TOWN OF COLLINGWOOD



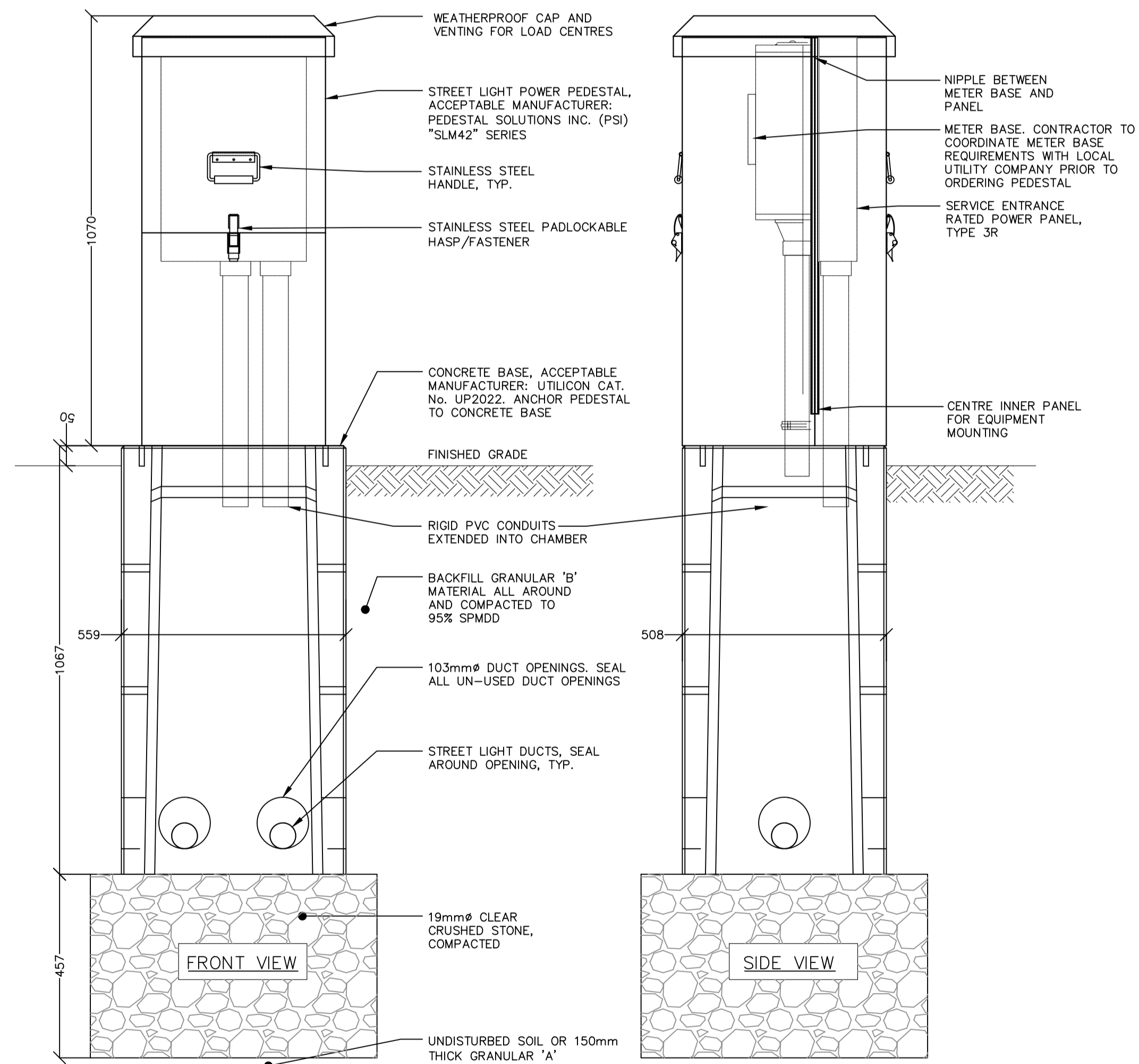
SITE PLAN – LIGHTING LAYOUT

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DRAWN: RJW	DATE: OCT 2021	
CHECK: SRT	SCALE: AS SHOWN	

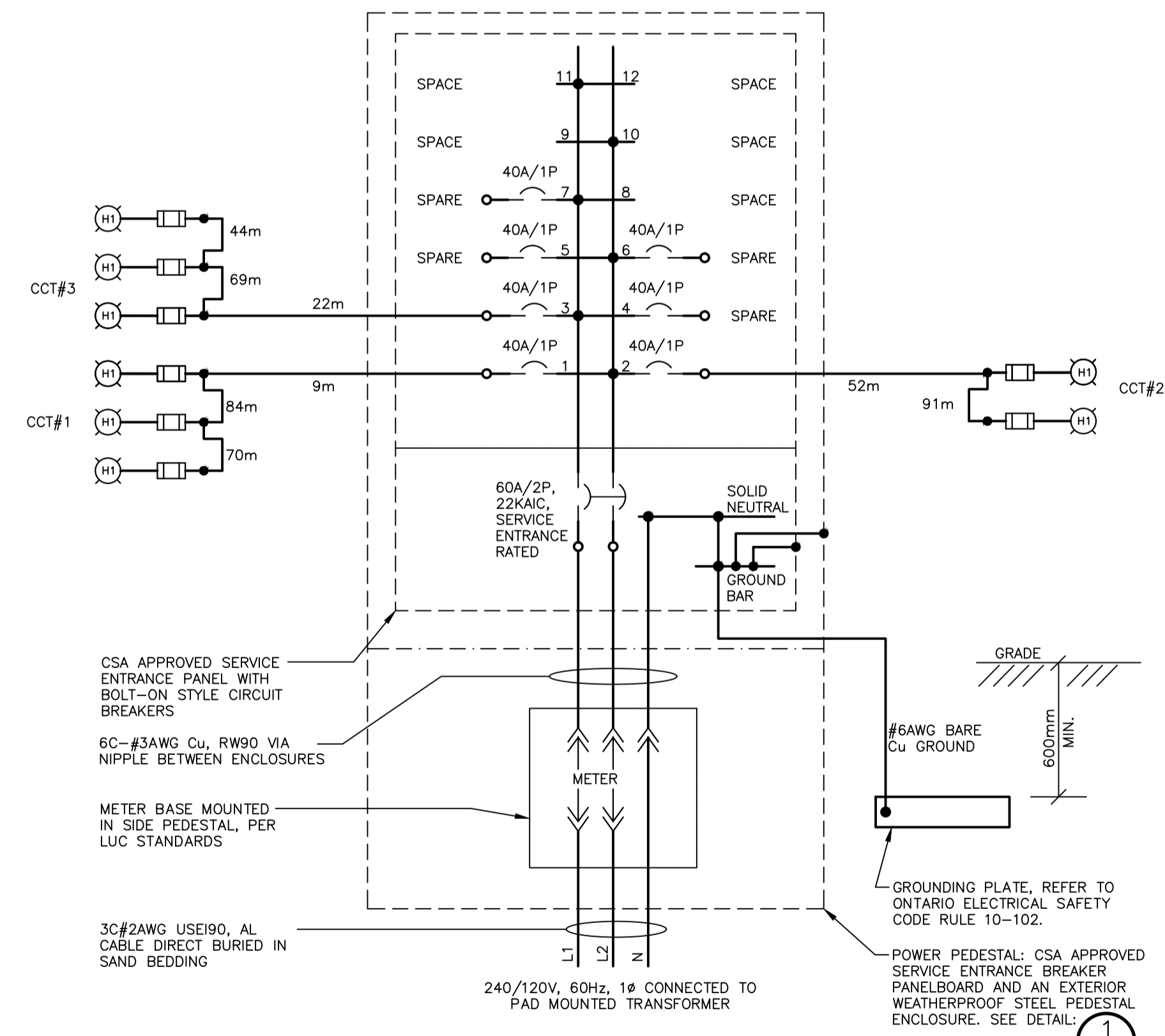
E3.1



3 TYPICAL WIRING DETAIL FOR STREET LIGHT
- NTS



1 "LC-A" SERVICE ENTRANCE POWER PANEL PEDESTAL INSTALLATION DETAIL
- NTS, DIMENSIONS SHOWN IN MILLIMETRES (mm)



2 "LC-A" METERED PEDESTAL WIRING DIAGRAM
- NTS, DIMENSIONS SHOWN IN MILLIMETRES (mm)

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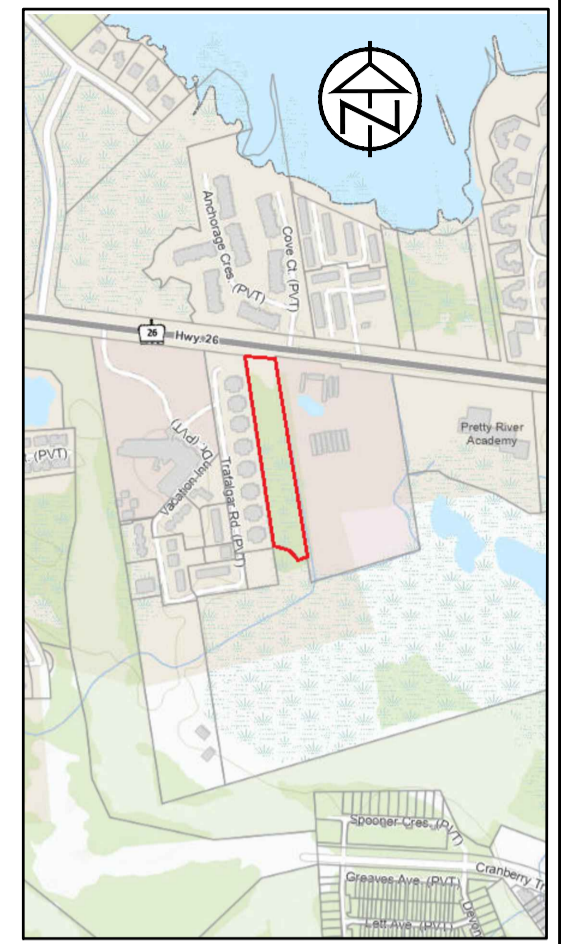
No.	REVISION DESCRIPTION	DATE	ENGINEER STAMP
1.	1ST SUBMISSION	DEC 2022	
2.	ISSUED TO EPCOR FOR REVIEW	MAR 2023	
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4.	3RD SUBMISSION	DEC 2023	

CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD



LIGHTING DETAILS - SHEET 1

DESIGN: RJW	FILE: 120181	DWG:
DRAWN: RJW	DATE: OCT 2021	E3.2
CHECK: SRT	SCALE: AS SHOWN	



KEY PLAN

Luminaire Schedule							
Symbol	Qty	Label	Arrangement	Description	LLF	Luminaire Lumens	Luminaire Watts
	8	H1	Single	HCI-SL20 Series	0.950	2500	20

1 PHOTOMETRIC LUMINAIRE SCHEDULE

E4.1 -NTS
REFER TO DRAWING E3.3 FOR DETAILED POLE AND LUMINAIRE SPECIFICATIONS

Calculation Summary						
Label	CalcType	Units	Avg	Max	Min	Avg/Min
01-RW- Roadway	Illuminance	Lux	5.06	15.2	0.8	6.33
07-PA-Pathway	Illuminance	Lux	2.01	9.1	1.0	2.01
08-CU-Culdesac	Illuminance	Lux	6.06	15.0	0.7	8.66
09-TP-Property Line	Illuminance	Lux	0.00	0.0	0.0	N.A.

2 ILLUMINATION SUMMARY (LUX)

E4.1 -NTS

Table 11-1: Lighting Design Criteria for Streets

Road:	Local
Pedestrian Conflict Area:	Low
Pavement Classification:	R3
Average Luminance Values:	0.3 cd/sq. m
Average Illuminance Values:	4.5 Lux
Uniformity Ratio Max (Avg/Min):	6.0:1 (MAX.)

Table 11-2: Recommended Design Criteria for Walkways Within Road Right of Way

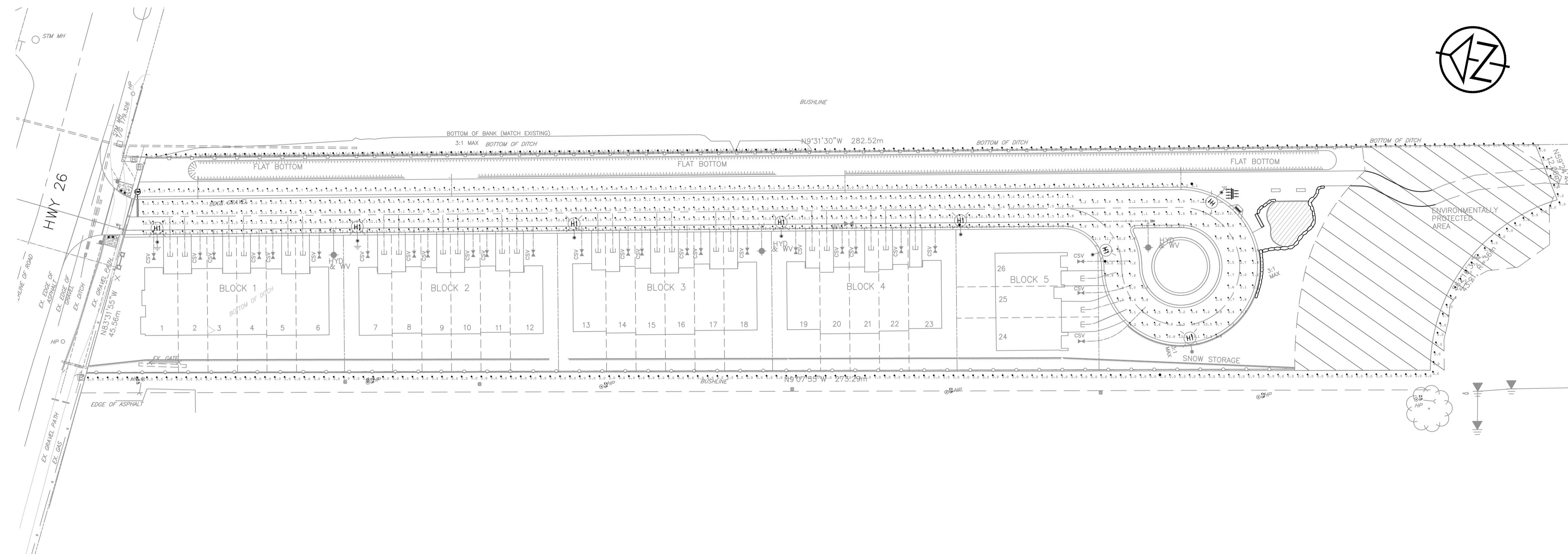
Condition:	Low Pedestrian Activity
Average Illuminance Values:	2.0 Lux
Uniformity Ratio Max (Avg/Min):	5.0:1

Table 17-2: Recommended Maintained Illuminance Values for Parking Lots (basic requirements; not for security lighting)

Minimum Illuminance Values:	2.0 Lux
Uniformity Ratio Max (Max/Min):	20.0:1

3 IES RP8-21 TARGET VALUES

E4.1 -NTS



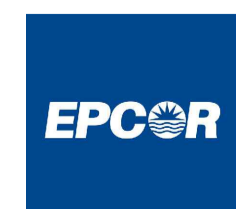
3 ELECTRICAL SITE PLAN – PHOTOMETRIC LAYOUT (UNITS SHOWN IN LUX)

E4.1 – SCALE 1:500

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No.	REVISION DESCRIPTION	DATE
1.	1ST SUBMISSION	DEC 2022
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ENGINEER STAMP

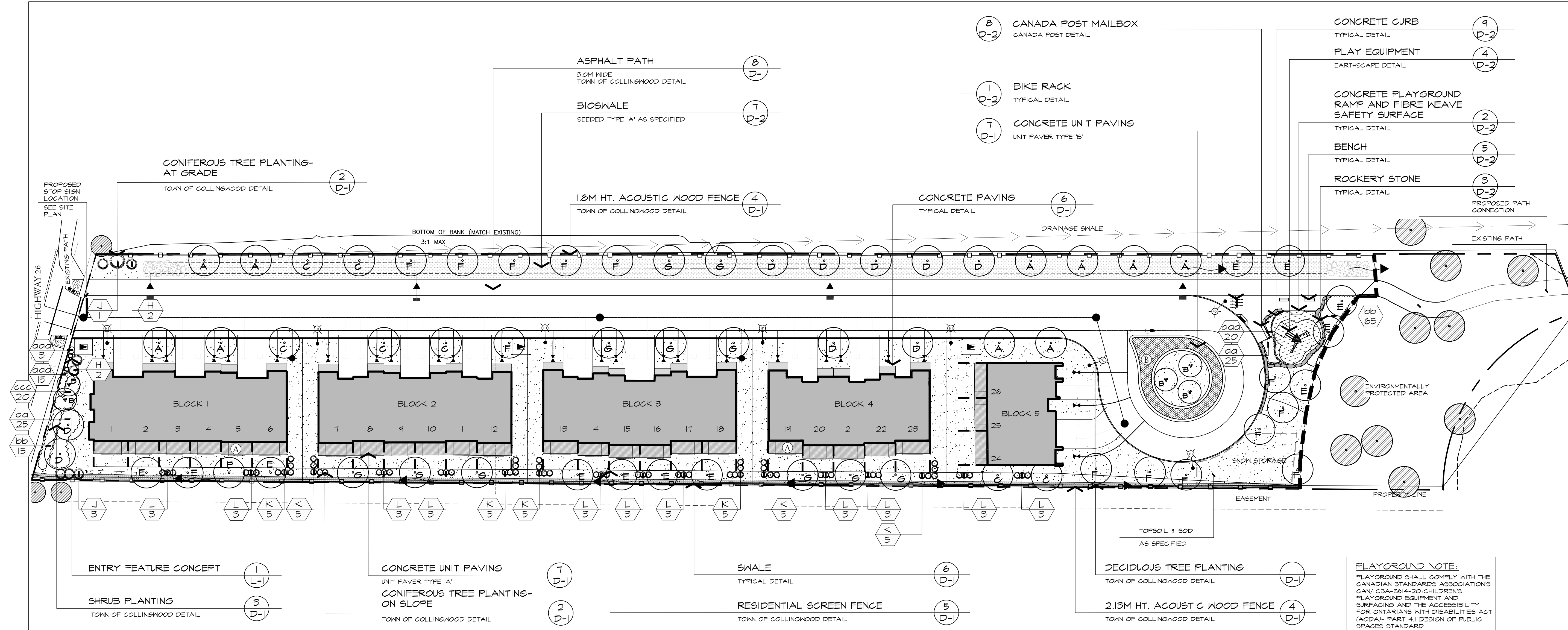


**CRANBERRY MARSH ESTATES
TOWN OF COLLINGWOOD**

SITE PLAN – PHOTOMETRIC LAYOUT



DESIGN: RJW	FILE: 120181	DWG:
DRAWN: RJW	DATE: OCT 2021	E4.1
CHECK: SRT	SCALE: AS SHOWN	



LEGEND

- DECIDUOUS TREE
- MULTI-STEM TREE
- CONIFEROUS TREE
- SHRUBS & PERENNIALS
- SODDED AREA
- SEEDDED AREA

BASE INFORMATION OBTAINED ELECTRONICALLY FROM 2LS DESIGN (JOB NO. 2020-14; TEL. 647-456-2828)

no.	date	version	by
5.	MAR 19 2024	ISSUED FOR SUBMISSION	LE /E/K
4.	DEC 5 2023	ISSUED FOR SUBMISSION	LE /E/K
3.	OCT 12 2023	ISSUED FOR SUBMISSION	LE /E/K
2.	AUG 1 2023	ISSUED FOR SUBMISSION	LE /E/K
1.	DEC 5 2022	ISSUED FOR SUBMISSION	KM /E/K
0.	OCT.22 2021	ISSUED FOR CLIENT REVIEW	NH

PLAYGROUND NOTE:
 PLAYGROUND SHALL COMPLY WITH THE CANADIAN STANDARDS ASSOCIATION'S CAN/CSA-2614-20 CHILDREN'S PLAYGROUND EQUIPMENT AND SURFACING AND THE ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT (AODA)- PART 4.1 DESIGN OF PUBLIC SPACES STANDARD

CONCRETE UNIT PAVEMENT - TYPE 'A' (A)
 MANUFACTURE, UNLOCK
 STYLE: UMBRIANO
 SIZE: RANDOM BUNDLE 6cm
 PATTERN: UMBRIANO RANDOM B
 COLOUR: SUMMER WHEAT

CONCRETE UNIT PAVEMENT - TYPE 'B' (B)
 MANUFACTURE, UNLOCK
 STYLE: TOWN HALL PAVERS
 SIZE: 4" X 12"
 PATTERN: HERRINGBONE
 COLOUR: BASALT

GENERAL GUIDE FOR STONE CLADDING:

OVERALL PERCENTAGE BREAKDOWN FOR SIZES	REQUIRED SIZE	SIZES BREAKDOWN IN PERCENTAGE PER NATURAL STONE
60%	2'-4'	80% KINGSTON LIMESTONE 20% KINGSTON HUE SANDSTONE - LANDSDOWNE BUFF
40%	5'-8'	

LOCATION OF SEED TYPES ARE NOTED ON PLAN

SEED WITH THE FOLLOWING SEED MIXTURES AS SUPPLIED BY ONTARIO SEED COMPANY (1-800-465-5849) OR APPROVED EQUAL

TYPE 'A'-OSC # 8175 - FACW WETLAND SEED MIXTURE

BEBB'S SEDGE (<i>Carex bebbii</i>)	1%
BLUE LOBELIA (<i>Lobelia siphilitica</i>)	1%
BLUE VERVAIN (<i>Verbena hastata</i>)	4%
BLUNT BROOM SEDGE (<i>Carex scoparia</i>)	1%
BONSET (<i>Eupatorium perfoliatum</i>)	1%
FOX SEDGE (<i>Carex vulpinoidea</i>)	25%
GREEN BULRUSH (<i>Scirpus atrovirens</i>)	8%
HEATH ASTER (<i>Aster pilosus</i>)	1%
LURID SEDGE (<i>Carex lurida</i>)	10%
NEW ENGLAND ASTER (<i>Aster novae-angliae</i>)	1%
PURPLE STEMMED ASTER (<i>Aster puniceus</i>)	1%
SOFT RUSH (<i>Juncus effusus</i>)	1%
SPOTTED JOE PYE WEED (<i>Eupatorium maculatum</i>)	1%
SQUARE STEMMED MONKEY FLOWER (<i>Mimulus ringens</i>)	1%
SWAMP MILKWEED (<i>Asclepias incarnata</i>)	1%
TALL MANNA GRASS (<i>Glyceria grandis</i>)	1%
VIRGINIA WILD RYE (<i>Elymus virginicus</i>)	40%
WOOLGRASS (<i>Scirpus cyperinus</i>)	1%

SEED RATE: 22-25 kg/ha

NURSE CROP

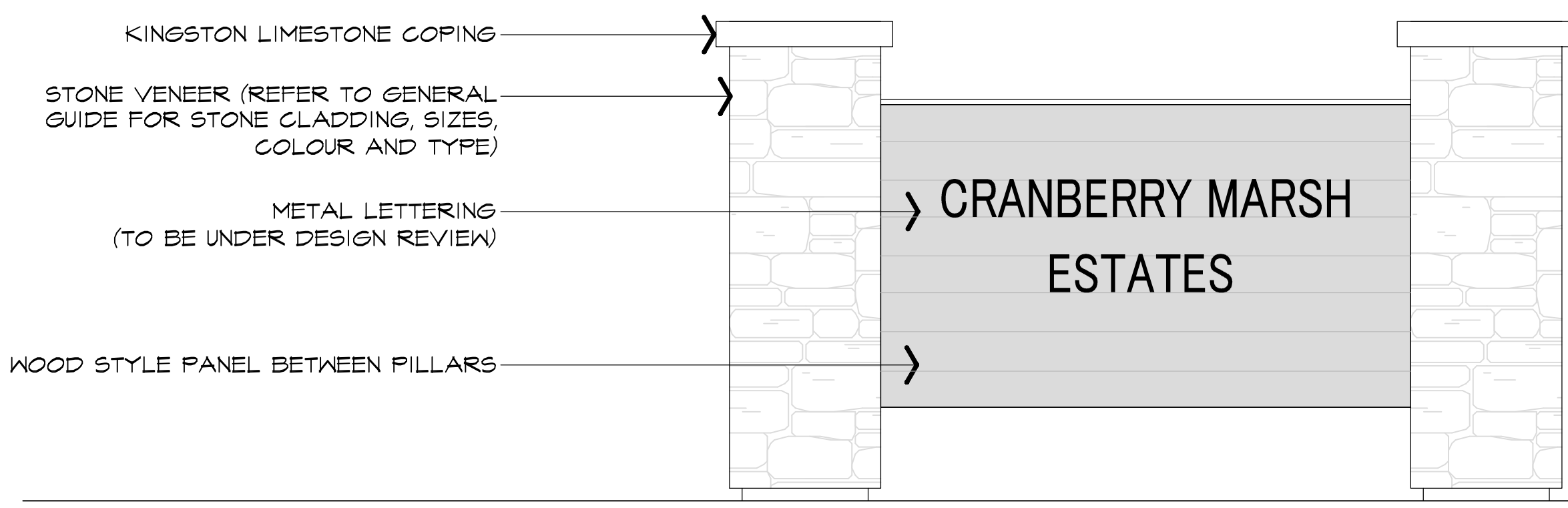
ANNUAL RYE GRASS (*Lolium multiflorum*)
 SEED RATE: 28kg/ha

PLANT LIST

PROJECT NAME: 11589 HIGHWAY 26 CRANBERRY MARSH ESTATES - (ABAL 3525)

In the event of a discrepancy between the planting plan and the plant list quantities, the planting plan shall govern.

KEY	QUANTITY	BOTANICAL NAME	COMMON NAME	CALIPER	HEIGHT	SPREAD	ROOT	REMARKS	SPACING
DECIDUOUS TREES									
A	10	AGER X FREEMANII 'AUTUMN BLAZE'	AUTUMN BLAZE MAPLE	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
B	5	AMELANGHIER CANADENSIS	SERVICEBERRY	3 X 5.0mm	3500mm	1500mm	W.B.	MULTI-STEM	----
C	7	GINKGO BILOBA 'PRINCETON SENTRY'	PRINCETON SENTRY MAIDENHAIR TREE	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
D	9	GLEDITSIA TRIAGANTHOS 'STREET KEEPER'	STREET KEEPER HONEY-LOCUST	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
E	13	CELTIS OCCIDENTALIS	HACKBERRY	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
F	13	QUERCUS BIGLOR	SHAMP WHITE OAK	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
G	11	TILIA AMERICANA	BASSWOOD	6.0mm	3500mm	1500mm	W.B.	EQUAL FORM	----
CONIFEROUS TREES									
H	4	THUJA OCCIDENTALIS 'DEGROOT'S SPIRE'	DEGROOT'S SPIRE CEDAR	----	2500mm	800mm	W.B.	SPECIMEN	----
J	4	PINUS STROBUS	EASTERN WHITE PINE	----	3500mm	1000mm	W.B.	SPECIMEN	----
K	35	PINUS STROBUS 'STONE PILLAR'	STONE PILLAR EASTERN WHITE PINE	----	3500mm	1000mm	W.B.	SPECIMEN	----
L	33	THUJA OCCIDENTALIS 'EMERALD'	EMERALD CEDAR	----	3500mm	1000mm	W.B.	SPECIMEN	----
DECIDUOUS SHRUBS									
oo	50	HYDRANGEA ARBORESCENS 'ANNABELLE'	ANNABELLE HYDRANGEA	----	500mm	500mm	3 gal. POT	MIN. 2 YRS. 6TH.	650mm
bb	80	CORNUS SERICEA 'ARCTIC FIRE'	ARCTIC FIRE DOGWOOD	----	800mm	----	3 gal. POT	MIN. 2 YRS. 6TH.	750mm
PERENNIALS, AND GRASSES									
ooo	38	SEDUM 'AUTUMN JOY'	AUTUMN JOY STONECROP	----	----	----	3 gal. POT	MIN. 2 YRS. 6TH.	500mm
ccc	20	FENNISETUM ALOPEGURIODES	FOUNTAIN GRASS	----	----	----	3 gal. POT	MIN. 2 YRS. 6TH.	500mm



1 ENTRY FEATURE CONCEPT

NOTE: CONTRACTOR RESPONSIBLE FOR PROVIDING SHOP DRAWINGS STAMPED BY A STRUCTURAL ENGINEER FOR FINAL APPROVAL BY LANDSCAPE ARCHITECT. STRUCTURAL WORKS TO BE REVIEWED AND CERTIFIED BY THE DESIGN ENGINEER.

All information hereon to be checked and verified at the site and any discrepancies must be reported to and clarified by the landscape architect before commencing work. All drawings, specifications, details, digital information, etc., prepared by the landscape architect are instruments of service and as such are his property and must be returned at his request.

ALEXANDER BUDREVICS
 ASSOCIATES LTD.
 LANDSCAPE ARCHITECTS

895 Don Mills Road, Second Tower, Suite 212
 Toronto, Ontario, Canada, M3C 1W3

416.444.5201
 416.444.5208

www.budrevics.com

project
**11589 HIGHWAY 26
 CRANBERRY MARSH ESTATES**
 HIGHWAY 26
 TOWN OF COLLINGWOOD

CRANBERRY MARSH ESTATES

drawing

LANDSCAPE PLAN

date	OCT 20, 2021	drawn	NH
scale*	1:400	file	3523 L1 V4-231012
direction		project no.	3523
		sheet no.	L-1

SPECIFICATIONS

GENERAL

THESE SPECIFICATIONS ARE TO BE READ IN CONJUNCTION WITH THE GENERAL CONDITIONS OF THE CONTRACT AS PREPARED BY AND AVAILABLE AT THE OFFICE OF ALEXANDER BUDREVICS & ASSOCIATES LTD.

PRIOR TO COMMENCING WORK, THE CONTRACTOR SHALL:

1. FAMILIARIZE HIMSELF WITH THE PLANS, DETAILS, AND SPECIFICATIONS OF THIS PROJECT, VISIT THE SITE TO ASCERTAIN AND TAKE ACCOUNT OF EXISTING CONDITIONS AND ANY DEVIATIONS FROM THE PLANS IN WORK BY OTHERS, AND
2. FINALIZE ALL DESIGN ALTERNATIVES IN CONSULTATION WITH THE LANDSCAPE ARCHITECT.

PRIOR TO EXCAVATING, THE CONTRACTOR SHALL VERIFY THE LOCATION OF ALL UNDERGROUND UTILITIES. IN THE EVENT OF A CONFLICT BETWEEN A PROPOSED TREE LOCATION AND AN UNDERGROUND SERVICE, THE EXACT LOCATION OF THE TREE SHALL BE DETERMINED ON SITE BY THE LANDSCAPE ARCHITECT.

THE CONTRACTOR SHALL, AT HIS OWN EXPENSE, REPAIR ANY DAMAGE TO EXISTING WORK, STRUCTURES, FACILITIES, ETC. DONE IN THE PERFORMANCE OF HIS WORK.

ALL SITE WORK SHALL CONFORM TO THE CANADIAN NATIONAL MASTER CONSTRUCTION SPECIFICATIONS. A COPY OF WHICH CAN BE OBTAINED FROM CONSTRUCTION SPECIFICATIONS CANADA, 141 410 772 20th Fl. 410 772 20th Fl. 410 772 20th Fl. 410 772 20th Fl. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO BE THOROUGHLY FAMILIAR WITH THESE SPECIFICATIONS AND TO BE RESPONSIBLE FOR THIS PROJECT.

SOFT LANDSCAPING

PLANT MATERIALS
ALL PLANTS SHALL BE INSTALLED TRUE TO SPECIFIED NAMES, SIZES, GRADES, ETC. AND SHALL CONFORM TO THE STANDARDS OF THE CANADIAN NURSERY TRADES ASSOCIATION.
ALL PLANTS SHALL BE NURSERY GROWN.

IN THE EVENT OF A DISCREPANCY IN PLANT QUANTITY BETWEEN THE PLANTING PLAN AND THE PLANT LIST, THE PLANTING PLAN SHALL GOVERN.

THE CONTRACTOR SHALL MAKE PLANTS AVAILABLE FOR INSPECTION BY THE LANDSCAPE ARCHITECT PRIOR TO INSTALLATION. MATERIAL NOT CONFORMING TO THE SPECIFICATIONS SHALL BE REPLACED AT THE EXPENSE OF THE CONTRACTOR.
PLANT SUBSTITUTIONS MUST BE APPROVED IN WRITING BY THE OWNER OR THE LANDSCAPE ARCHITECT PRIOR TO DELIVERY OF THE MATERIAL ON SITE.

THE LANDSCAPE ARCHITECT MAY, UPON COMPLETION OF THE WORK AND NOTWITHSTANDING PRIOR APPROVAL, AT SOURCE, REJECT PLANT MATERIAL NOT CONFORMING TO THE SPECIFICATIONS.

THE CONTRACTOR SHALL USE STANDARD INDUSTRY METHODS FOR PLANTING TREES. TREES SHALL BE TURNED TO GIVE THE BEST APPEARANCE. THEY SHALL ALSO BE GUYED AND STAKED IMMEDIATELY AFTER PLANTING AND AS DETAILED ON THE DRAWINGS.

BED PREPARATION

THE CONTRACTOR SHALL BACKFILL TREE PITS AND PLANTING BEDS TO SPECIFIED DEPTHS WITH EITHER PRE-MIXED TOPSOIL (VIZ. "TRIPLE-MIX") OR A MIXTURE COMPRISED OF:
2 PARTS SANDY LOAM
1 PART FINELY PULVERIZED CANADIAN PEAT MOSS
1 PART WELL-ROTTED FARM MANURE, WITH "AGRIFORM" 20-10-5 TABLETS (OR APPROVED EQUAL) ADDED ACCORDING TO THE MANUFACTURER'S SPECIFICATIONS.

THE CONTRACTOR SHALL CONSTRUCT TREE PITS AND SHRUB BEDS WITH SOIL SAUCERS, MULCH, AND SUBSURFACE DRAINAGE AS DETAILED.

THE CONTRACTOR SHALL CONSTRUCT SHRUB BEDS IN CONTINUOUS FORMS, THE SHAPE OF WHICH SHALL BE APPROVED BY THE LANDSCAPE ARCHITECT AND/OR OWNER. ON SLOPES, SHRUB BEDS SHALL BE FASHIONED TO ALLOW FOR PROPER DRAINAGE.

TOPSOIL & FINE GRADING

THE CONTRACTOR SHALL PLACE 150mm OF RICH TOPSOIL ON APPROVED SUBGRADES. TOPSOIL SHALL BE IMPORTED WHERE REQUIRED. 10-6 FERTILIZER SHALL BE APPLIED ACCORDING TO THE MANUFACTURER'S INSTRUCTIONS AT A RATE OF 7.32 kg/100m² FOR SODDED AREAS. THE MIXTURE AND RATE OF APPLICATION SHALL BE ADJUSTED FOR SODDED AREAS.

MINOR GRADE DEFICIENCIES AND IRREGULARITIES SHALL BE ELIMINATED PRIOR TO SODDING.

SODDING

THE CONTRACTOR SHALL SOD ALL AREAS SO INDICATED ON THE DRAWINGS. SOD SHALL BE FRESHLY CUT NO. 1 GRADE NURSERY-GROWN TURF 50-75mm THICK.

SOD FOR SUNNY, EXPOSED AREAS SHALL BE 50% KENTUCKY BLUEGRASS AND 50% MERION BLUEGRASS. SOD FOR SHADDED AREAS SHALL BE 50% NUGGET KENTUCKY BLUEGRASS AND 50% CREEPING RED FESCUE.

SOD SHALL BE PLACED ON PREPARED TOPSOIL, WITH JOINTS STAGGERED AND SECTIONS ABUTTED TOGETHER. IMMEDIATELY AFTER LAYING, IRRIGATION SUFFICIENT TO ENSURE MOISTURE PENETRATION TO A DEPTH OF 100mm SHALL BE APPLIED.

SOD SHALL BE MACHINE ROLLED TO ENSURE UNIFORM CONTACT WITH TOPSOIL. SOD ON ALL SLOPES SHALL BE PEGGED WHERE REQUIRED.

HARD LANDSCAPING

POURED-IN-PLACE CONCRETE WORK

THE CONTRACTOR SHALL OBTAIN WRITTEN APPROVAL OF FORMWORK PRIOR TO POURING CONCRETE. ALL CONCRETE, STEEL REINFORCING, AND FORMWORK SHALL BE AS DETAILED AND SPECIFIED ON THE DRAWINGS.

THE STYLE, COLOUR, AND FINISH OF CONCRETE ELEMENTS SHALL BE APPROVED BY THE OWNER AND/OR LANDSCAPE ARCHITECT PRIOR TO THE COMMENCEMENT OF CONCRETE WORK.

BRICKWORK, STONEWORK & CONCRETE UNIT PAVING

WHERE APPLICABLE, THE CONTRACTOR SHALL OBTAIN WRITTEN APPROVAL FROM THE LANDSCAPE ARCHITECT OF ALL STRUCTURAL CONCRETE WORK BEFORE COMMENCING BRICKWORK, STONEWORK OR PAVING WORK.

ALL BRICKWORK, STONEWORK, AND CONCRETE UNIT PAVING SHALL BE AS DETAILED AND SPECIFIED ON THE DRAWINGS. UNLESS THE LANDSCAPE ARCHITECT AND/OR THE OWNER APPROVE SUBSTITUTIONS IN WRITING.

PRIOR TO STARTING THIS PORTION OF WORK, THE CONTRACTOR SHALL SUBMIT SAMPLES OF PROPOSED BRICKWORK, STONEWORK, AND CONCRETE UNIT PAVERS FOR APPROVAL BY THE LANDSCAPE ARCHITECT AND/OR THE OWNER WITH RESPECT TO STYLE, COLOUR, AND FINISH. THE CONTRACTOR MAY ALSO BE ASKED TO SUBMIT SAMPLES OF ALTERNATIVES TO THE MATERIALS SPECIFIED ON THE DRAWINGS.

ALL BRICKWORK, STONEWORK, AND CONCRETE UNIT PAVING SHALL CONFORM TO LOCAL BUILDING CODES AND OTHER MUNICIPAL REQUIREMENTS.

WOODWORK
ALL WOOD SHALL BE NO. 1 GRADE DRESSED CLEAR CEDAR, PRESSURE-TREATED RED PINE, OR PRESSURE-TREATED JACK PINE, AS SPECIFIED ON THE DRAWINGS. PRESSURE TREATMENT SHALL BE IN ACCORDANCE WITH CANADIAN STANDARDS FOR PRESERVATION OF WOOD. CLEAR CEDAR OR SPECIALTY WOODS SHALL BE STAINED WITH TWO (2) COATS OF STAIN, PAINT OR PRESERVATIVE.

THE CONTRACTOR SHALL SUBMIT SAMPLES OF ALL PROPOSED FINISHES FOR APPROVAL BY THE LANDSCAPE ARCHITECT AND/OR THE OWNER PRIOR TO ITS APPLICATION. THE CONTRACTOR MAY ALSO BE ASKED TO SUBMIT SAMPLES OF ALTERNATIVES TO THE MATERIALS OR FINISHES SPECIFIED ON THE DRAWINGS.

MAINTENANCE
THE CONTRACTOR SHALL MAINTAIN ALL LANDSCAPED AREAS FOR A PERIOD OF FOUR (4) GROWING MONTHS FROM THE DATE OF SUBstantial COMPLETION. MAINTENANCE SHALL INCLUDE:
* PROPER IRRIGATION TO ENSURE OPTIMUM GROWTH OF TREES, SHRUBS, AND SOD
* GRASS MOWING TO MAINTAIN AN APPROXIMATE HEIGHT OF 50mm
* THE CULTIVATION AND WEEDING OF TREE PITS AND PLANTING BEDS
* INSECT AND DISEASE CONTROL

AT THE END OF THE SPECIFIED MAINTENANCE PERIOD, PROVIDED ALL PLANT MATERIAL IS ALIVE AND IN A HEALTHY GROWING CONDITION, THE OWNER WILL ASSUME THE RESPONSIBILITY OF MAINTAINING THE LANDSCAPE WORK.

PERFORMANCE ACCEPTANCE (SUBSTANTIAL COMPLETION)
WRITTEN NOTICE OF PERFORMANCE ACCEPTANCE BY THE LANDSCAPE ARCHITECT FOR SUBSTANTIAL COMPLETION OF THE PROJECT LANDSCAPE WORKS SHALL MARK THE START OF THE GUARANTEE PERIOD.

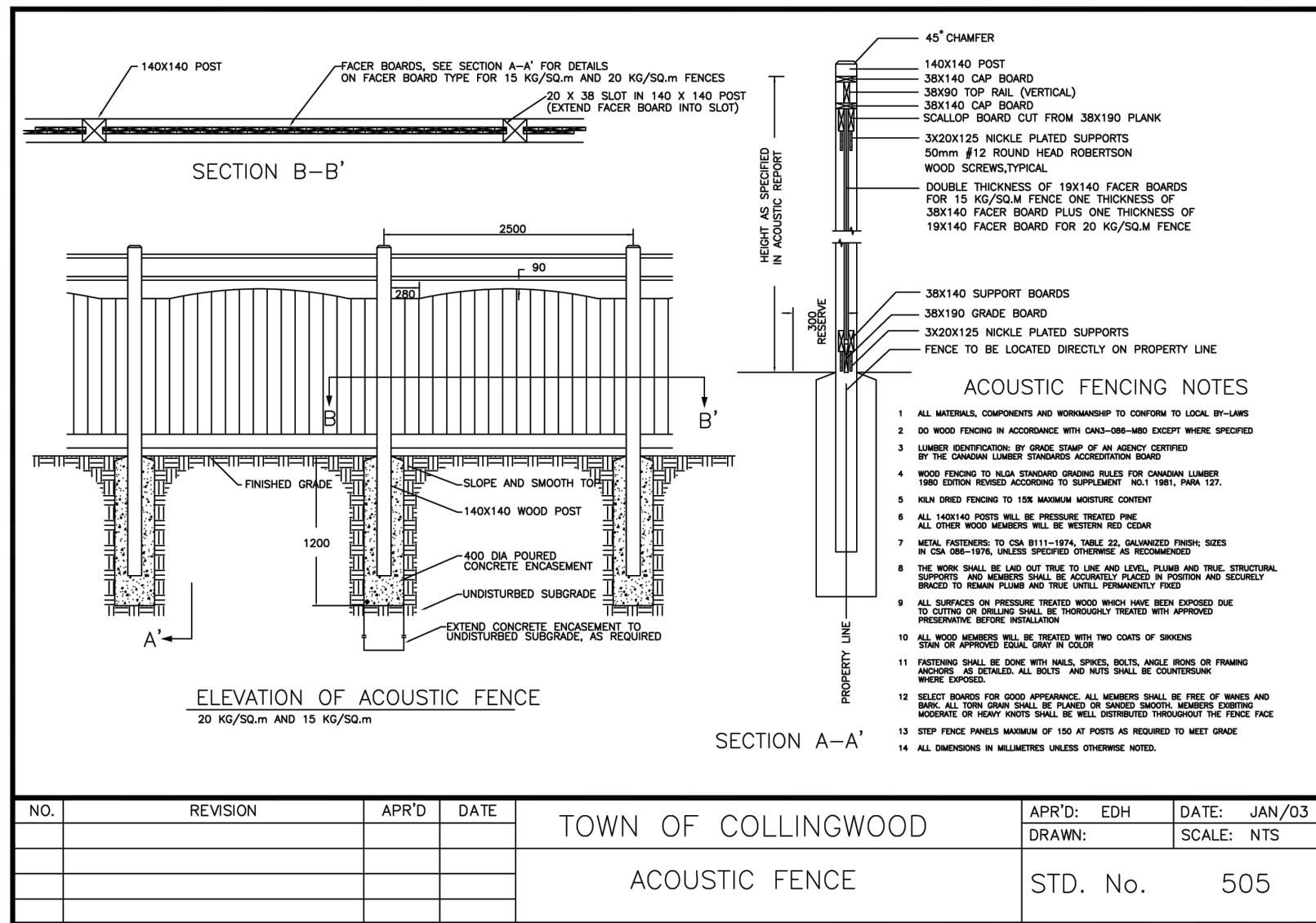
SHOULD LOCAL LAW REQUIRE MUNICIPAL ACCEPTANCE, THE LANDSCAPE ARCHITECT WILL SUBMIT THE SUBSTANTIAL COMPLETION CERTIFICATE TO THE MUNICIPALITY SO THAT THEY MAY PROCEED TO INSPECT THE WORK, ISSUE THEIR PERFORMANCE ACCEPTANCE CERTIFICATE, AND REDUCE THE AMOUNT OF SECURITIES.

GUARANTEE
ALL PLANT MATERIAL SHALL BE GUARANTEED FOR TWO (2) YEAR FROM THE DATE ON THE PERFORMANCE ACCEPTANCE CERTIFICATE ISSUED BY THE LANDSCAPE ARCHITECT. PLANTS THAT DO NOT SURVIVE OR OTHERWISE FAIL TO THRIVE DURING THE GUARANTEE PERIOD SHALL BE REPLACED AT THE EXPENSE OF THE CONTRACTOR.

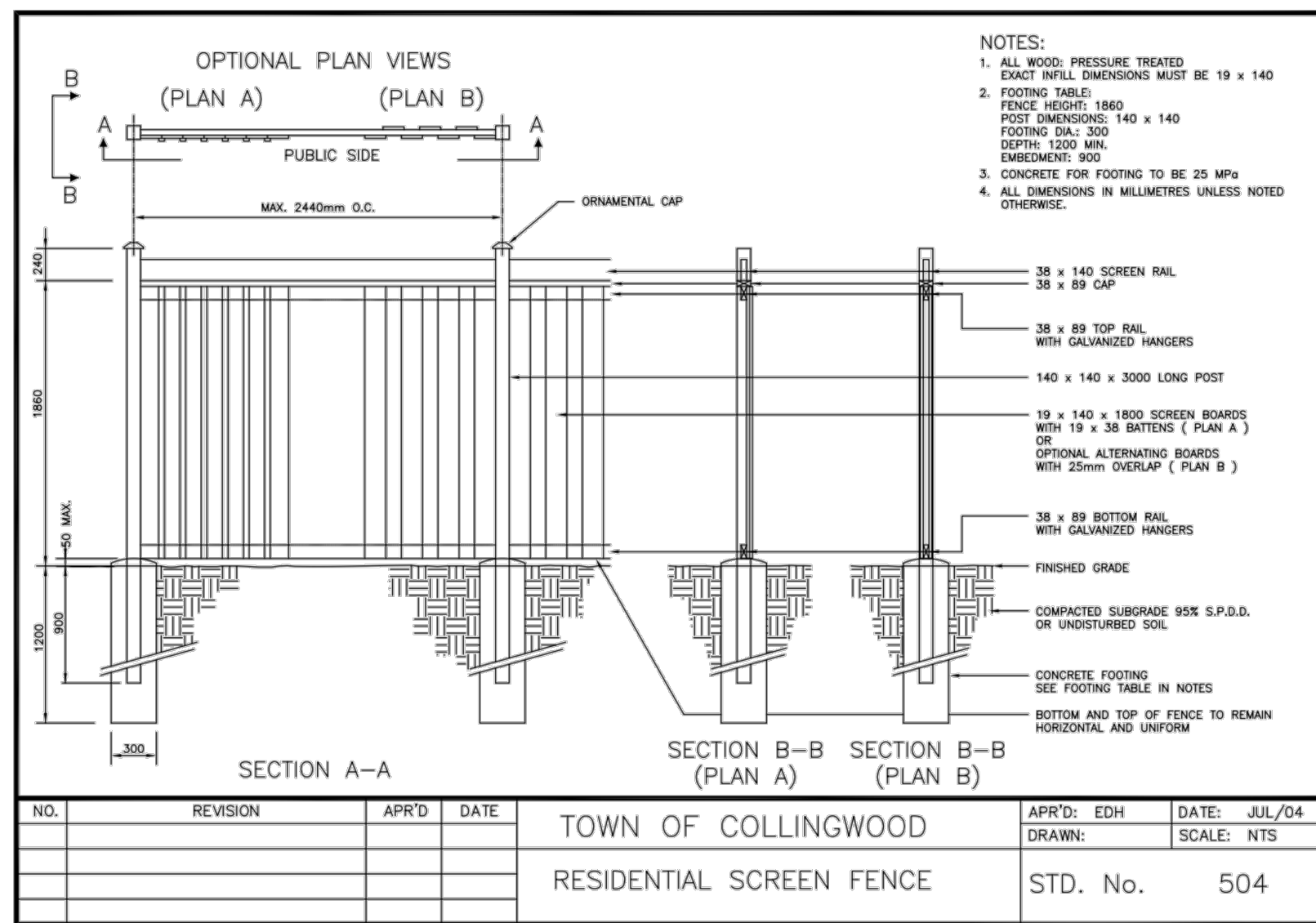
SIMILARLY, ALL OTHER LANDSCAPE WORK PERFORMED UNDER THIS CONTRACT SHALL BE FULLY GUARANTEED FOR ONE (1) YEAR FROM THE DATE OF PERFORMANCE ACCEPTANCE BY THE LANDSCAPE ARCHITECT.

FINAL ACCEPTANCE
ALL WORK SHALL BE INSPECTED AT THE END OF THE GUARANTEE PERIOD BY THE LANDSCAPE ARCHITECT. ANY OBJECTIONS SHALL BE RECTIFIED BY THE CONTRACTOR TO THE SATISFACTION OF THE LANDSCAPE ARCHITECT AND THE OWNER. THE LANDSCAPE ARCHITECT WILL THEN ISSUE A FINAL ACCEPTANCE CERTIFICATE.

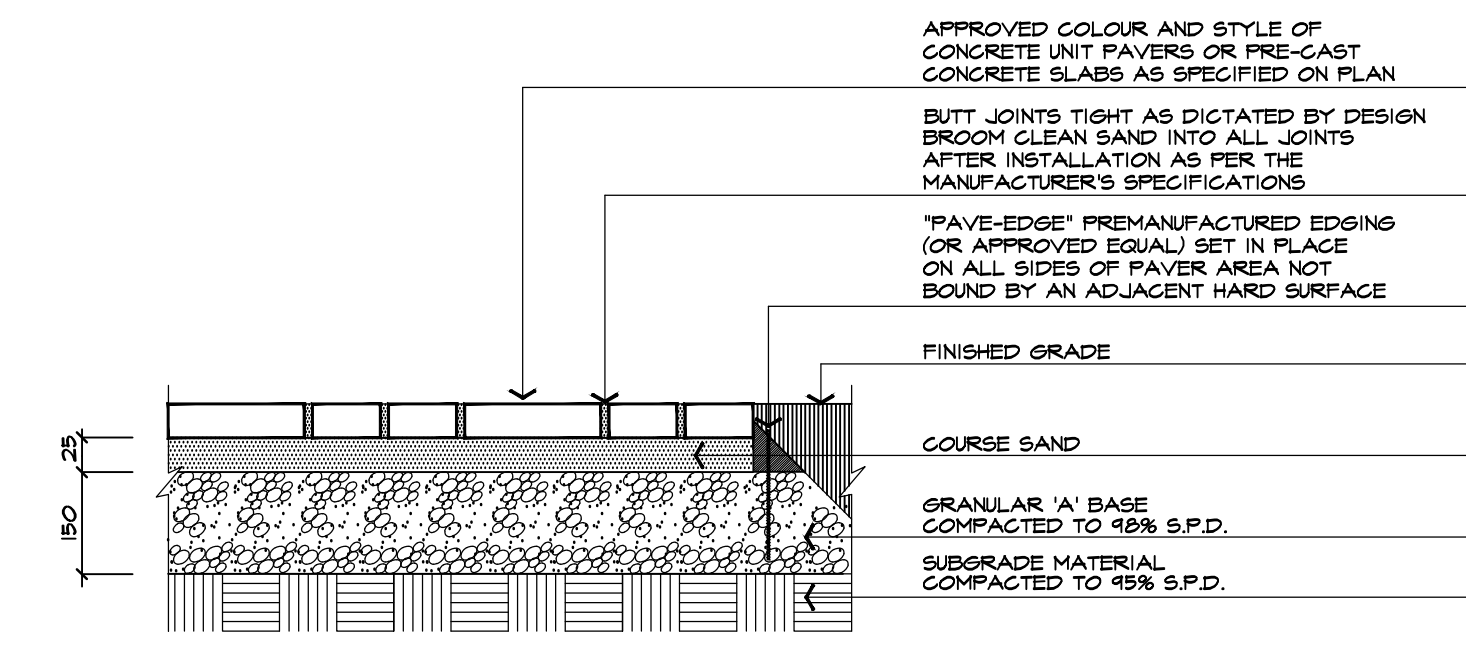
SHOULD LOCAL LAW REQUIRE MUNICIPAL ACCEPTANCE, THE LANDSCAPE ARCHITECT WILL SUBMIT THE FINAL ACCEPTANCE CERTIFICATE TO THE MUNICIPALITY SO THAT THEY MAY PROCEED TO INSPECT THE WORK, GIVE FINAL APPROVAL, AND RELEASE ALL OUTSTANDING LANDSCAPE SECURITIES.



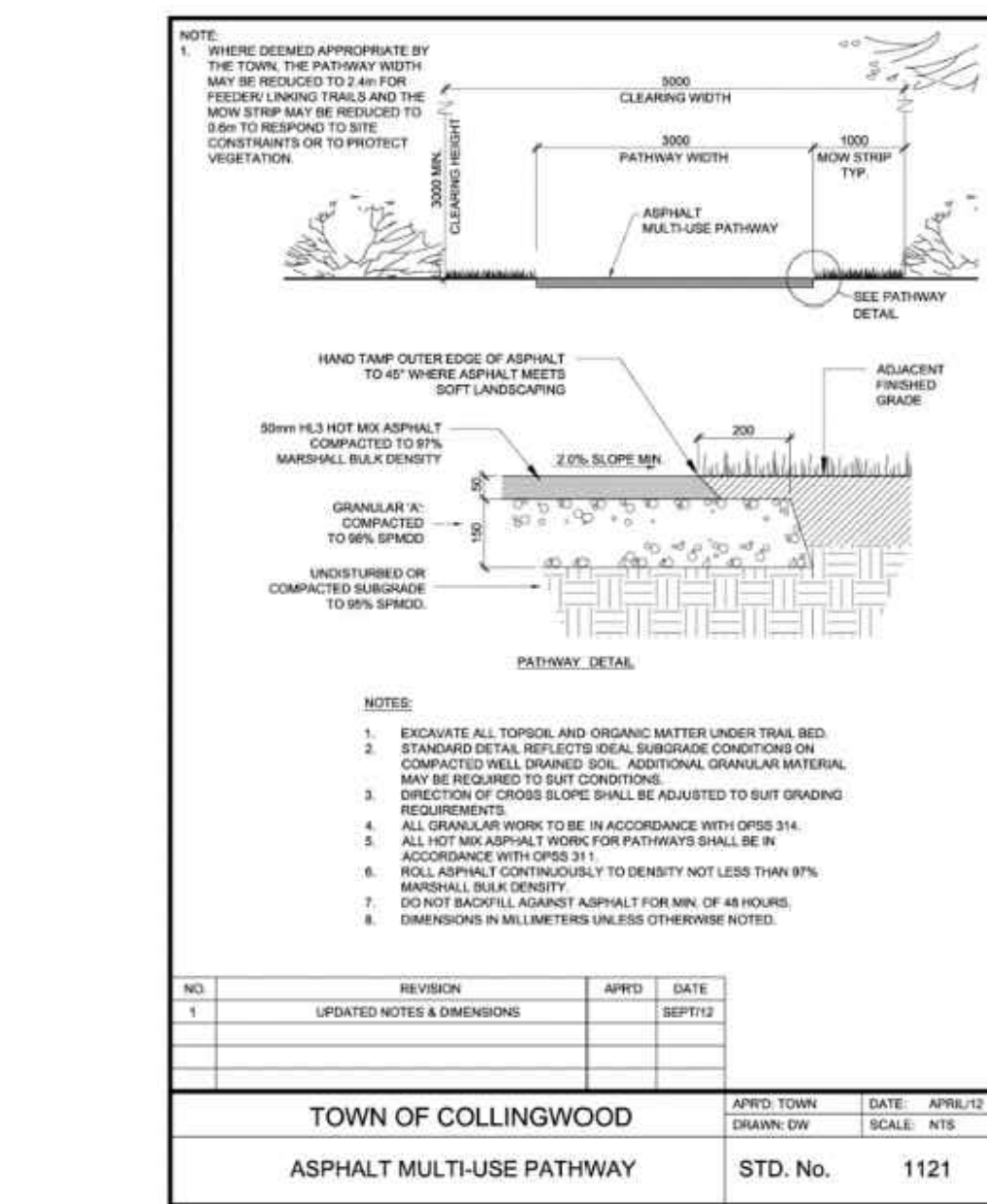
4 ACOUSTIC WOOD FENCE DETAIL NTS



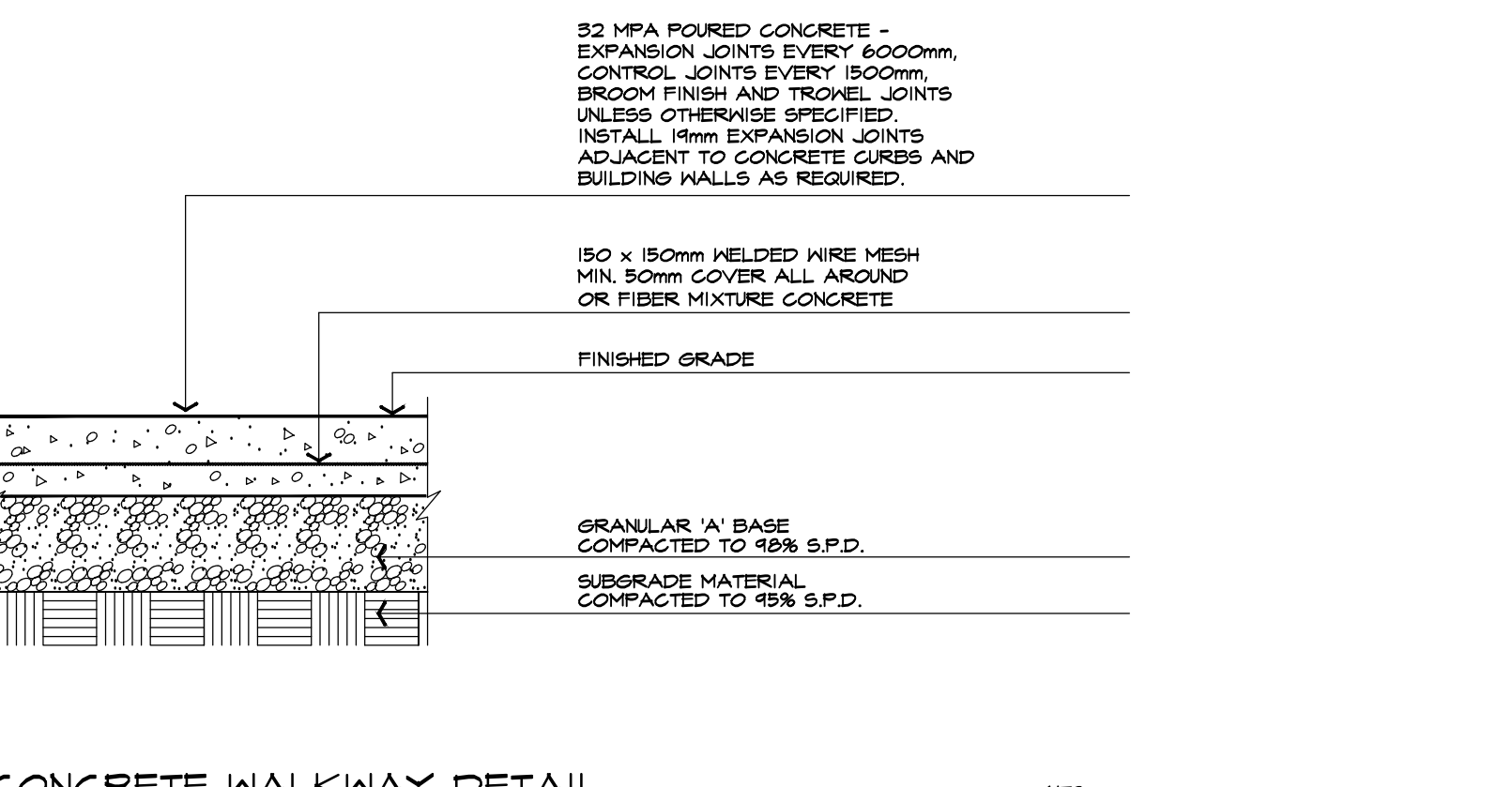
5 RESIDENTIAL SCREEN FENCE DETAIL NTS



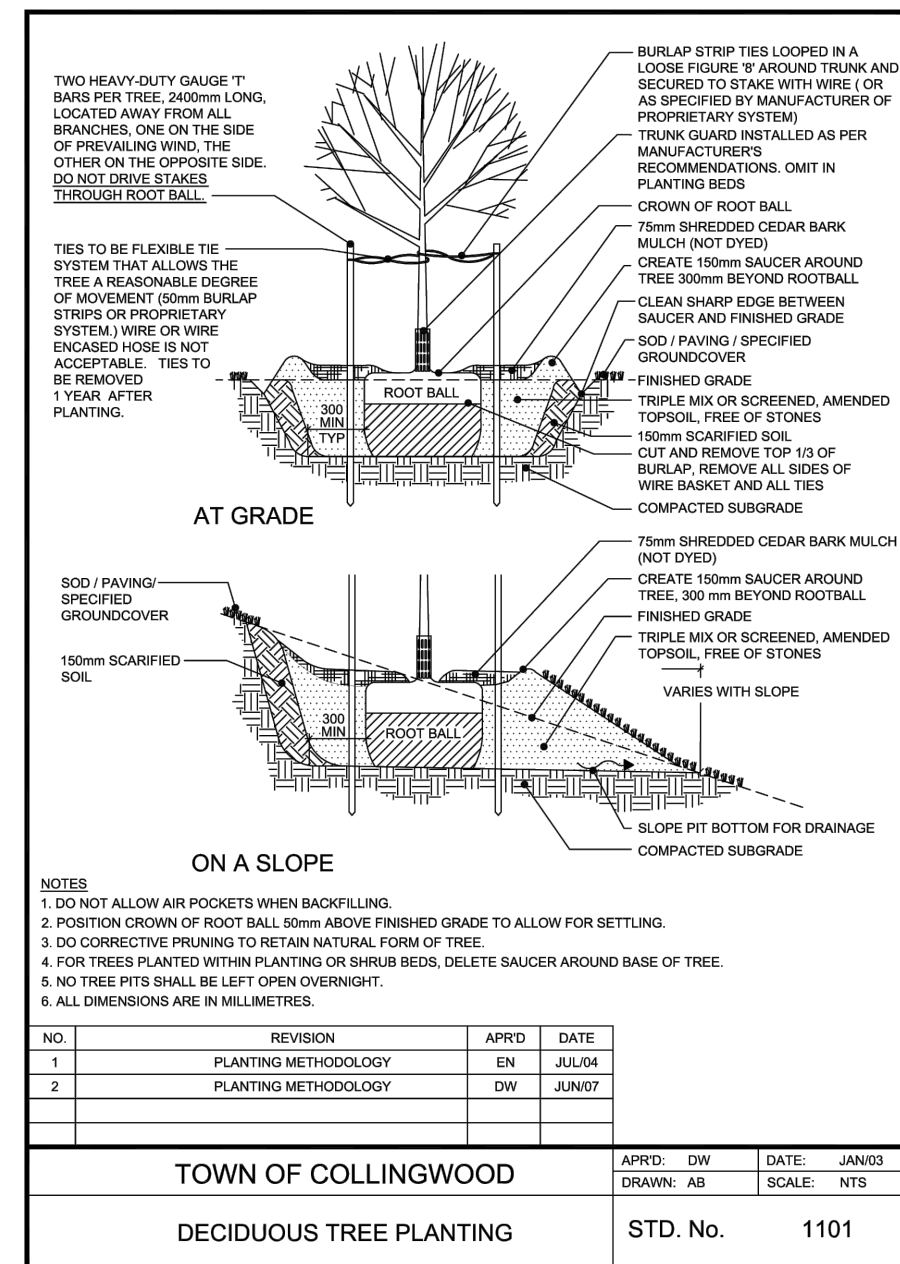
7 CONCRETE UNIT PAVES DETAIL NTS



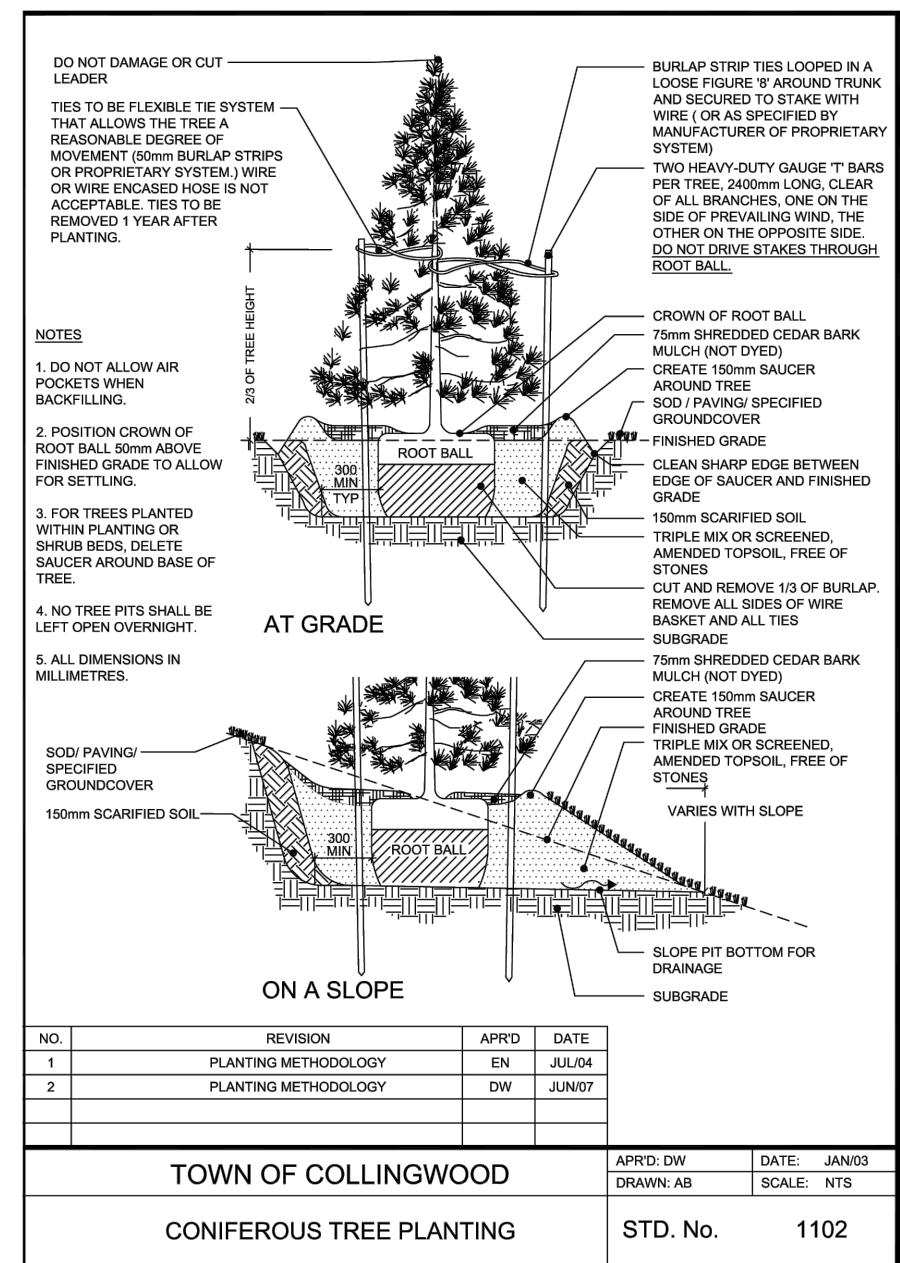
8 ASPHALT PATHWAY DETAIL NTS



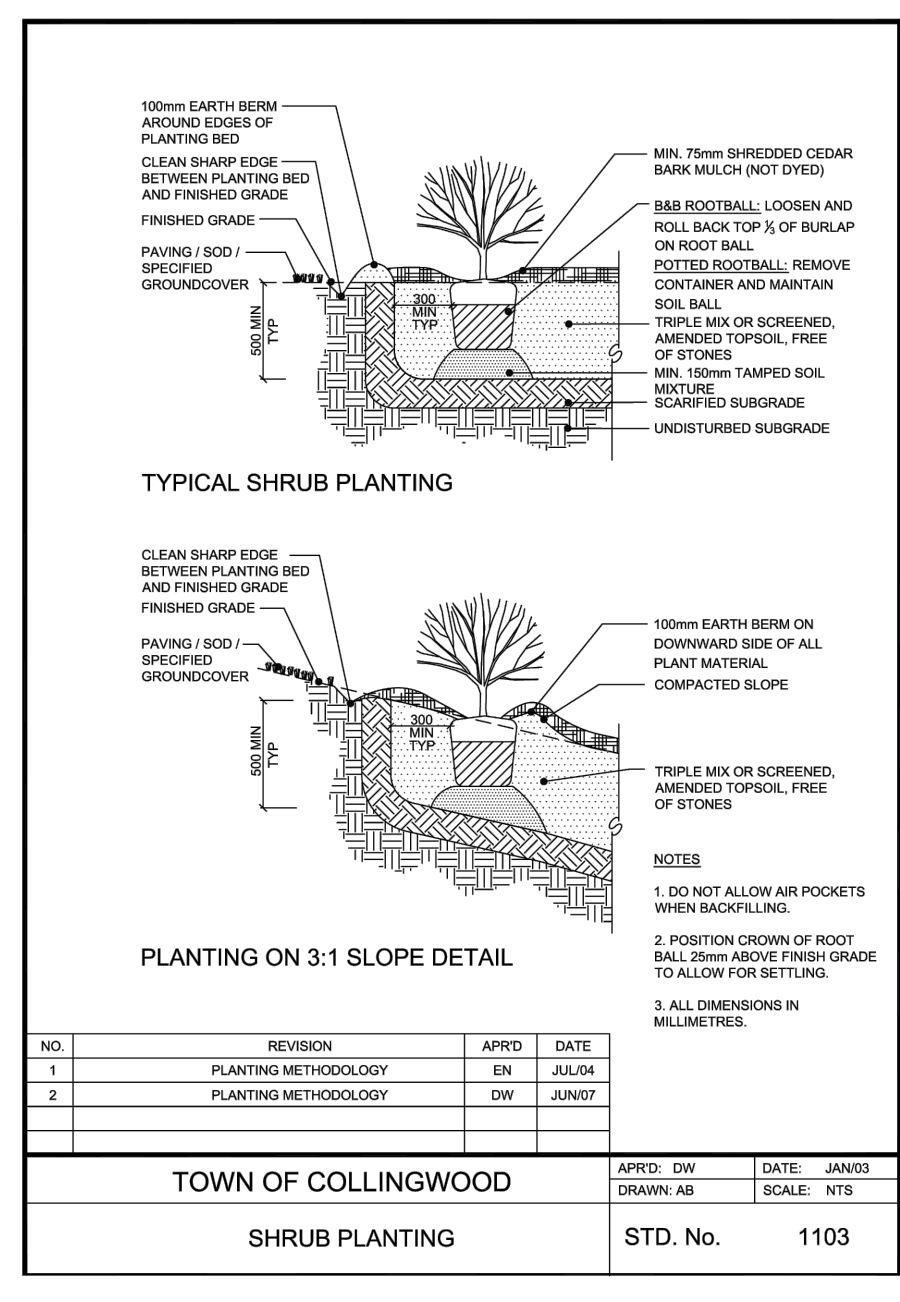
6 CONCRETE WALKWAY DETAIL NTS



1 DECIDUOUS TREE PLANTING DETAIL NTS



2 CONIFEROUS TREE PLANTING DETAIL NTS



3 SHRUB PLANTING DETAIL NTS

no.	date	version	by
5.	MAR 19 2024	ISSUED FOR SUBMISSION	LE /E/K
4.	DEC 5 2023	ISSUED FOR SUBMISSION	LE /E/K
3.	OCT 12 2023	ISSUED FOR SUBMISSION	LE /E/K
2.	AUG 1 2023	ISSUED FOR SUBMISSION	LE /E/K
1.	DEC 5 2022	ISSUED FOR SUBMISSION	KM /E/K
0.	OCT.22 2021	ISSUED FOR CLIENT REVIEW	NH

All information hereon to be checked and verified at the site and any discrepancies must be reported to and clarified by the landscape architect before commencing work. All drawings, specifications, details, digital information, etc., prepared by the landscape architect are instruments of service and as such are his property and must be returned at his request.

project
11589 HIGHWAY 26 CRANBERRY MARSH ESTATES
HIGHWAY 26
TOWN OF COLLINGWOOD
CRANBERRY MARSH ESTATES

LANDSCAPE DETAILS & SPECIFICATIONS

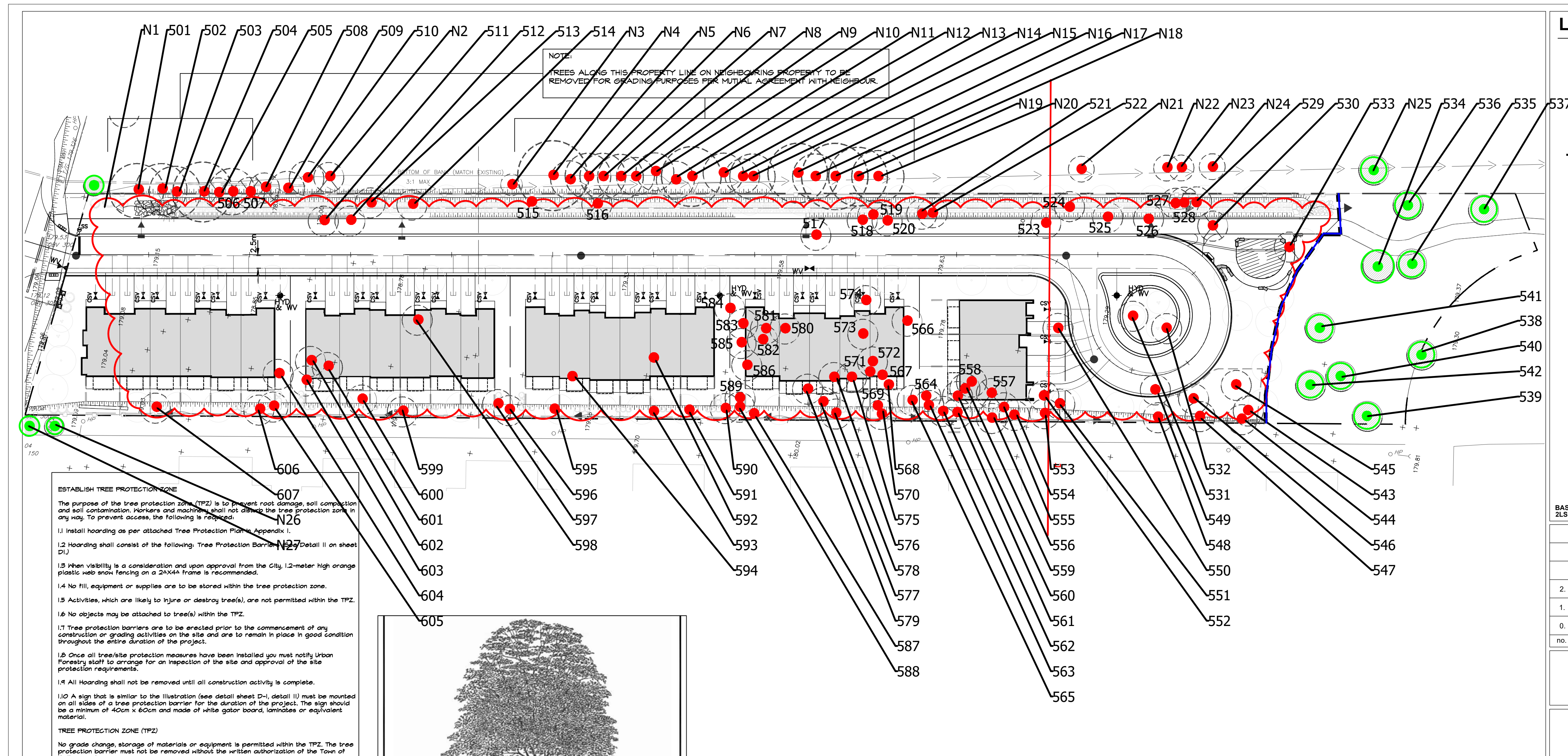
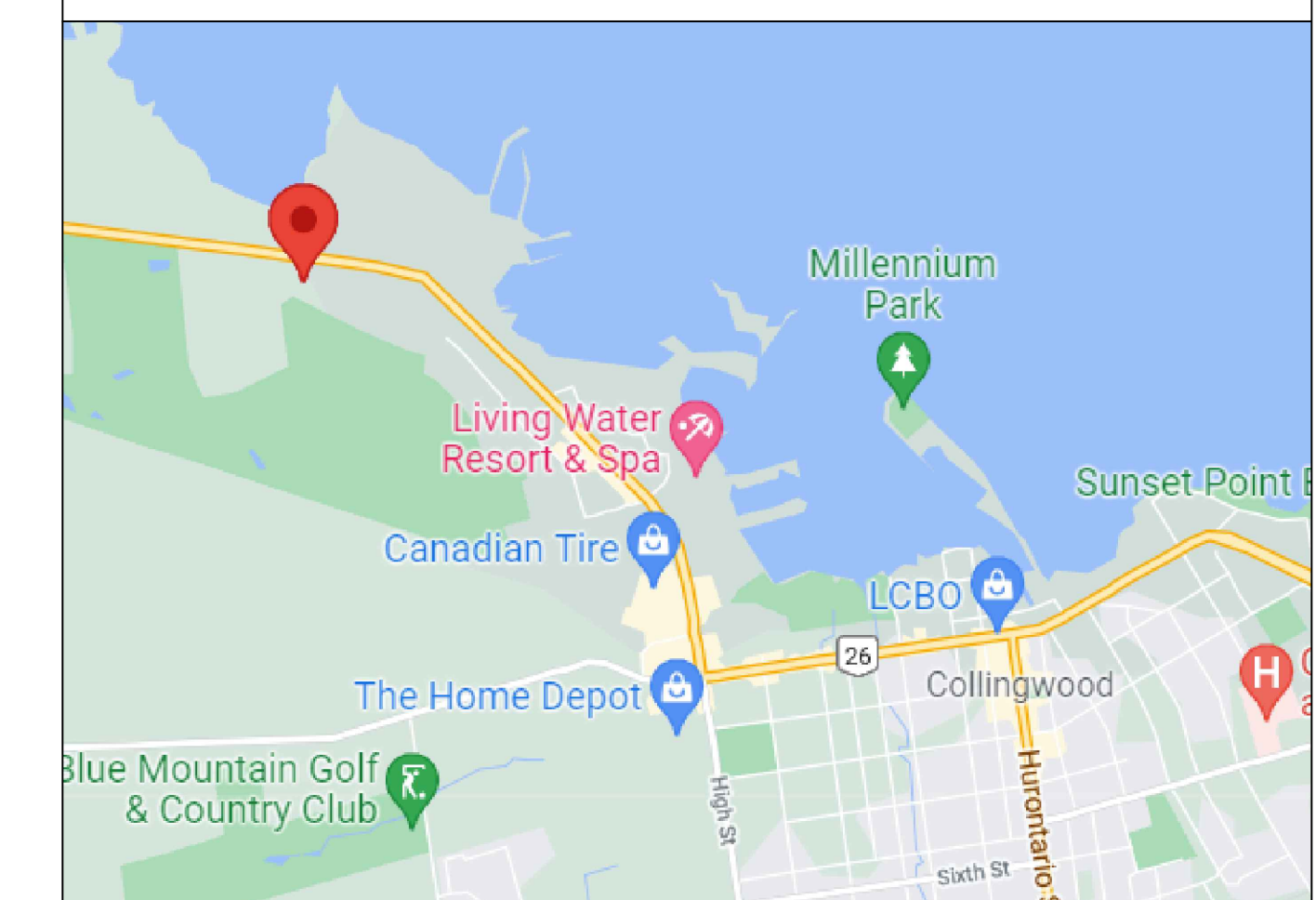
date	drawn
OCT 20, 2021	NH
scale*	file
AS SHOWN	3523 D1 V4-231012
direction	project no.
	3523
	sheet no.
	D-1

*NOTED SCALE IS APPLICABLE ONLY WHEN PRINTED ON ARCH D (24"x36") SIZE SHEET

LEGEND

- Tree to be preserved
- Tree to be removed
- Prescribed TPZ
- Zone 1
- Proposed tree protection hoarding

KEY MAP



LE

BASE IN 2LS DES

2.	
1.	
0.	
no.	
disc	
info	
serv	

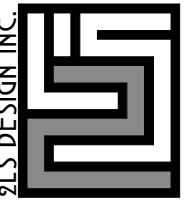
Direction 	Drawing TPP-1
Scale 1:500	Date 07/31/2023
File No 21105	Project Name 11589 Highway 26 - Collingwood



BLOCK 4 & 5 - FRONT

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5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

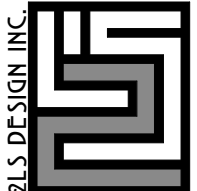
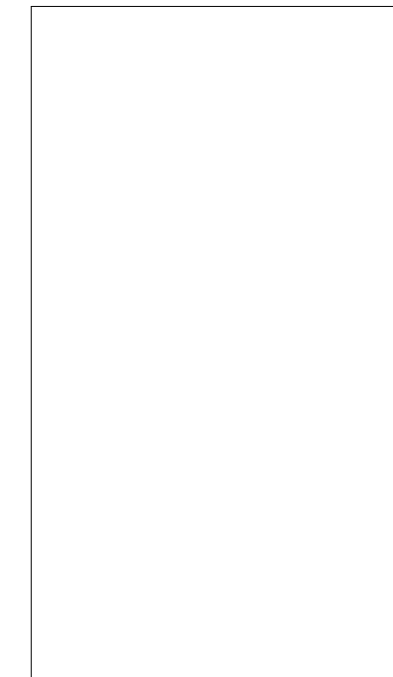
MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT



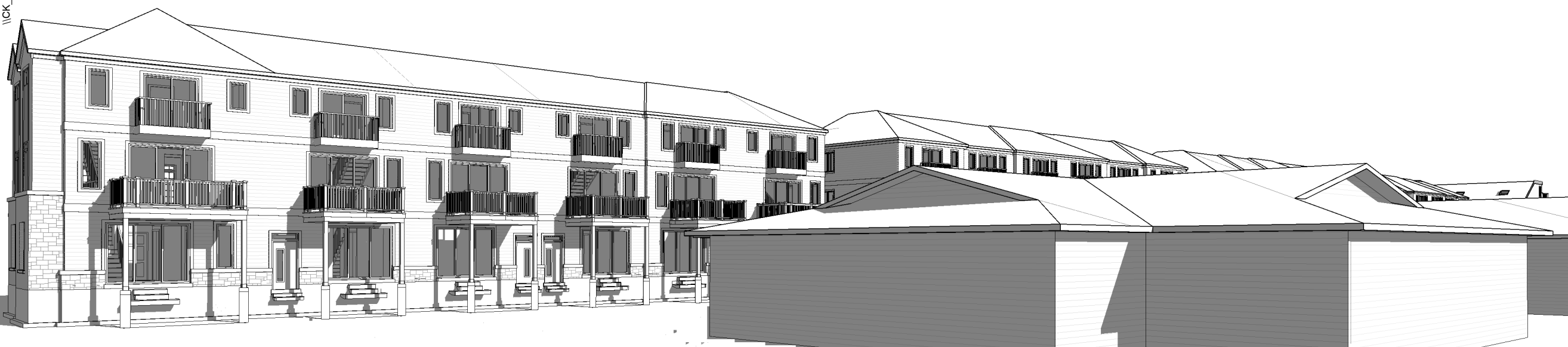
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3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES



BLOCK 1 - REAR

7	-	-
6	-	-
5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
 CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

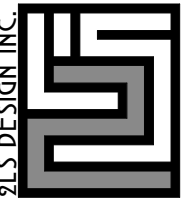
MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT



BLOCK 5 - FRONT @ STREET

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6	-	-
5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT

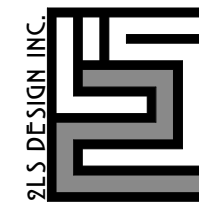
\\CK_2LS_NAS\2LS Design Architecture\Projects\11589 Hwy 26 (Collingwood)\Design\BLOCK PLANS\3D\2LS - HWY 26 -3D.rvt



BLOCK 3 - REAR

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3	ISSUED FOR SITE PLAN APPROVAL 2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL 2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL 2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT

\\CK_2LS_NAS\2LS Design Architecture\Projects\11589 Hwy 26 (Collingwood)\Design\BLOCK PLANS\3D\2LS - HWY 26 -3D.rvt



BLOCK 1 - FRONT @ STREET

7	-	-
6	-	-
5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

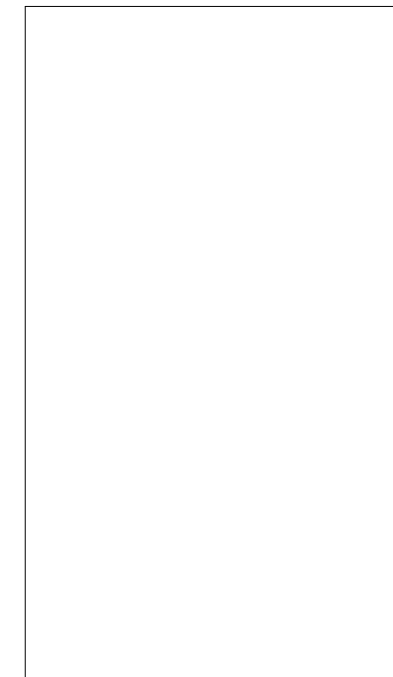
MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT



BLOCK 1 - ENTRANCE

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4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
 CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT



BLOCK 3 - FRONT

7	-	-
6	-	-
5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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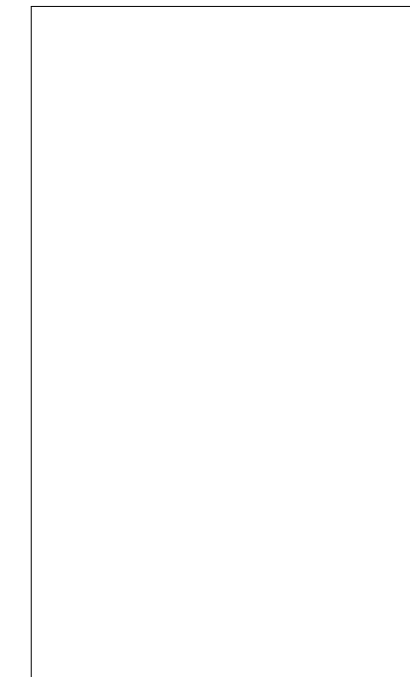
HILL RIDGE HOMES (2020-14)
 CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES



BLOCK 2, 3, 4 @ STREET

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6	-	-
5	ISSUED FOR SITE PLAN APPROVAL	2024-03-22
4	ISSUED FOR SITE PLAN APPROVAL	2023-12-05
3	ISSUED FOR SITE PLAN APPROVAL	2023-07-25
2	ISSUED FOR SITE PLAN APPROVAL	2022-11-29
1	ISSUED FOR SITE PLAN APPROVAL	2022-03-04

#	DESCRIPTION	DATE
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HILL RIDGE HOMES (2020-14)
 CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
BLOCK PERSPECTIVES

MARCH 2022 ■ CJP ■ 11589 HWY 26.RVT



① BLOCK 1 - REAR ELEVATION
3/16" = 1'-0"

LOT 1 - UNIT 2002 (LOT MOD.) (REV.) BLOCK 1 LOT 2 - UNIT 2001 BLOCK 1 LOT 3 - UNIT 2001 (REV.) BLOCK 1 LOT 4 - UNIT 2001 BLOCK 1 LOT 5 - UNIT 2001 (REV.) BLOCK 1 LOT 6 - UNIT 2002 BLOCK 1



② BLOCK 1 - FRONT ELEVATION
3/16" = 1'-0"

LOT 6 - UNIT 2002 BLOCK 1 LOT 5 - UNIT 2001 (REV.) BLOCK 1 LOT 4 - UNIT 2001 BLOCK 1 LOT 3 - UNIT 2001 (REV.) BLOCK 1 LOT 2 - UNIT 2001 BLOCK 1 LOT 1 - UNIT 2002 (LOT MOD.) (REV.) BLOCK 1

9	-	-	-
8	ISSUED FOR SITE PLAN APPROVAL	2024-03-22	CJO
7	ISSUED FOR SITE PLAN APPROVAL	2023-12-05	CJO
6	ISSUED FOR SITE PLAN APPROVAL	2023-07-25	CJO
5	REV. AS PER MUNICIPAL COMMENTS	2022-11-17	CJO
4	REV. AS PER MUNICIPAL COMMENTS	2022-10-21	CJO
3	REV. AS PER MUNICIPAL COMMENTS	2022-09-19	CJO
2	ISSUED FOR SITE PLAN APPROVAL	2022-03-04	CJO
1	ISSUED FOR CLIENT COMMENT	2022-02-17	CJO

#	DESCRIPTION	DATE	BY
BLOCK 1 - FRONT & REAR ELEVATIONS			

BLOCK 1

Drawn by CJO	Checked by CJO	Project Name HILL RIDGE HOMES (2020-14)
Scale 3/16" = 1'-0"	Revision 117952	Location CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
Author CAMERON CONNELL	File Name FILE NAME.X	Project No. (REV 8 - 2024.03.22)
Signature FILE REGISTRATION INFO	Scale 1/8" = 1'-0"	Project No. T 647,456,2828 // www.2L5design.ca // cameron@2L5design.ca



LOT 1 - UNIT 2002 (LOT MOD) (REV.)
BLOCK 1

① BLOCK 1 - RIGHT SIDE ELEVATION
3/16" = 1'-0"



LOT 6 - UNIT 2002
BLOCK 1

② BLOCK 1 - LEFT SIDE ELEVATIONS
3/16" = 1'-0"

#	DESCRIPTION	DATE	BY
9			
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7	ISSUED FOR SITE PLAN APPROVAL	2023-12-05	CJO
6	ISSUED FOR SITE PLAN APPROVAL	2023-07-25	CJO
5	REV. AS PER MUNICIPAL COMMENTS	2022-11-17	CJO
4	REV. AS PER MUNICIPAL COMMENTS	2022-10-21	CJO
3	REV. AS PER MUNICIPAL COMMENTS	2022-09-19	CJO
2	ISSUED FOR SITE PLAN APPROVAL	2022-03-04	CJO
1	ISSUED FOR CLIENT COMMENT	2022-02-17	CJO

BLOCK 1 - LEFT & RIGHT SIDE ELEVATIONS

BLOCK 1

Drawn by CJO	Checked by CJO	Project No. 117952	Client HILL RIDGE HOMES (2020-14)
Author CAMERON LONELL	Rev. 3/16" = 1'-0"	File Name FILE NAME.rvt	Address CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
Signature EPHIL REGISTRATION INFO	Scale 1/8" = 1'-0"	Project Date T 647.456.2828 // www.2LDesign.ca // cameron@2LDesign.ca	Revision (REV 8 - 2024.03.22)

Page Number
A-3.1



① BLOCK 5 - REAR ELEVATION
3/16" = 1'-0"

LOT 26 - UNIT 2004 (MOD.) (REV.)
BLOCK 5

LOT 25 - UNIT 2003 (REV.)
BLOCK 5

LOT 24 - UNIT 2004
BLOCK 5



② BLOCK 5 - FRONT ELEVATION
3/16" = 1'-0"

LOT 24 - UNIT 2004
BLOCK 5

LOT 25 - UNIT 2003 (REV.)
BLOCK 5

LOT 26 - UNIT 2004 (MOD.) (REV.)
BLOCK 5

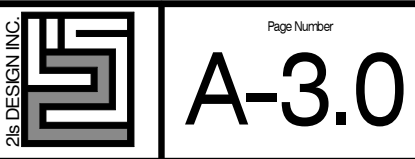
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6	ISSUED FOR SITE PLAN APPROVAL	2023-12-05	CJO
5	ISSUED FOR SITE PLAN APPROVAL	2023-07-25	CJO
4	REV. AS PER MUNICIPAL COMMENTS	2022-11-18	CJO
3	ISSUED FOR SITE PLAN APPROVAL	2022-03-04	CJO
2	ISSUED FOR CLIENT COMMENTS	2022-02-21	CJO
1	ISSUED FOR CLIENT COMMENTS	2022-02-17	CJO

#	DESCRIPTION	DATE	BY
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BLOCK 5 - FRONT & REAR ELEVATIONS

BLOCK 5

Drawn by: CJO, Checked by: CJO
 Date: 11/20/23, Scale: 3/16" = 1'-0"
 Designer: CAMERON LONNELL, File Name: FILE NAME.dwg
 Title: HILL RIDGE HOMES (2020-14)
 Project: CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT.
 Revision: (REV 7 - 2024.03.22)
 T 647.456.2828 // www.2Ldesign.ca // cameron@2Ldesign.ca



A-3.0



① BLOCK 5 - RIGHT SIDE ELEVATION
3/16" = 1'-0"

LOT 26 - UNIT 2004 (MOD). (REV.)
BLOCK 5



② BLOCK 5 - LEFT SIDE ELEVATIONS
3/16" = 1'-0"

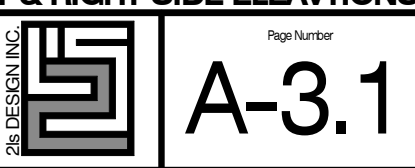
LOT 24 - UNIT 2004
BLOCK 5

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6	ISSUED FOR SITE PLAN APPROVAL	2023-12-05	CJO
5	ISSUED FOR SITE PLAN APPROVAL	2023-07-25	CJO
4	REV. AS PER MUNICIPAL COMMENTS	2022-11-18	CJO
3	ISSUED FOR SITE PLAN APPROVAL	2022-03-04	CJO
2	ISSUED FOR CLIENT COMMENTS	2022-02-21	CJO
1	ISSUED FOR CLIENT COMMENTS	2022-02-17	CJO

#	DESCRIPTION	DATE	BY
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BLOCK 5 - LEFT & RIGHT SIDE ELEVATIONS

BLOCK 5		Drawn by CJO	Checked by CJO
<small>THE INFORMATION CONTAINED HEREIN IS THE PROPERTY OF 2LS DESIGN INC. (2LS). REPRODUCTION OF THIS PROPERTY IN WHOLE OR IN PART IS STRICTLY PROHIBITED WITHOUT THE WRITTEN PERMISSION OF 2LS. 2LS ASSUMES NO RESPONSIBILITY OR LIABILITY FOR THIS PROPERTY UNLESS IT BEAR THE ORIGINAL SIGNATURE AND SEALS THE PROFESSIONAL ENGINEER'S SET OF THE ONTARIO BUILDING CODE TO BE A DESIGNER.</small>		117952	117952
<small>DESIGNER'S INFORMATION</small> CAMERON LONELL <small>PROFESSIONAL ENGINEER</small>		3/16" = 1'-0"	3/16" = 1'-0"
<small>FILE NAME</small> FILE NAME.dwg		HILL RIDGE HOMES (2020-14) CRANBERRY MARSH ESTATES, COLLINGWOOD, ONT. (REV 7 - 2024.03.22)	
<small>PROJECT INFORMATION</small> 11885		T 647.456.2828 // www.2LDesign.ca // cameron@2LDesign.ca	



A-3.1

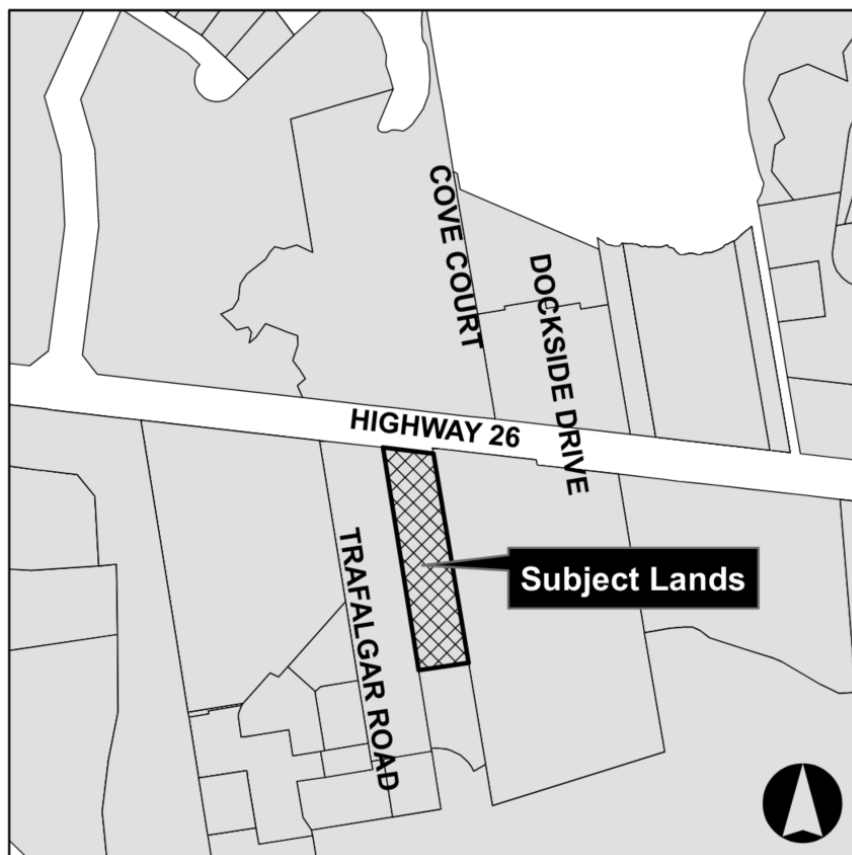


**EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2024-XXX**

By-law No. 2024–XXX is a By-law under the provisions of Sections 34 and 36 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, for prohibiting the use of land for or except for such purposes as may be set out in the By-law until such time as the holding symbol is removed by amendment to the by-law.

The purpose and effect of the proposed Zoning By-law Amendment is to rezone a portion of the subject property by removing the Holding Ten (H10) Zone symbol from the Residential Third Density Exception Thirty-Four (R3-34) zone classification. This will permit the orderly development of the property in the future. In order to remove the Holding Ten (H10) Zone symbol, Council must be satisfied that the following matters have been addressed:

1. The completion and acceptance of an archaeological study;
2. The completion and acceptance of a storm water analysis that includes an integrated review of the subject lands and the abutting lands to the east, the purpose of which is to demonstrate no deleterious impacts on the lands abutting to the east;
3. The completion and acceptance of phase 2 environmental audit;
4. The adoption of an authorization by-law for a site plan control agreement that includes details of the landscaping, fencing and buffering required to address the abutting lands to the east and an integrated approach to storm water management between the subject lands and the lands abutting to the east; and
5. The completion and acceptance of a traffic study including the determination of an appropriate motor vehicle access onto the property and the operational impact of future traffic generated by the proposed residential development on the lands abutting to the east.



BY-LAW No. 2024-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD



BEING A BY-LAW UNDER THE PROVISION OF SECTIONS 34 AND 36 OF
THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures within a defined area or areas;

AND WHEREAS Section 36 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law to specify the use to which lands, buildings or structures may be put at such time in the future as the holding symbol is removed by amendment to the by-law;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12th, 2010;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the Official Plan of the Town of Collingwood;

AND WHEREAS it has been confirmed to Council that the conditions required for the orderly development of the subject lands have been completed to the satisfaction of the Town;

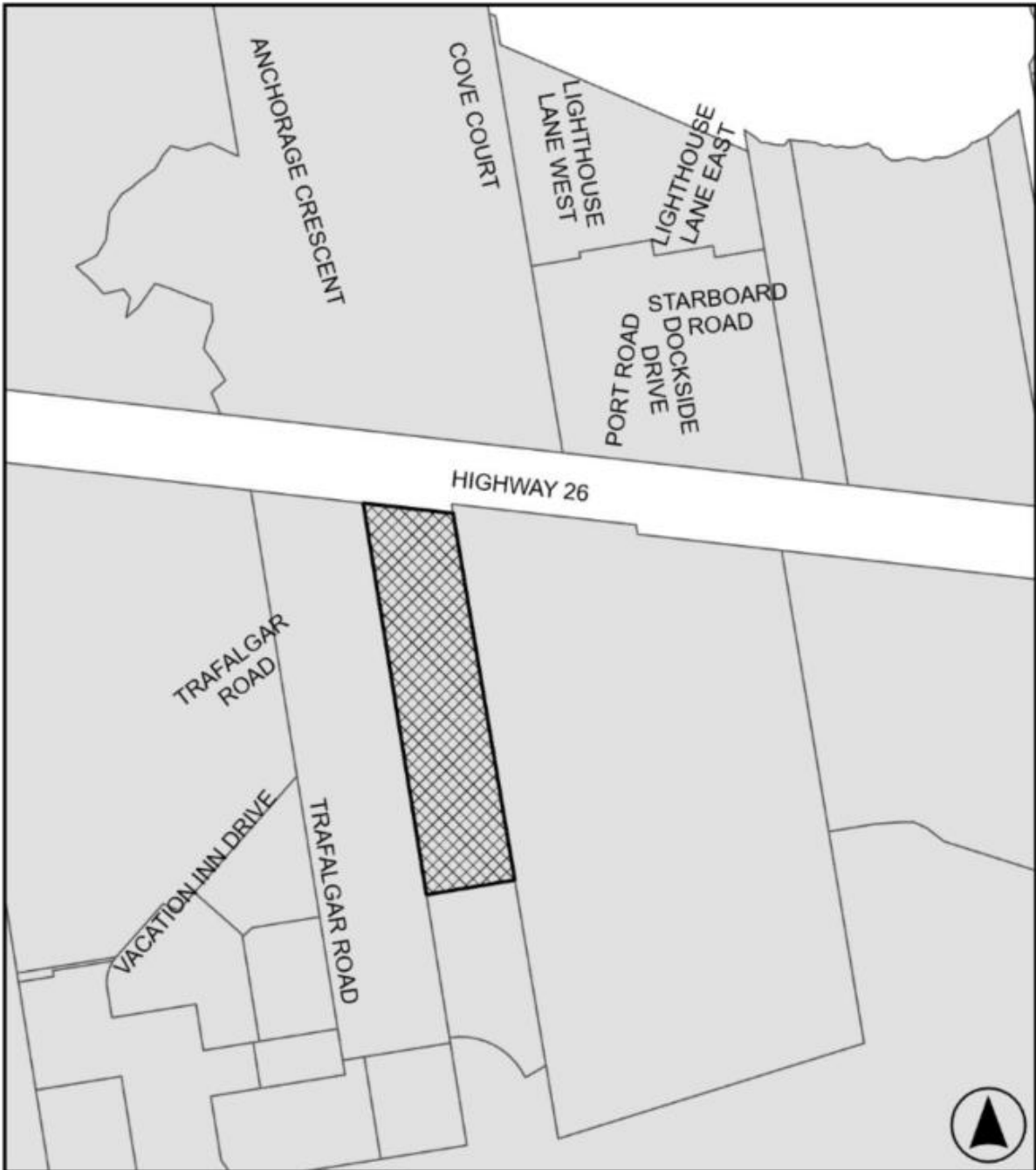
NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** Schedule "A" of Collingwood Zoning By-law No. 2010-040 is hereby amended in accordance with Schedule '1' attached hereto, by removing the Holding Ten "H10" provision in front of the RESIDENTIAL THIRD DENSITY EXCEPTION THIRTY-FOUR (R3-34) ZONE.
2. **THAT** Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Zoning By-law 2010-040 shall in all other respects remain in full force and effect.
3. **THAT** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood.

ENACTED AND PASSED this 2nd day of December, 2024.

MAYOR

CLERK



Legend



Removal of the Holding Ten "H10" Zone symbol from the subject lands.

Mayor

Clerk

This is Schedule 1 to By-law No. 2024-XXX approved on the 2nd day of December, 2024.

**TOWN OF COLLINGWOOD
 Planning Services**

DWG Date: November 2024
 FILE NO: D140924 (SW)

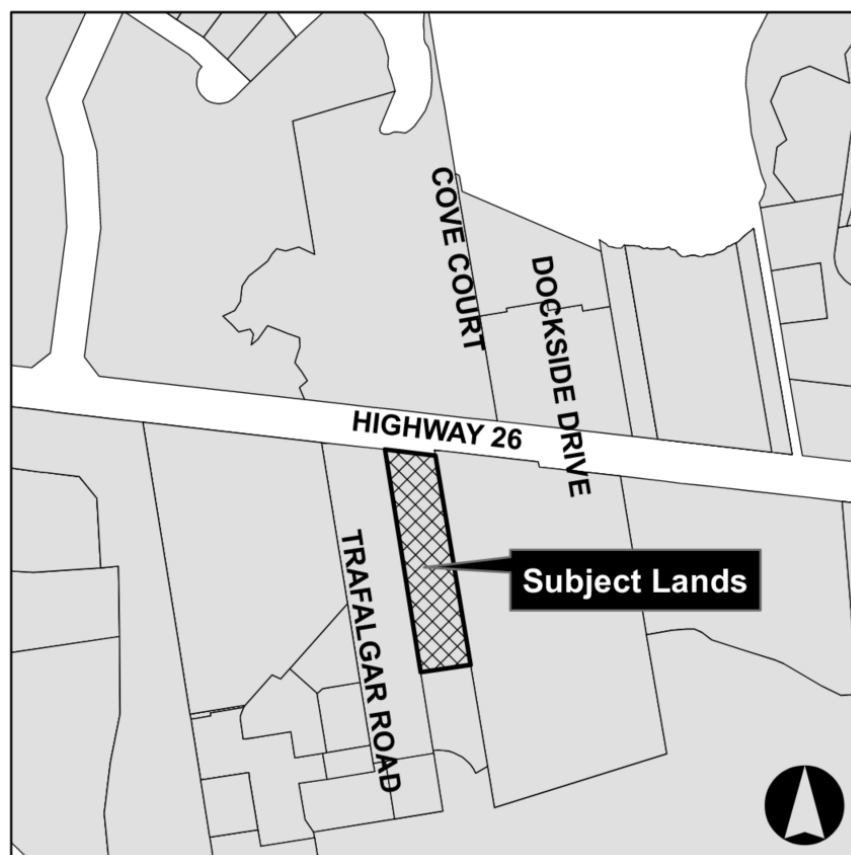


**EXPLANATORY NOTE
TO THE CORPORATION OF THE TOWN OF COLLINGWOOD
BY-LAW No. 2024-XXX**

By-law No. 2024–XXX is a By-law under the provisions of Sections 34 and 36 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, for prohibiting the use of land for or except for such purposes as may be set out in the By-law until such time as the holding symbol is removed by amendment to the by-law.

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1. The completion and acceptance of an archaeological study;
2. The completion and acceptance of a storm water analysis that includes an integrated review of the subject lands and the abutting lands to the east, the purpose of which is to demonstrate no deleterious impacts on the lands abutting to the east;
3. The completion and acceptance of phase 2 environmental audit;
4. The adoption of an authorization by-law for a site plan control agreement that includes details of the landscaping, fencing and buffering required to address the abutting lands to the east and an integrated approach to storm water management between the subject lands and the lands abutting to the east; and
5. The completion and acceptance of a traffic study including the determination of an appropriate motor vehicle access onto the property and the operational impact of future traffic generated by the proposed residential development on the lands abutting to the east.



BY-LAW No. 2024-XXX
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD



BEING A BY-LAW UNDER THE PROVISION OF SECTIONS 34 AND 36 OF
THE *PLANNING ACT*, R.S.O. 1990, C. P.13, AS AMENDED

WHEREAS Section 34 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law prohibiting the use of land, buildings or structures within a defined area or areas;

AND WHEREAS Section 36 of the *Planning Act*, R.S.O. 1990, c. P.13, as amended, permits a Council to pass a by-law to specify the use to which lands, buildings or structures may be put at such time in the future as the holding symbol is removed by amendment to the by-law;

AND WHEREAS Collingwood Zoning By-law No. 2010-040 is the governing By-law of the Corporation of the Town of Collingwood and such was finally passed by the Council of the Town of Collingwood on April 12th, 2010;

AND WHEREAS the Council of the Corporation of the Town of Collingwood has deemed it advisable to amend Collingwood Zoning By-law No. 2010-040, and thus implement the Official Plan of the Town of Collingwood;

AND WHEREAS it has been confirmed to Council that the conditions required for the orderly development of the subject lands have been completed to the satisfaction of the Town;

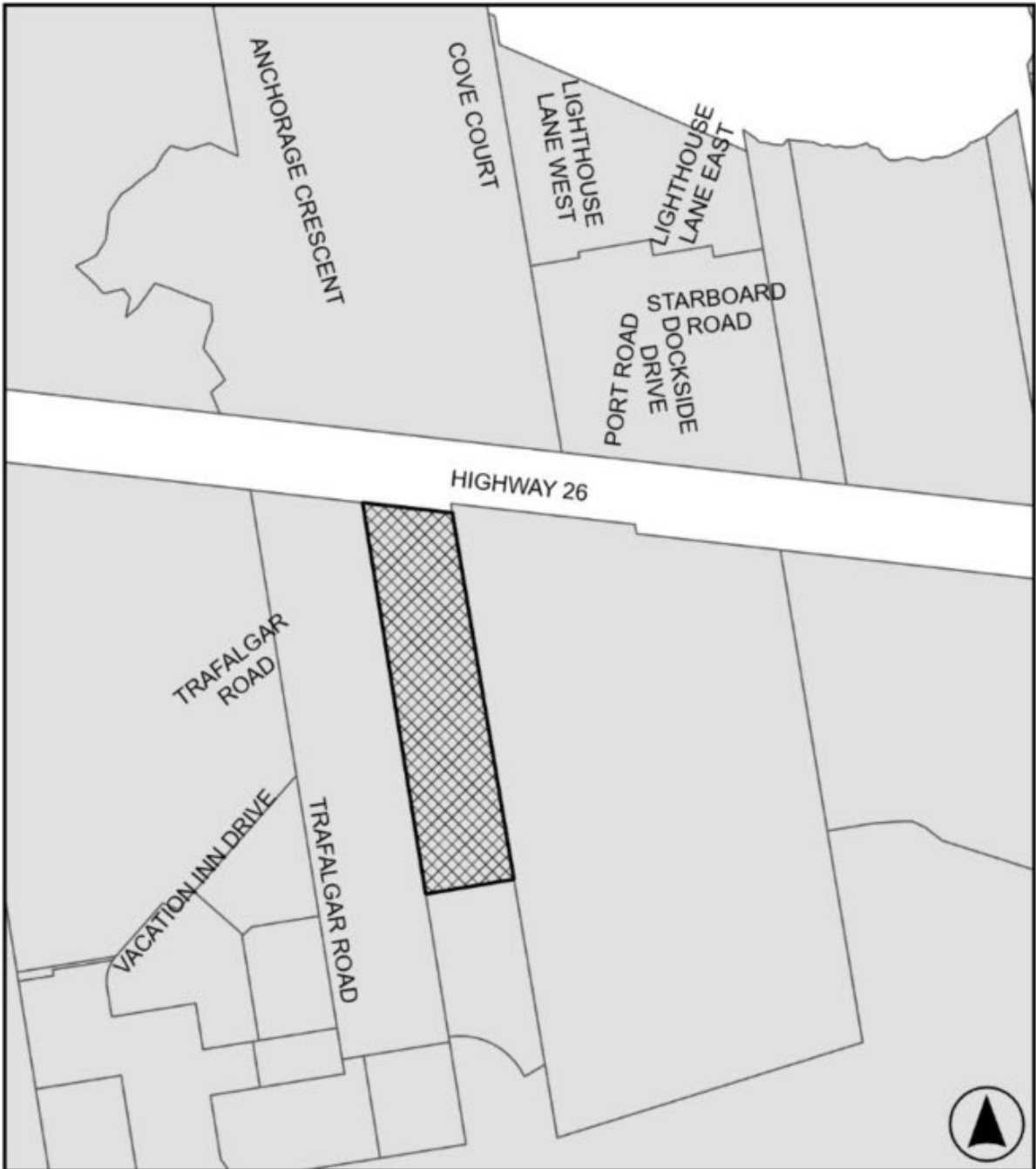
NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** Schedule "A" of Collingwood Zoning By-law No. 2010-040 is hereby amended in accordance with Schedule '1' attached hereto, by removing the Holding Ten "H10" provision in front of the RESIDENTIAL THIRD DENSITY EXCEPTION THIRTY-FOUR (R3-34) ZONE.
2. **THAT** Zoning By-law No. 2010-040 is hereby amended to give effect to the foregoing, but Zoning By-law 2010-040 shall in all other respects remain in full force and effect.
3. **THAT** this By-law shall come into force and effect on the date it is enacted and passed by the Council of the Corporation of the Town of Collingwood.

ENACTED AND PASSED this 2nd day of December, 2024.

MAYOR

CLERK



Legend



Removal of the Holding Ten "H10" Zone symbol from the subject lands.

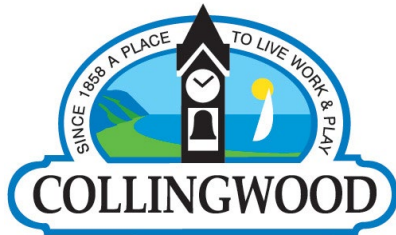
Mayor

Clerk

This is Schedule 1 to By-law No. 2024-XXX approved on the 2nd day of December, 2024.

**TOWN OF COLLINGWOOD
 Planning Services**

DWG Date: November 2024
 FILE NO: D140924 (SW)



Staff Report P2024-31

Committee 2024-11-18

Council 2024-12-02

Amendments

Submitted To: Committee of the Whole | Council

Submitted By: Summer Valentine, Director of Planning, Building and Economic Development

Prepared By: Nathan Wukasch, Senior Planner,

Subject: Municipal Servicing Capacity Allocation
2024 Major Development Batch Approval

Recommendation

THAT Staff Report P2024-31, “Municipal Servicing Capacity Allocation – 2024 Major Development Batch Approval” dated November 18, 2024, be received;

AND THAT Council allocate municipal servicing capacity to the following proposals for a total allocation of 298 SDUs of municipal water and 383 SDUs of municipal wastewater:

- 629 Hurontario Street (Medical Office Project) – File D11924
- 135 Sandford Fleming Drive (Georgian Triangle Humane Society Project) – File D11524
- 10045 Highway 26 East (Industrial Project) – File D11224
- 140 Mountain Road (Phase One - Industrial Project) – File D110123
- 40 Sandford Fleming Drive (Isowater Industrial Project) – File D11624
- 415 First Street (Commercial Project) – File D11521
- 11589 Highway 26 West (Cranberry Marsh Estates Residential Project) – File D11322
- 298 Pretty River Parkway (Car Wash Project) – File D111223

AND THAT the remaining 22 SDUs of municipal water and 17 SDUs of municipal wastewater capacity be carried forward to 2025 for future allocation;

AND THAT staff be directed to proceed with a major development batch approval in early 2025, if sufficient applications proceed to shovel-readiness, for Council to consider allocation of a portion of the municipal water capacity within the 2025 threshold, once established.

Amendments

None.

1. Executive Summary

This report represents considerations and recommendations for the Fall 2024 major development batch approval for municipal water and wastewater capacity in accordance with the Town's Water and Wastewater Servicing Capacity Allocation Policy (SCAP) and associated processes endorsed by Council on January 30, 2023. Recognizing that there was no Spring 2024 Batch Report for capacity approval due to lack of eligible applications, the entire servicing capacity set aside for allocation in 2024 remains available, which includes 320 Single Dwelling Unit Equivalents (SDUs) of municipal water and 400 SDU of municipal wastewater capacity. It is acknowledged that none of eight projects met the minimum 50% SCAP evaluation score, for various reasons, but each project has positive attributes that result in value to the community. Staff recommend approval of allocation for all eight projects for a total of 298 SDUs of municipal water and 383 SDUs of municipal wastewater capacity. A staff review of the SCAP is planned for early 2025 at which time staff will recommend improvements/refinements to the SCAP to consider how to address gaps for specific development types that are consistently challenged to attain the 50% evaluation threshold for allocation due to the smaller-scale or single-use nature of the proposals (i.e. infill, industrial/commercial, small residential multi-unit projects, etc.).

2. Analysis

Background

On January 30, 2023, Council approved comprehensive updates to the SCAP based on a staff review of lessons learned in the first six months of implementation and consultation with stakeholders. One of the key revisions to SCAP and related processes was to decouple land use planning decisions from the related servicing

capacity allocation decisions in response to the shifting provincial legislative and regulatory regime (e.g. Bill 109 requires the return of application fees if decision timelines are not met, mandatory staff delegation of site plan control, etc.) and to enable Council to compare SCAP scores between major development proposals.

As part of the decoupling, servicing capacity allocation decisions would be considered in a batched approach, anticipated to be semi-annually for shovel-ready major development proposals including site plans that have been conditionally approved and/or subdivision/vacant land condominium projects or phases with conditional servicing commitments that are proceeding to the registration stage.

Previous batch allocations were granted by Council in April 2023 ([Report P2023-11](#)) and November 2023 ([Report P2023-29](#)). The most recent semi-annual water and wastewater uncommitted hydraulic reserve capacity update was September 2024 and can be reviewed in [Report PW2024-12](#). The semi-annual reports set and confirm the servicing capacity available for annual allocation.

When the SCAP was approved for implementation in January 2023, staff recommended that the document be reviewed after two years of use. Staff intend to report back to Council in early 2025 with recommendations on improvements and refinements to the SCAP to address concerns and issues that have been observed.

Overview

An important aspect of decoupling land use planning decisions from the related servicing capacity allocation decisions is the opportunity for Council to compare SCAP merit-based scores for shovel-ready major development proposals in a batched approach. Since the initiation of the SCAP, capacity has typically been allocated through bi-annual capacity batch reviews in Spring and Fall of each year. In 2024, there was no Spring batch review due to an insufficient number of approved development projects ready to proceed to construction. Therefore, the full 2024 water and wastewater capacity allocation is still available for to be allocated through this Report.

The SCAP outlines that during times of limited capacity, an annual cumulative maximum servicing capacity allocation threshold will be established by Collingwood Administration and the total annual allocated capacity shall not exceed that cap. Table 1 shows the capacity landscape for major developments in 2024 from Report PW2024-12.

Table 1 - Servicing Capacity Allotment for 2024

Year	Water Servicing Capacity Allotment (SDUs)	Wastewater Servicing Capacity Allotment (SDUs)
Major Development	320	400
Minor Development	80	90
Total	400	490

This report focusses on the servicing allocation for major development projects. The servicing allocation for minor development is set aside for low-risk projects such as changes of use, accessory dwelling units, consents, and the development of existing vacant lots where no further planning applications are required.

Table 2 shows the capacity landscape for major developments in 2024 should all eight proposals in this batch be approved for allocation. The chart identifies both municipal water and wastewater capacity.

TABLE 2 – Summary of Servicing Capacity for Major Developments - 2024

Project	Water Capacity SDUs	Wastewater Capacity SDUs
Total Available Servicing Capacity 2024	320	400
629 Hurontario Street (Medical Office)	2	1
135 Sandford Fleming Drive (Georgian Triangle Humane Society)	18	51
10045 Highway 26 East (Industrial Project)	57	59
140 Mountain Road (Phase One - Industrial Project)	54	48
40 Sandford Fleming Drive (Isowater Industrial Project)	23	23
415 First Street (Commercial Project)	52	68
11589 Highway 26 West (Cranberry Marsh Estates Residential Project)	22	41
298 Pretty River Parkway (Car Wash Project)	70	92
Total Proposed Capacity Allocation	298	383
Remaining Capacity Allocation Carry-over to future years (2025+)	22	17

If all eight proposals in this batch are approved for municipal servicing capacity allocation, 22 SDUs of water and 17 SDUs of wastewater capacity would remain for carry-over for servicing capacity in later years until the water plant is completed.

Proposals Eligible for Municipal Servicing Capacity Allocation – 2024 Batch

The following sections summarize the eight major development proposals in this batch for consideration of municipal servicing capacity allocation. The majority of the development projects have conditionally approved site plans, while one is a minor adjustment to an existing site plan agreement, and all are shovel-ready pending servicing allocation and the execution of site plan agreements.

In the spirit of avoiding duplication in this Report, the following commentary applies to all eight development proposals:

- The merit-based evaluations for all eight of the proposed development projects do not exceed the minimum 50% of the available points required for Council’s consideration when a request for allocation is received. However, Section A10 ‘Capacity Allocation Criteria’ allows for developments which score less than 50% of the available points to be considered for capacity allocation by Council at their discretion.
- It can be challenging under certain circumstances for smaller-scale development proposals that represent infilling or single-use proposals to gain sufficient points as the SCAP must be applicable to all major developments, most of which are larger in scope. Infill developments often inherit and utilize existing infrastructure, leaving limited opportunity to provide servicing upgrades, new transportation connections, or other public benefits which greenfield development may offer.
- The majority of the commitments outlined in the SCAP evaluations for each project will be secured by virtue of the property’s location and zoning as well as through the approved site plan drawings and/or the executed plan agreement.

Proposal 1: 629 Hurontario Street (Medical Office)

TABLE 3 - PROPOSAL SUMMARY	
File Name	629 Hurontario Street (Medical Office)
File Number	D11924 (Site Plan Control)
Site Location	629 Hurontario Street at Collins Street (South-east corner)
Planning Application Conditional Approval	November 8, 2024 (Staff-Delegated)
Required Water Capacity	2 SDUs
Required Wastewater Capacity	1 SDU
SCAP Score – Developer	39%
SCAP Score – Town Staff	36%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Crozier Consulting Engineers, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 2 Single Dwelling Unit equivalents (SDUs) of water and 1 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed commercial development (see Appendix A) against the SCAP. A total score of 28.5 points out of a possible 80 points (36%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 31.5 points (39%).

The applicant’s scores were generally consistent with Planning Services, with some inconsistencies by a matter of 1 to 2 points. Based on the positive attributes of this development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix A. Further details about this proposal can be found in [Report PDA2024-05](#).

Proposal 2: 135 Sanford Fleming Drive (Georgian Triangle Humane Society)

TABLE 4 - PROPOSAL SUMMARY	
File Name	Georgian Triangle Humane Society (GTHS)
File Number	D11524 (Site Plan Control)
Site Location	135 Sanford Fleming Drive
Planning Application Conditional Approval	November 7, 2024 (Staff-Delegated)
Required Water Capacity	18 SDUs
Required Wastewater Capacity	51 SDUs
SCAP Score – Developer	51%

SCAP Score – Town Staff	44%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Tatham Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 18 Single Dwelling Unit equivalents (SDUs) of water and 51 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed non-residential development (see Appendix B) against the SCAP. Per Appendix B, a total score of 35 points out of a possible 80 points (44%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 40.5 points (51%).

The difference in points is primarily related to criterion A4: Development includes a mix of land uses, especially those that provide for live-work arrangements. The applicant awarded 5 points, while staff awarded zero points. Staff acknowledge that the proposed development would contain multiple permitted uses, however the subject property is wholly zoned Industrial Park Exception Six (M5-6), and therefore is considered a single land-use.

Otherwise, the applicant’s and Town staff’s evaluation were generally consistent in scoring \pm 1 point. Additional points may be available upon the finalization of construction details. Based on the positive attributes of this non-residential development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix B. Further details about this proposal can be found in [Report PDA2024-07](#).

Proposal 3: 10045 Highway 26 East (Industrial Project)

TABLE 5 - PROPOSAL SUMMARY	
File Name	10045 Highway 26 East (Industrial Project)
File Number	D11224 (Site Plan Control)
Site Location	10045 Highway 26 East (South side across from Barrington Trail)
Planning Application Conditional Approval	October 18, 2024 (Staff-Delegated)
Required Water Capacity	57 SDUs
Required Wastewater Capacity	59 SDUs
SCAP Score – Developer	53%
SCAP Score – Town Staff	29%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Tatham Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 57 Single Dwelling Unit equivalents (SDUs) of water and 59 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed industrial development (see Appendix C) against the SCAP. Per Appendix C, a total score of 23 points out of a possible 80 points (29%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 42.5 points (53%).

The difference in points is related to criteria specifically in Category B: Conservation and Sustainable Development, and Category C: Infrastructure and Public Facilities. The discrepancy in scoring between Town staff and the applicant was primarily for the following criteria:

- Development incorporates low impact/sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects;
- Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features;
- Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure; and
- Development that adds a significant number of new jobs to the local economy.

Otherwise, the applicant’s and Town staff’s evaluation were generally consistent in scoring ± 1 point. Additional points may be available upon the finalization of construction details. Based on the positive attributes of this non-residential development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix C. Further details about this proposal can be found in [Report PDA2024-04](#).

Proposal 4: 140 Mountain Road (Phase One - Industrial Project)

TABLE 6 - PROPOSAL SUMMARY	
File Name	140 Mountain Road (Phase One - Industrial Project)
File Number	D110123 (Site Plan Control)
Site Location	140 Mountain Road (South side between Tenth Line and Black Ash Creek)
Planning Application Conditional Approval	November 7, 2024 (Staff-Delegated)
Required Water Capacity	53 SDUs
Required Wastewater Capacity	48 SDUs
SCAP Score – Developer	57%

SCAP Score – Town Staff	43%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Tatham Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 53 Single Dwelling Unit equivalents (SDUs) of water and 48 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed industrial development against the SCAP. Per Appendix D, a total score of 34 points out of a possible 80 points (43%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 45.5 points (57%).

The difference in points is related to criteria specifically in Category B: Conservation and Sustainable Development, and Category C: Infrastructure and Public Facilities. The discrepancy in scoring between Town staff and the applicant was primarily for the following criteria:

- Development incorporates low impact/sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects;
- Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features;
- Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy; and
- Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the

developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure.

Otherwise, the applicant’s and Town staff’s evaluation were generally consistent in scoring ± 1-2 points. Additional points may be available upon the finalization of construction details. Based on the positive attributes of this non-residential development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix D. Further details about this proposal can be found in [Report PDA2024-03](#).

Proposal 5: 40 Sandford Fleming Drive (Isowater Industrial Project)

TABLE 7 - PROPOSAL SUMMARY	
File Name	40 Sandford Fleming Drive (Isowater Industrial Project)
File Number	D11624 (Minor Adjustment to a Site Plan Agreement)
Site Location	40 Sandford Fleming Drive (South side between Ron Emo Road and Sixth Line)
Planning Application Conditional Approval	October 18, 2024 (Staff-Delegated)
Required Water Capacity	23 SDUs
Required Wastewater Capacity	23 SDUs
SCAP Score – Developer	38%
SCAP Score – Town Staff	18%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Gerrits Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s

Development Standards for a total of 23 Single Dwelling Unit equivalents (SDUs) of water and 23 SDUs of wastewater are required to facilitate the proposal. The proposed development on this site is minor, consisting of a new electrical shed and an addition to the building. However, a new water line is proposed to support a sprinkler system, which results in the required increase in servicing capacity allocation.

Planning Services completed a merit-based evaluation of the proposed industrial development (see Appendix E) against the SCAP. Per Appendix E, a total score of 14.5 points out of a possible 80 points (18%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 30.5 points (38%).

The difference in points is related to criteria specifically in Category C: Infrastructure and Public Facilities, Category D: Economic Development, and F: Community Impacts Benefits. The discrepancy in scoring between Town staff and the applicant was primarily for the following criteria:

- Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure
- Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure
- Development that adds a significant number of new jobs to the local economy
- Development supports the goals and objectives of applicable economic development master plan

Otherwise, the applicant's and Town staff's evaluation were generally consistent in scoring \pm 1-2 points. Additional points may be available upon the finalization of construction details. Based on the positive attributes of this non-residential development

proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix E. Further details about this proposal are contained within the Staff Memo, dated October 18, 2024, Approval for Minor Adjustment to a Site Plan Agreement, which is available upon request.

Proposal 6: 415 First Street (Commercial Project)

TABLE 8 - PROPOSAL SUMMARY	
File Name	415 First Street (Commercial Project)
File Number	D11521 (Site Plan Control)
Site Location	415 First Street at Hickory Street (North-west corner)
Planning Application Conditional Approval	January 8, 2024 (Council-approved)
Required Water Capacity	50 SDUs
Required Wastewater Capacity	67 SDUs
SCAP Score – Developer	76%
SCAP Score – Town Staff	46%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Tatham Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 50 Single Dwelling Unit equivalents (SDUs) of water and 67 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed commercial redevelopment against the Capacity Allocation Policy of the Town of Collingwood Water and Wastewater Capacity Allocation Policy dated January 30, 2023. Per Appendix F, a

total score of 36.5 points out of a possible 80 points (46%), was achieved by this development. It is noted that the self-evaluation of the proposed development against the Capacity Allocation Criteria completed by the applicant identified a score of 60.5 points (76%).

The difference in points between the applicant’s and Town staff’s evaluations were spread over a number of criteria but were mostly consistent in scoring ± 2 points, save and except for points in the following categories B1 and C1. Category B1 is for development that incorporates low impact/sustainable development as it relates to water efficiency and reduced wastewater flows. Category C1 is for the completion, upgrade or reconstruction of required key infrastructure. Based on the positive attributes of this commercial development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix F. Further details about this proposal can be found in [Report P2023-31](#).

Proposal 7: 11589 Highway 26 West (Cranberry Marsh Estates Residential)

TABLE 9 - PROPOSAL SUMMARY	
File Name	11589 Highway 26 West (Cranberry Marsh Estates Residential)
File Number	D11322 (Site Plan Control)
Site Location	11589 Highway 26 West (South side, east of Vacation Inn Drive)
Planning Application Conditional Approval	Council-approval to be determined. Consideration by Committee of the Whole on November 18, 2024
Required Water Capacity	22 SDUs
Required Wastewater Capacity	41 SDUs
SCAP Score – Developer	62%

SCAP Score – Town Staff	45%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, Tatham Engineering, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 22 Single Dwelling Unit equivalents (SDUs) of water and 41 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed residential development against the SCAP. Per Appendix G, a total score of 42.5 points out of a possible 95 points (45%), was achieved by this development. It is noted that the self-evaluation of the proposed development against the revised Capacity Allocation Criteria completed by the applicant identified a score of 58.5 points (62%). The difference in points between the applicant’s and Town staff’s evaluations were generally consistent with many scores only varying by approximately 1-2 points. However, there was a more significant discrepancy in the Infrastructure and Public Facilities criteria where the applicant awarded points under all 3 criteria while staff only awarded points for 2 of the criteria. Based on the positive attributes of this development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix G. Further details about this proposal can be found in Report P2024-30, which is also being considered by Committee/Council at the same meeting agendas as this report. If Committee/Council does not support the recommendations of Report P2024-30, staff recommend that this report be amended to exclude this property from the servicing allocation identified in this report.

Proposal 8: 298 Pretty River Parkway (Car Wash Project)

TABLE 10 - PROPOSAL SUMMARY	
File Name	298 Pretty River Parkway (Car Wash Project)
File Number	D111223 (Site Plan Control)
Site Location	629 Hurontario Street at Collins Street (South-east corner)
Planning Application Conditional Approval	November 8, 2024 (Staff-Delegated)
Required Water Capacity	70 SDUs
Required Wastewater Capacity	92 SDUs
SCAP Score – Developer	84%
SCAP Score – Town Staff	29%
Meets/Exceeds SCAP Score Threshold (50%)	No
Recommended for Allocation	Yes

Municipal Water and wastewater servicing demand calculations for the development were based on data submitted by the applicant’s Engineer, S. Llewellyn & Associates Limited, as confirmed by the Environmental Services Division in accordance with the Town’s Development Standards for a total of 70 Single Dwelling Unit equivalents (SDUs) of water and 92 SDUs of wastewater are required to facilitate the proposal.

Planning Services completed a merit-based evaluation of the proposed commercial development (see Appendix H) against the SCAP. Per Appendix H, a total score of 23.5 points out of a possible 80 points (29%), was achieved by the proposed development. It is noted that the self-evaluation of the proposed development against the SCAP completed by the applicant identified a score of 67 points (84%).

The difference in points is related to a range of criteria in various categories of the SCAP, including mix of land uses, conservation and sustainable development aspects, infrastructure and public facilities matters, and economic development. Additional points may be available pending further revision to the proposed development to address the minor outstanding technical comments. However, the potential increase in points would be nominal and is not anticipated to significantly alter the overall score. Based on some

of the positive attributes of this development proposal, Planning Services would be prepared to recommend servicing capacity allocation despite the proposal achieving a score under 50%.

The complete SCAP merit-based assessment is attached as Appendix H. Further details about this proposal can be found in [Report PDA2024-06](#).

Recommendation and Next Steps

For ease of comparison, the Table 11 outlines the eight proposals and their SCAP evaluation scores. In consideration that the amount of capacity available in 2024 for major developments is not exceeded and that there are unique reasons for supporting the applications that do not meet the minimum merit-based threshold in the SCAP, staff are recommending that Council allocate capacity to all eight proposals.

TABLE 11 - PROPOSAL SCAP SCORE COMPARISON		
Proposal Name	SCAP Score (Staff)	SCAP Score (Developer)
415 First Street (Commercial Project)	46%	76%
11589 Highway 26 West (Cranberry Marsh Residential Project)	45%	62%
135 Sandford Fleming Drive (Georgian Triangle Humane Society Project)	44%	51%
140 Mountain Road (Phase One - Industrial Project)	43%	57%
629 Hurontario Street (Medical Office Project)	36%	39%
10045 Highway 26 East (Industrial Project)	29%	53%
298 Pretty River Parkway (Car Wash Project)	29%	84%
40 Sandford Fleming Drive (Isowater Industrial Project)	18%	38%

Though staff are recommending capacity allocation to all the developments in this batch, Council has the purview to defer or deny capacity allocation and/or may request

that any of the proponents of the proposals in this batch to adjust their concepts to augment their SCAP scores. The primary risks of denying capacity allocation to any or all of the aforementioned proposals are of appeals under the *Planning Act* of the capacity-related conditions imposed on the related planning applications or challenge under the *Municipal Act* of the SCAP itself or SCAP-related decisions.

Whether Council elects to allocate municipal servicing capacity to all or some of the proposals within this batch, there will be additional capacity remaining within the 2024 threshold for major development that will be carried forward to future years. Staff would further recommend proceeding with the first batch review for servicing capacity allocation in early 2025 after the annual threshold is confirmed, pending the number of planning applications conditionally approved in the coming months.

It should also be noted that the SCAP document is up for a two-year review beginning in Q1 2025, at which time staff will consider improvements that could address some of the scoring gaps experienced by smaller-scale development, infill projects, repurposing of existing buildings, and single-use industrial/commercial/institutional projects, such as those being considered for allocation in this batch.

Financial Impacts

Maintaining an adequate, appropriate and orderly supply and mix of residential, commercial, and industrial units in anticipation of future development and servicing conditions provides a long-term foundation for stable community growth and results in the generation of growth-related revenue associated with building permit fees, development charges, taxes, and other related fees. Prudent and transparent allocation of municipal servicing capacity is an effective way to manage a limited resource and maximizes the efficient use of Town investments in infrastructure and future asset management.

Conclusion

In light of the servicing capacity available and the SCAP analysis presented, staff would be in a position to recommend approval of allocation for all eight projects for a total of 298 SDUs of municipal water and 383 SDUs of municipal wastewater capacity, with resulting carry over of 22 SDUs and 17 SDUs respectively to 2025. However, Council may elect to defer decisions on one or more of the proposals, including requests for proponents to augment SCAP merit-based scores. The primary risk to deferred decisions are potential appeals to the Ontario Land Tribunal of the related *Planning Act* applications, where appeal rights exist.

3. Input from Other Sources

This report was provided to Department Heads on November 12, 2023. The content responds to the comments and advice received.

4. Applicable Policy or Legislation

Planning and Municipal Acts

The SCAP represents one component of a three-pronged approach developed to allocate municipal water and wastewater capacity in a fair and transparent manner, which aims to support the community's vision for sustainable growth and development of complete, healthy, and livable town. The SCAP was recommended through the Land Use Planning Policy Study initiated by Council in response to servicing limitations and the passing of the ICBL. The authority to pass an interim control by-law and initiate a study in respect of land use planning policies is set out in Section 38 of the *Planning Act*:

Interim control by-law 38 (1)

Where the council of a local municipality has, by by-law or resolution, directed that a review or study be undertaken in respect of land use planning policies in the municipality or in any defined area or areas thereof, the council of the municipality may pass a by-law (hereinafter referred to as an interim control by-law) to be in effect for a period of time specified in the by-law, which period shall not exceed one year from the date of the passing thereof, prohibiting the use of

Nathan Wukasch, Senior Planner, Planning, Building and Economic Development

Reviewed By:

Summer Valentine, Director of Planning, Building and Economic Development

CAO Comments:

Endorsed by CAO Skinner on November 13, 2024 to proceed to COW.

SCAP MATRIX - NON-RESIDENTIAL

DATE
October 18, 2024 - 2nd Submission
PROJECT NAME
629 Hurontario Street, Town of Collingwood (O'toole)

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	31.5	39%	28.5	36%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS	
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT						
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5	Lands are located within the built boundary of the Town of Collingwood	5	Schedule 'F' - Urban Structure identifies the subject property as Inside Built Boundary (Designated/Available Lands) and is adjacent to existing developments. Full points awarded.
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>							
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0	NA	0	N/A
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0	NA	0	N/A
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	0	The proposal is to establish a medical office in the existing building on the lands. The proposal will allow a commercial land use within a proposed mix use area. The development is adjacent to residential, commercial (Tim Hortons) and institutional uses (Collingwood Collegiate Institute).	0	The proposed development does not include a mix of land uses.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	The lands are located near several transit options. A transit stop along the Collingwood East transit route is located just in front of the property, along on Hurontario Street. The property is 150 m from a transit stop further north on Hurontario Street, along the Collingwood West and Wasaga Beach Link routes. (Located within 400 m of five public transit stops.)	2.5	Acknowledged. Full points awarded.
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	No previous site contaminations.	0	The subject property is not contaminated.
			15	7.5		7.5	
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT						
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	0	Proposed office space use some limited water fixtures, thus limited waste water flow.	1	1 point awarded for the inclusion of low-flow fixtures.
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0	Not proposed.	0	Noted.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	1	Development proposes the implementation of catchbasin shields to provide removal of total suspended solids (TSS) in stormwater runoff, with an expected 50% annual TSS removal percentage. Under current conditions, runoff from the site is not being treated prior to entering the Town's storm sewer system.	1	1 point awarded for the inclusion of catchbasin shields. Additional points may be awarded upon receipt of additional examples of any green development standards proposed.

B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	2	It has been confirmed that the hedge straddles the lot line - and that the neighbour and applicant agree that the hedge will be removed and a fence will replace this hedge. The applicant has offered additional shrub plantings that would be planted on neighbours lands (adjacent to fence) at applicants expense.	2	Planning Services acknowledges the space constraints on the property to maintain the existing hedge while achieving the minimum parking lot requirements per the Town's Zoning By-law. Although this development does not propose to protect the existing hedge, 1 point has been awarded for adding two trees to meet the minimum 30% tree canopy coverage and 1 more point was awarded for offering plantings to the adjacent property owner.
			20	3		4	
C INFRASTRUCTURE AND PUBLIC FACILITIES							
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	3	The Town has requested a road widening, road reserve and daylighting triangle. The road widening will be conveyed to the Town at the proponents cost as part of SPA.	3	3 points awarded for the road widening, road reserve and daylight triangle. Additional points may be awarded if additional infrastructure is proposed.
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	2	The proposed development includes the provision of bike racks and barrier free parking stalls, as well as a ramp to the main entrance in conformance with AODA guidelines.	2	2 points awarded for the inclusion of bicycle racks and upgrades to the existing sidewalk. Additional points may be awarded if further examples of active transportation infrastructure is proposed.
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	0	Not applicable.	0	N/A
			20	5		5	
D ECONOMIC DEVELOPMENT							
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	2	There will be 8 jobs and the potential for 5 new hires.	1	1 point awarded for the additional 5 jobs.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	The proposed development achieves several of the objectives in the economic development master plan including: 1. Accelerating small and medium business growth by establishing a new commercial use in the Town. 2. Promoting Collingwood as a great place to live and work by establishing a commercial use in a mixed-use area and by creating jobs and attracting employment in the health sector. 3. Ensuring Collingwood is investment-ready by establishing a commercial use on lands that are located along arterial and collector roads, in close proximity to Downtown and in an area that comprises a mix of uses. The lands are proposed for Mixed Use uses with Draft 2 of the Official Plan Review. Supports An Inclusive Community that Supports the Health and Well-being of All Residents. Health Care and social assistance - is the fourth highest sector for job numbers in Collingwood Healthcare is the fourth highest growing industry as per EDAP.	4	Acknowledged. 3 points awarded for the examples provided. Additional points may be awarded if additional justification for how the development directly contributes to the specific Goals, Objectives, and/or Metrics of the EDAP. 1 additional point has been awarded for identifying that the proposal supports the health and well-being of residents and further enhancing the fourth highest sector in the Town of Collingwood.
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	5	The proposed development will support commercial intensification and expansion, less than a kilometer from the Town's Downtown Commercial Core on a main street (Huronario) in an area that comprises a mix of uses, including residential, commercial and institutional. A Market Impact Study completed by Parcel Economics Inc. determined that the proposed development will not have an impact on the viability and planned function of the Downtown Core and other commercial areas in the Town.	5	Acknowledged. Full points awarded.

		15	12		10		
F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	Not applicable, the existing building is not of historical interest and the property is not located within the heritage conservation district plan.	0	N/A
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	2	The proposed development will enhance the mixed-use nature of the area by generating a commercial use in an area that is comprised of residential, commercial and institutional uses. The proposed commercial use will be located in an existing building and will provide the required parking, thereby reducing potential land use conflicts. In our opinion this type of commercial use within the existing building is on point with the proposed Draft 2 intent of the re-designation. Staff have indicated there is no land use conflict. We would opine that this use - proposes a commercial use (which is the Vision of the New OP) amongst residential uses at a busy corner - and that this use is a good use of land and is expected to operate in a cohesive way with the adjacent Tim Horton's and residential uses. Additional Note: By way of this submission, a water line encroachment on the neighbouring lands has been identified. The neighbour and applicant have agreed on an easement agreement - so this has resolved this land use issue.	0	There is no land use conflict being resolved.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	2	The proposal is to utilize the existing building, thereby remaining in keeping with the mixed use type built form and well suited adjacent to existing residential. Parking is located at the rear of the site and access is located away from the Hurontario Street intersection and not within direct streetview from Hurontario Street. A UDM is provided for as part of this submission.	2	Acknowledged. 2 points awarded for supporting the Town's parking objectives and enhancing the active transportation network by including bicycle racks and removing the second driveway off Collins Street. Additional points may be awarded if further justification on how the proposed development exceeds the Town's UDM guidelines is provided.
			10	4		2	

SCAP MATRIX - NON-RESIDENTIAL

DATE
2024.09.27
PROJECT NAME
GHTS REGIONAL CENTRE FOR PETS AND PEOPLE

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	40.5	51%	35	44%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT					
A1	Lands are within built boundary and/or within an existing built up neighbourhood <i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>	No - 0 Yes - 5	5	5	The development is within an existing industrial subdivision that has existing municipal infrastructure	5 The subject lands are within the built boundary.
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0	N/A	0 N/A
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0	N/A	0 N/A
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	5	The development includes the Humane Society use as well as public park space for people and dogs	0 There is not a mix of land uses proposed.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	Proximity to two transit stops	2.5 There are two transit stops within 800m on Sanford Fleming Drive (Crosstown Route), and one transit stop within 800m at the intersection of Ron Emo Road and Raglan Street (Crosstown and Wasaga Beach Routes).
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	N/A	0 The subject lands are not contaminated.
			15	12.5		7.5
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT					
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	3	Mechanical Design considers recirculation pumps to ensure instant hot water and reduce water waste, also proposed toilet fixtures contemplate flushing systems that use less than 1/2 the water regular toilets use.	2 Points awarded for the inclusion of low flow fixtures and recirculation pumps to reduce water waste.
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0	Removed points, building was design to meet LEED Silver equivalent standar, but GHTS will not be seeking any certification	3 It is noted that a clause will be included in the Site Plan Control Agreement pertaining to the Owner's commitment to achieving the equivalent of LEED Silver, and the Owner will be required to provide documentation from a qualified professional demonstrating LEED Silver equivalency. Certification does not need to be attained to score partial points. Confirmation from a third party that the design is of equivalent standard, and commitment to that in the Site Plan Control Agreement.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	2	Solar ready as rough-ins and structural allowances made for solar-panels to be installed in the future on south sloped roofs. Consider that the building orientation was defined to maximize solar gain and natural light.	3 There are no SWM facilities proposed on site as the SWM pond on the lands to the north has been deemed sufficient, however one point was awarded for naturalizing the drainage routes. An additional two points were awarded for building orientation and the inclusion of rough-ins and structural allowances to allow for future solar panel installation.

B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	3	Renaturalizing previously disturbed site, providing a public amenity in animal care. Tree canopy coverage is 35%	2.5	There are no natural heritage features on the site. The lands are currently vacant, predominantly consisting of a mix of grass and bare soil, with large boulders along the perimeter. The proposed development includes over 40% of landscaped open space and exceeds the minimum 30% canopy coverage (35%). Points have been awarded for exceeding the minimum canopy coverage, and contributing to the Town-wide aspirational target of 35% canopy cover by 2051 set in the new Official Plan.
			20	8		10.5	
C INFRASTRUCTURE AND PUBLIC FACILITIES							
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	0	N/A	0	N/A
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	4	Project includes trails on the site, with future possibility to connect to surrounding trails. Pedestrian access to Sandford Fleming Drive formalized. Including employee bicycle parking inside the building allows an increasing the number of spots for public use.	3	Two points awarded for the bicycle parking and trail system. One point awarded for the provision of a sidewalk connection to Sandford Fleming Drive.
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	3	Project considers trails on site with a unrestricted pedestrian connection to Sandford Fleming Drive. While the dog park adjacent to the building are private for GTHS, the park located at the west of the property between walking trails is proposed to be a public dog park with unrestricted access to the public. Additionally Community Room located inside the building is designed to allow for use for community events or Not for profit organizations, even when the GTHS program is closed.	2	Two points have been awarded for the streetscape improvements the intent to provide a community benefit through access to the trails, dog park, and community room. However, it is noted these facilities are ultimately on private property; public access and use is not provided as of right or free of charge. Would the applicant be open to providing an easement over the portions of the lands proposed to be open to the public to formalize public access permissions?
			20	7		5	
D ECONOMIC DEVELOPMENT							
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	1	Purpose of the project is to facilitate the growing of GTHS and expand the services that they provide to the town	1	Agree with applicant.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	The proposed supports the economic development masterplan as follows: PG42 Objective 1.1, increasing the number of animals circulated through GTHS has an impact in the local economy as new pet owners need animal food, grooming, walking, training, kennel services from local businesses, pet supplies and so much more that contribute to the local economy and local pet stores. Added to this GTHS has several partnerships with local businesses such as The Collingwood Brewery, which put out a beer in collaboration, and the GTHS's Treasure Trails retail store downtown. PG49 Objective 2.1, GTHS connects the residents of Collingwood and the greater area with animals. When residents adopt or foster animals, they are more likely to use the vast trail systems, dog parks and outdoor amenity areas that Collingwood offers. When residents are exposed to these areas, they are more likely to get involved with spending at stores and experience a greater sense of satisfaction with amenities, as they are using them more often. PG51 Objective 2.2, By offering variety of after school programs for over 2,000 youth in the community GTHS enables them to learn about the human-animal bond and interact with the shelter animals in person. After school programs run 4 nights per week for youth aged 7-17. Youth will explore methods vets use to assess, diagnose, and treat our beloved furry friends, empowering them to pursue their career aspirations in veterinary care. With the Georgian College Orillia Campus offering programs in Veterinary Technician, the GTHS attracts a youthful workforce in the field, with over 6,500 procedures completed on animals in 2023. PG 67 Goal 2, With about 80% of homes in Collingwood having pets as part of the family, the new GTHS will contribute to the goal of promoting Collingwood as a great place to live and work by enhancing the livability of Collingwood. Annually this new facility will: welcome 30,000 visitors, employ 50 staff and 600 volunteers, engage over 6,000 youth in programming and foster hope during crisis to over 2,200 people. The large facility will help foster a sense of community and collaboration among Collingwood residents.	4	One point has been awarded for each goal/objective of the Economic Development Action Plan addressed by the proposed development (Objectives 1.1, 2.2, 2.1, Goal 2)
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	0	N/A	0	The proposed development is not on a main street.
			15	6		5	

F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	N/A	0	N/A
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	1	The proposed development will improve the existing condition and fill a gap in the streetscape.	1	The proposed development will improve the existing condition and fill a gap in the streetscape.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6	Project is designed to comply to the Collingwood Urban Design Manual as comments by staff have been addressed	6	Agree with applicant.
			10	7		7	

SCAP MATRIX - NON-RESIDENTIAL

DATE
11-Apr-24
PROJECT NAME
10045 Highway 26

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	42.5	53%	23	29%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS	
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT						
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5	The lands are designated and zoned for the proposed use. Lands are vacant and are directly adjacent to long standing industrial developments. Lands are within built boundary.	5	Schedule 'F' - Urban Structure identifies the lands as Inside Built Boundary (Designated/Available Lands), and are adjacent to existing developments.
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>							
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0	N/A	0	N/A
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0	N/A	0	N/A
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	0	Industrial Area. Residential in an industrial area is not permitted.	0	The development does not include a mix of land uses.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	Closest transit would be at Eliott Avenue (280 m) which is a connection of the Collingwood Crosstown Service. The OnDemand would also pick up on this same route. Also in close proximity to trail system which supports active transportation.	2.5	The Crosstown Route has a stop on Eliott Avenue at Saint Clair Street (~450 m) and Sandford Fleming Drive at Sixth Line (~750 m).
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	Lands are not contaminated.	0	Lands are not contaminated.
			15	7.5		7.5	
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT						
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	3	The development is for individual industrial units which are anticipated to have overall low water requirements (limited to washrooms and kitchenette for staff). Fixtures would be low water usage.	1	One point provided for the inclusion of low flow fixtures.
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0	Additional points may be available to be claimed once construction details are provided.	0	Noted.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	3	SWM provides active storage volume. The SWM concludes that the SWM plan supports the concept of an environmentally sustainable development.	1	The provision of SWM is required and does not go above and beyond. The proposed SWM system will be underground and incorporates landscaping surrounding the storm drains, however there is no naturalized component. The proposed water quality control will remove 82% of total suspended solids, exceeding the minimum requirement of 80%.
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	2.5	The tree canopy is 34%. There are no natural heritage features on site.	1	The subject lands are currently a vacant woodlot with no natural heritage features. The proposed development is expected to remove all trees on the lot. One point awarded for exceeding the 30% minimum tree canopy in the UDM.
			20	8.5		3	
C	INFRASTRUCTURE AND PUBLIC FACILITIES						

C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	3	This site is a vacant parcel of land that abuts industrial uses on the north and south side. The lands is a triangular parcel with frontage along Hwy 26. The development does not require any road or servicing connections - however the proposal does building on a vacant parcel of industrial lands - that abut industrial lands. the site utilizes an existing entrance and easement, and will development a new industrial site within Collinawood.	0	The site will connect to existing servicing infrastructure and is not proposing upgrades.
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	2	Existing sidewalk along Highway 26 will be utilized and development will connect to this sidewalk.	1	The site will connect to the existing sidewalk on Highway 26.
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	0	There is no direct trail crossing, however there is a sidewalk that traverses the frontage along HWY 26 which will remain uninterrupted during construction. There is also a trail connection to the north which is in close proximity to the site.	0	There are no public facilities or community benefits proposed for this development.
			20	5		1	
D	ECONOMIC DEVELOPMENT						
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	5	The development will provide industrial units that will allow businesses to stay or relocate to area. Units can be varied in size to accommodate both incubator businesses as well as expansion or larger businesses.	1.5	The proposed development will facilitate manufacturing and storage space which may enable businesses to expand and hire throughout the community. Staff have estimated one new job per unit, for a total of 7 new jobs. Additional points may be awarded with additional justification / rationale for the number of jobs being provided.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	The development will support the Eco MP. The development will establish jobs, will promote investment (new businesses, relocation of businesses and expansion of businesses), and will support the reduction in red tape for businesses to establish themselves. The units will be plug and play type buildings. Ease of deliveries, access, parking and will allow a business to include admin, warehousing, workshop, technology etc - all in one complex.	3	Staff acknowledge the development will support the Economic Development Action Plan in the three areas noted. Additional justification for how the development directly contributes to the specific Goals, Objectives, and/or Metrics of the EDAP is required to earn additional points.
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	3.5	Highway 26 at this location is a main thoroughfare (gateway). Extensive architectural design and landscaping accommodated a high level of urban design.	3	The proposed development is not located Downtown, but Highway 26 is an arterial road and a gateway entrance to the Town from the west. The proposal will provide additional continuity of development, and the applicant has been collaborative to provide a well-designed façade to address Highway 26.
			15	13.5		7.5	
F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	NA	0	N/A
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	2	Lands are within an industrial area and abut NSG and Storage facility. The development is industrial and therefore reduces potential for future land use conflicts.	0	There is no land use conflict being resolved.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6	The development includes two buildings, Building B located adjacent to Highway 26. Based on Lakeshore Mountainside UDM criteria. Building materials and colour schemes represent the UDM criteria/architectural style. Proposed building materials include metal siding/stone with wood accents. Colours sophisticated and suit the character of area. Metal siding which will clad the majority of the elevations is dark grey colour. Stone used along base and vertical elements up to roofline are light grey. Brown wooden accent elements will be used throughout each facade. Accent walls at entrance use light grey stone and brown wood materials.	4	The proposed development is generally consistent with the Lakeshore and Mountainside Recreation architectural style in the UDM. There's a potential for an improved design outcome should it be possible to front proposed Building 'B' onto Highway 26 and relocate the row of parking at the front of the site to behind the building. Additional points may be awarded in this category with the resolution of the urban design comments and removing the parking from the front of the site.
			10	8		4	

SCAP MATRIX - NON-RESIDENTIAL

DATE
PROJECT NAME
140 Mountain Road

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	45.5	57%	34	43%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS	
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT						
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	0	NA	5	Schedule 'F': Urban Structure identifies the subject lands as Inside Built Boundary (Designated/Available Lands)
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>							
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	2.5	The lands are designated and zoned for the proposed use. Lands are vacant.	0	N/A
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	2.5	The lands are designated and zoned for the proposed use. Lands are vacant.	0	N/A
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	0	NA	0	Agree with applicant.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	Closest transit would be at the Cambridge Street stop (550 m) and Tenth Line Linx stop (450 m).	2.5	Agree with applicant.
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	Lands are not contaminated.	0	Agree with applicant.
			15	7.5		7.5	
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT						
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	2.5	The development is for individual industrial units which are anticipated to have overall low water requirements (limited to washrooms and kitchenette for staff). Fixtures would be low water usage.	1	One point awarded for the inclusion of low flow fixtures.
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0	Additional points may be available to be claimed once construction details are provided.	0	Agree with applicant.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	5	In addition to the two SWMF's, the perimeter drainage incorporates a low sloped (0.3% to 0.5%) infiltration swale which will provide additional water quality control in terms of removals of sediment and potential contaminates from the parking and landscape areas	2.5	2.5 points were awarded for the naturalized stormwater management features - low sloped infiltration swales. The SWM Plan indicates this will provide an enhanced level of stormwater quality.
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	5	A TPP area is maintained along the rear of the site which is adjacent to the trail. Additional tree canopy enhancement will be included along east and west boundaries as well as along the frontage of the site. As per the previous submission dated February 10, 2023, Response #23, 11 additional trees have been added to the landscape design thereby achieving the 30% tree canopy as per UDM 10E/G.	1	The tree canopy and natural heritage feature are not being enhanced. The subject lands are currently fully vegetated / treed, and contain a natural heritage feature in the northeast corner (wetland). Aside from a tree preservation area to the rear of the property, the remainder of the site is proposed to be cleared, including the natural heritage feature. One point has been awarded for the tree preservation area and the mature canopy coverage exceeding the minimum standard of 30% in the UDM.
			20	12.5		4.5	
C	INFRASTRUCTURE AND PUBLIC FACILITIES						

C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	2.5	Tatham has confirmed that we are connecting to existing water and sewer connections along Mountain Road.	2.5	The Town is receiving a road widening, allowing the upgrading of Mountain Road. The site will also have formal trail connections (over private property).
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	5	The development has expanded the existing (Black Ash) pedestrian and bike trail system and bike storage between Mountain Road and Taylors Creek.	4	The trail connections through to Mountain Road are formalized to the site, but do not have a separated trail through the site being conveyed to public ownership.
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	2.5	The development has included a road widening as part of the consent process when lot was created. Continued trail network along Mountain Road and connectivity to Black Ash Creek Trail. In addition to the trail connections, a total of 3 amenity areas have been designated for the site (two at the rear and one at the front) providing multiple opportunities and benefits to the community in the immediate area i.e. bike racks, sitting/resting areas for public pedestrians utilizing the adjacent trail system along Taylors Creek. Also, as noted above in Response 9, 11 additional trees have been incorporated in the landscape design as requested.	0	There are no public facilities proposed as a part of this development. Points were awarded above for the road widening, connection from Taylor Creek Trail through the site to Mountain Road and canopy. The amenity areas are publically accessible on private property, and primarily intended as a seating area for users of the subject property. The amenity areas and connection between Taylor Creek Trail and Mountain Road are not being publicly conveyed.
			20	10		6.5	
D	ECONOMIC DEVELOPMENT						
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	5	The development will provide industrial units that will allow businesses to stay or relocate to area. Units can be varied in size to accommodate both incumator businesses as well as expansion or larger businesses.	5	Agree with applicant. Estimating 1 job per unit, 36+ jobs.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	The development will support the Eco MP. The development will establish jobs, will promote investment (new businesses, relocation of businesses and expansion of businesses), and will support the reduction in red tape for businesses to establish themselves. The units will be plug and play type buildings. Ease of deliveries, access, parking and will allow a business to include admin, warehousing, workshop, technology etc - all in one complex.	5	Agree with applicant. There is a high need to industrial complexes and rental spaces. Supports investment and expansion of businesses.
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	2.5	Mountain Road is a main thoroughfare. Extensive architectural design and landscaping accommodated a high level of urban design.	2.5	Mountain Road is an arterial (main street), and is a primary access to the Town from the Town of Blue Mountains for tourists, residents, etc.
			15	12.5		12.5	
F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	NA	0	Agree with applicant.
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	0	Lands are within an industrial area. The development is industrial.	0	Agree with applicant.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	3	Mountain Road is a main thoroughfare. Extensive architectural design and landscaping accommodated a high level of urban design.	3	Provides front landscaping and maintaining the façade and entrancway with varying materials and a 2 storey street presence to ensure human scale.
			10	3		3	

SCAP MATRIX - NON-RESIDENTIAL

DATE
03-Oct-24
PROJECT NAME
40 Sanford Fleming Drive

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	30.5	38%	14.5	18%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS	
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT						
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5	The lot has an existing building on it	5	Schedule 'F' - Urban Structure identifies the subject property as Inside Built Boundary (Designated/Available Lands) and is adjacent to existing developments.
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>							
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0	N/A	0	N/A
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0	N/A	0	N/A
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	0	No live-work arrangements	0	Agree with applicant.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	6th line runs Infront of property "Collingwood Crosstown Route"	2.5	Agree with applicant.
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	not a contaminated site	0	Agree with applicant.
			15	7.5		7.5	
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT						
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	0	Not a sustainable development	0	Points may be awarded if specific examples of water efficiency and reduced wastewater flow mechanisms are incorporated.
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0	not a LEED building	0	Agree with applicant.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	0	no green development standards	0	Agree with applicant.
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	0	N/A	0	Agree with applicant.
			20	0		0	
C	INFRASTRUCTURE AND PUBLIC FACILITIES						
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	8	new water line work and restoration as required along streetscape	0	The proposed development does not include the completion, upgrade or reconstruction of required key infrastructure.
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	0	no active transport structures are effected	0	Agree with applicant.

C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	5	no public facilities or community benefits	0	The proposed development does not enable the provision of public facilities or community benefits.
			20	13		0	
D	ECONOMIC DEVELOPMENT						
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	5	provided new jobs that's why parking is being expanded	0	Points may be awarded upon receipt of the anticipated number of jobs that will result from the proposed development.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	Isowater contributes to the economic growth of Collingwood by supporting local workers	0	Points may be awarded if justification for how the development directly contributes to the specific Goals, Objectives, and/or Metrics of the EDAP is provided.
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	0	not located downtown	1	Although the subject property is not located in the downtown, it is located along an arterial road which provides access to the downtown.
			15	10		1	
F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	Not a historic building or site	0	Agree with applicant.
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	0	no land use conflict	0	Agree with applicant.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	0	no urban design measures	6	The proposed electrical shed is consistent with the UDMs guidelines on utilities, specifically as it pertains to their location and arrangement. Furthermore, the approved Site Plan exhibits a high level of landscaping along the perimeter of the site and along the streetscape.
			10	0		6	

SCAP MATRIX - NON-RESIDENTIAL

DATE
Sept 15 2023
PROJECT NAME
Nefsky - 415 First St

TOTAL POSSIBLE	TOTAL EARNED	SCORE	STAFF RECOMMENDATION	SCORE
80	60.5	76%	36.5	46%

CATEGORY + CRITERIA	MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS
A	EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT					
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5	Per OP Sched 'F'	5 Agree with applicant.
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>						
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0		0
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0		0
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	0		0 Agree with applicant.
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	Subject lands abut a major Transit route.	2.5 Agree with applicant.
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0	N/A	0 Agree with applicant.
			15	7.5		7.5
B	CONSERVATION AND SUSTAINABLE DEVELOPMENT					
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	5	Given scale of development, use of drought resistant landscape vegetation will reduce need for irrigation. In ground irrigation is not provided. See landscape and engineering plans.	0
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	0		0 Agree with applicant.
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	0		1 Drought resistant vegetation proposed.
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	5	Given scale of development, the existing tree canopy coverage will be increased to 33.9%.	3 Proposed tree canopy of 33.9% measured at maturity. This is an improvement over the existing canopy coverage in spite of some proposed removals.
			20	10		4
C	INFRASTRUCTURE AND PUBLIC FACILITIES					
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	10	Proposal will upgrade existing parking ingress and egress from public street and will provide a new pedestrian access feature linking the site to First Street.	0 Proposal does not include the any required key infrastructure. Active transportation awarded in C2.
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	5	Development will provide bicycle racks to a site that does not provide such at this point. On site improvements will improve pedestrian oriented facilities such as dedicated walkways and connection.	3 Proposal will include bike racks and a partially separated and demarcated pedestrian connection from First Street to the on-site walkway connected to the entrances

C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	5	Streetscape interface at Hickory is improved through provision of a landscaped patio that is not a standard development requirement. This feature not only adds additional soft landscape elements treatments at Hickory St but adds potential street animation benefitting the adjacent public space.	3	Proposal includes streetscape enhancements addressing Hickory Street and some minor improvements addressing First Street
			20	20		6	
D	ECONOMIC DEVELOPMENT						
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	5	The project will result in at least 25 new jobs, given the scale of the proposal, this is considered a 'significant' number.	5	Agree with applicant.
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	5	Contributes to priority number 2 by broadening the retail sector in Objective 2.1. New retail and service commercial opportunities will be provided.	2	Agree with applicant, but only two points from the Economic Development Master Plan are cited.
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	5	Proposed addition will include upgrade to existing building façade and will provide additional commercial opportunities along First Street. The addition will add to the commerce sector along First Street.	5	Agree with applicant
			15	15		12	
F	COMMUNITY IMPACTS/BENEFITS						
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0	N/A	0	Agree with applicant
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	2	Improved landscape treatment at north property line mitigates land use conflict through additional landscape and buffering to adjacent residential use.	2	Agree with applicant. Additional tree plantings and a wood privacy fence along northern lot line to buffer from adjacent residential.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6	Development has undergone extensive detailed design analysis and assessment through the site plan approval process with the UDM as a key guide. Additional façade treatment per Staff request.	5	Proposal generally addressed the UDM however staff requested weather protection (canopies/awnings) over entrances in accordance with the UDM and none are proposed.
			10	8		7	

P2024-31 Appendix G: 11589 Highway 26 SCAP Evaluation

SCAP MATRIX - RESIDENTIAL

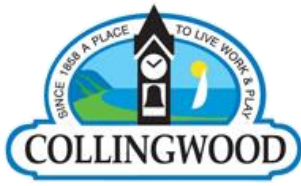
DATE		5-Nov-24		PROJECT NAME		Cranberry Marsh - Hillridge - Hwy 26			
TOTAL POSSIBLE		APPLICANT EVALUATION		SCORE		STAFF RECOMMENDATION		SCORE	
95		58.5		62%		42.5		45%	
CATEGORY + CRITERIA			MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS	
A EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT									
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5			5	Agree with applicant's score. Lands are within the built boundary.	
If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.									
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0			0	N/A	
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0			0	N/A	
A4	Development includes a mix of land uses (e.g. Residential, open space, commercial, industrial, etc.)	No - 0 Yes - 5	5	5		Proposal includes residential land use component, public open space component (trail) and environmental protection component. Maximum points assessed taking into account relatively modest scope of development.	5	Agree with applicant's score/justification.	
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit	No - 0 Yes - 2.5	2.5	2.5		Proposal will result in a medium density residential development on lands fronting onto a major transit route (Hwy 26)	2.5	Agree with applicant's score/justification. There are 3 transit stops within 300 m of the subject property.	
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0			0	Agree with applicant's score/justification.	
			15	12.5			12.5		
B CONSERVATION AND SUSTAINABLE DEVELOPMENT									
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	3		Drought tolerant plant materials proposed where appropriate resulting in no irrigation requirement thus reducing water demand. Ensured through landscape plan to be approved through site plan control. Low flow toilet and shower heads ensured requirement through building detail plans as part of site plan approval. Swales are incorporated into the drainage approach. Rain barrels will be provided.	2	1 point awarded for low flow fixtures and 1 point awarded for provision of rain barrels. Points for swales are provided in B3.	
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	2		Builder will provide energy star rated appliances. To be ensured in Site Plan approval, S812 package A-1 otc standards maintained.	1	1 point awarded for provision of Energy Star appliances.	
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	4		Proposal incorporates naturalized SWM measures such as bio swales and additional drainage filter strips. Ensured through approved engineering and landscape plans. Rough ins for EV charging stations to be provided in each garage. Score assigned takes into account modest scale of development.	3	1 point for awarded for bio-swales, 2 points awarded for provision of EV charging station rough-ins.	
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	5		Identified EP feature will be conveyed to the Town as an adjunct to existing Town owned EP lands.	5	Agree with applicant's score/justification.	
			20	14			11		
C INFRASTRUCTURE AND PUBLIC FACILITIES									
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	7.5		Proposal will formalize a significant north-south trail connection linking the Hwy 26 Cranberry Trail to the Town owned EP open space feature to the south. The construction and conveyance of this trail by the Owner is substantial in light of size and scope of project.	0	Full points awarded in C2 and C3 for trail connection and conveyance.	
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	5		Proposal will construct a major north south trail linkage to the town Cranberry Marsh open space feature. Bike racks are provided. Existing Cranberry Trail section along frontage of subject lands will be upgraded to improve grading and drainage and update surface treatment.	5	Agree with applicant's score/justification.	
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	5		Trail link through subject lands will be conveyed to the municipality but will be winter maintained by the condominium corporation. Ensured through conditions to site plan approval and canted through in condo docs. EP lands to be conveyed to Town as adjunct to existing	5	Agree with applicant's score/justification.	
			20	17.5			10		
D ECONOMIC DEVELOPMENT									
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	3		Contributes to promoting Collingwood as a great place to live. Supports healthy lifestyle with on site trail amenities and access to community facilities such as transit proximity, access to broader multi use trail systems. Scale of development is taken into consideration in self evaluation point.	3	Agree with applicant's score/justification.	
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	3		Contributes population in proximity to the Hwy 26 commercial node. Trail access as well as transit route proximity enhances active transportation options accessing commercial areas. The High Street/Batam commercial node is in proximity to the subject lands.	2	2 points awarded for proximity to Hwy 26 commercial corridor and enhancement of active transportation connectivity in area.	
			10	6			5		
E AFFORDABLE HOUSING									
E1	Developments that include affordable housing units	1 point/5% of units up to 5 points	5	0			0	Agree with applicant's score. Not affordable housing units proposed.	
E2	Developments that propose innovative housing solutions that contribute to affordability	Degree of Compliance: Scale 0-5	5	0			0	Agree with applicant's score. No innovative housing solutions proposed.	
E3	Developments that include rental housing units	0.5 point/5% of units up to 2.5 points	2.5	0			0	Agree with applicant's score. No rental housing units proposed.	
E4	Developments that include seniors, community or special needs housing	No - 0 Yes - 2.5	2.5	2.5		Builder will provide elevators in units to increase mobility access between upper and lower living spaces. This will appeal to a market segment that is challenged by stairs but want the living experience provided by upper and lower floor spaces. Ensured through site plan approval.	0	This is not a purpose built seniors, community or special needs housing.	
E5	Developments that include a mix of housing types with one housing type comprising no less than 10% of total units	No - 0 Yes - 5	5	0			0	Agree with applicant's score - no mix of housing types proposed.	
			20	2.5			0		
F COMMUNITY IMPACTS/BENEFITS									
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0			0	Agree with applicant's score. Not a building or site of historical interest.	
F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	0			0	Agree with applicant's score. No removal of a land use conflict.	
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6		Proposal has been subject to design critical analysis through municipal review process. Owner has agreed to incorporate architectural enhancements that are outside of site plan control parameters. End unit facade improvements and materials upgrades per earlier town comments have been incorporated.	4	Some end unit facade improvements, landscaping along frontage, and improvements to children's play area.	
			10	6			4		

P2024-31 Appendix H: 298 Pretty River Parkway SCAP Evaluation

SCAP MATRIX - NON-RESIDENTIAL

DATE		TOTAL POSSIBLE		TOTAL EARNED		SCORE		STAFF RECOMMENDATION		SCORE	
1-Nov-24		80		67		84%		23.5		29%	
PROJECT NAME		TOTAL POSSIBLE		TOTAL EARNED		SCORE		STAFF RECOMMENDATION		SCORE	
Pretty River Car Wash		80		67		84%		23.5		29%	
CATEGORY + CRITERIA		MEASURE	POINTS POSSIBLE	APPLICANT EVALUATION	APPLICANT JUSTIFICATION	STAFF RECOMMENDATION	STAFF COMMENTS				
A EFFICIENT USE OF LAND AND ORDERLY DEVELOPMENT											
A1	Lands are within built boundary and/or within an existing built up neighbourhood	No - 0 Yes - 5	5	5	The lands are within the built boundary and in an existing commercial built up area.	5	Schedule 'F' - Urban Structure identifies the subject property as Inside Built Boundary (Designated/Available Lands) and is adjacent to existing developments.				
<i>If response to A1 is 'No' please answer A2 and A3. If response to A1 is 'Yes', please do not answer A2 and A3.</i>											
A2	Development represents an orderly and sequential greenfield expansion of the community outward from the existing built-up area	No - 0 Yes - 2.5	2.5	0		0	N/A				
A3	Greenfield development meets or exceeds the density targets in the Town Official Plan	No - 0 Yes - 2.5	2.5	0		0	N/A				
A4	Development includes a mix of land uses, especially those that provide for live-work arrangements	No - 0 Yes - 5	5	5	The development includes open space / buffers to the adjacent Pretty River	0	The proposed development does not include a mix of land uses as only one commercial use is proposed.				
A5	Development represents transit supportive development based on density and proximity (i.e. 400-800 meters measured by radius from the property boundary unless there are physical or topographic barriers preventing access) to existing or planned transit routes	No - 0 Yes - 2.5	2.5	2.5	A number of bus stops are located within close proximity to the subject site.	2.5	Agree with applicant.				
A6	Development facilitates the re-development of a contaminated site	No - 0 Yes - 2.5	2.5	0		0	Agree with applicant's score, the Town has no record of site contamination.				
			15	12.5			7.5				
B CONSERVATION AND SUSTAINABLE DEVELOPMENT											
B1	Development incorporates low impact / sustainable development, as it relates to water efficiency and reduced wastewater flow from development projects	Degree of Compliance: Scale 0-5	5	5	The proposed development includes a wastewater reclaim system (65%) and encourages environmental protection as all water is directed to the sanitary system.	2	Planning Services acknowledges the sustainable benefits of the proposed car wash (1 point) and agrees that a wastewater reclaim system of 65% would be an improvement of the site (1 point). There is an opportunity to earn additional points if more examples of low impact/sustainable development can be incorporated in this proposal.				
B2	Development which will achieve LEED, Energy Star or other similar certification or equivalent, as determined by the Town	Degree of Compliance: Scale 0-5	5	5	The proposed development includes a wastewater reclaim system (65%) and encourages environmental protection as all water is directed to the sanitary system.	0	The same justification for the criteria in Category B1 has been provided which is not applicable to this category. Points cannot be awarded if justification for how the development incorporates LEED, Energy Star, or other similar certifications is provided, as determined by the Town.				
B3	Developments that incorporate green development standards or methods that contribute to the sustainability of the development such as passive solar design, climate change resilient buildings/infrastructure, and naturalized stormwater management features	Degree of Compliance: Scale 0-5	5	5	The proposed development features a high performance building envelope, wastewater reclaim system, and naturalized stormwater features.	1	The comment response matrix notes that the building structure will consist of a concrete wall forming system. As such, 1 point has been awarded for this. Additional points may be awarded if more information is provided regarding the CONFORM or ACM.				
B4	Development protects, restores, conveys into public ownership, and/or enhances a natural heritage feature, including maintenance or enhancement of the tree canopy	Degree of Compliance: Scale 0-5	5	5	The proposed development protects and enhances the adjacent natural heritage features of Pretty River and provides for additional tree canopy.	2	Planning Services agrees that the development proposes changes to the existing site conditions by providing a mix of trees, shrubs and grasses that enhance the tree canopy (12%) but do not achieve the 30% requirement per the Town's UDM (1 point). Planning Services also acknowledges that the development will have no negative impacts to the Natural Heritage System so long as the necessary mitigation measures are followed as per the EIS memo (1 point).				
			20	20			5				
C INFRASTRUCTURE AND PUBLIC FACILITIES											
C1	Development includes the completion, upgrade or reconstruction of required key infrastructure, such as road connections between development areas, transit facilities and/or water and sewage infrastructure	Degree of Compliance: Scale 0-10	10	10	The proposed development features new road connections to adjacent lands as well as to the public ROW, and further provides for new water and sewer infrastructure to the subject site.	0	No upgrades to any of the required key infrastructure is demonstrated in this proposal. Points may be earned in this category if a demonstration of improved infrastructure is provided.				
C2	Development includes the completion, upgrade or reconstruction of active transportation infrastructure (e.g. trails, bicycle lanes or separated corridors, sidewalks, bike storage areas, etc.) in the public or private realms or both	Degree of Compliance: Scale 0-5	5	5	The proposed development provides for new pedestrian connectivity, bike storage, and landscaping within the development.	1	1 point was awarded for the inclusion of bicycle parking spaces.				
C3	Developments that enable the provision of public facilities and/or community benefits beyond those facilities which are required to be provided by the developer by legislation including, but not limited to park improvements, new park construction, development of public active transportation systems, and streetscape improvements or other key elements of public infrastructure	Degree of Compliance: Scale 0-5	5	5	The development provides for streetscape improvements within the context of the existing commercial built up area.	2	Planning Services agrees that the proposal offers improvements to the streetscape by incorporating landscaping measures along Pretty River Parkway (2 points).				
			20	20			3				
D ECONOMIC DEVELOPMENT											
D1	Development that adds a significant number of new jobs to the local economy	1 point/5 jobs up to 5 points	5	1		1	Agree with applicant's score as the comment response matrix notes that 7 jobs will result from the proposed development.				
D2	Development supports the goals and objectives of applicable economic development master plan	Degree of Compliance: Scale 0-5	5	2.5	The proposed development provides for a commercial use and car wash facility where it is intended within the planned context of the Town.	0	Points may be awarded if additional justification can be provided explaining how the development directly contributes to the specific goals, objectives, and/or metrics of the Town's Economic Development Action Plan (EDAP).				
D3	Development enhances the Downtown or a main street as a focal point of activity and commerce	Degree of Compliance: Scale 0-5	5	3	The proposed development provides for streetscape animation as a gateway site into the Town of Collingwood	1	Planning Services agreed that the property is located considerably close to the intersection of two Arterial Roads (Hume Street and Pretty River Parkway) which provides direct access to Downtown Collingwood (1 point).				
			15	6.5			2				
F COMMUNITY IMPACTS/BENEFITS											
F1	The application preserves sites/buildings of historical interest and/or complies with the requirements of any applicable heritage district plan	No - 0 Yes - 2	2	0		0	N/A				

F2	Development will facilitate the removal or improvement of a land use conflict	Degree of Compliance: Scale 0-2	2	2	The proposed development removes the existing use of the property, and implements the vision provided within the planned context of the Official Plan.	0	There is no land use conflict being resolved.
F3	Includes urban design or architectural control and implementation in accordance with or exceeding any applicable master plan or guideline	Degree of Compliance: Scale 0-6	6	6	The proposed development includes an architectural implementation in accordance with the guidelines of the municipality, and specifically within the context of providing for a car wash use within a commercial existing area.	6	Planning Services acknowledges the proposed development would incorporate bicycle parking (1 point), 2 show storage locations (1 point) and 1 amenity space (1 point). Additionally, the proposed car wash meets the objectives of the automotive policies contained in the Town's UDM (1 point), and significant landscaping has been incorporated in the proposal (2 points).
			10	8		6	



TOWN OF COLLINGWOOD
MUSEUM ADVISORY COMMITTEE

October 24, 2024, 5:30 p.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

Members Present: Jennifer Belanger, Chair
Robert MacNair
Joanne Edwards
Jacklyn Plater

Staff Present: Christopher Baines, Council Member (ex officio)
Melissa Shaw, Museum Supervisor
Jenny Haines, Administrative Coordinator

Others: Karen Cubitt, Director Parks, Recreation and Culture
Jennifer Parker, Manager of Culture and Events
Chantale Gagnon, Regional Development Advisor

1. Call to Order

Chair Belanger called the meeting of the Museum Advisory Committee to order at 5:30 p.m.

2. Adoption of the Agenda

MUS-019-2024

Moved by: Joanne Edwards
Seconded by: Jacklyn Plater

THAT the content of the Museum Advisory Committee Meeting agenda October 24, 2024, be adopted as presented.

3. Declarations of Pecuniary Interest

None.

4. Adoption of Minutes

For information purposes: The minutes of the regular meeting of the Museum Advisory Committee held on Thursday, September 19, 2024, were approved electronically by the Board/Committee and forwarded to Council for receipt at its next regular meeting.

5. New Committee Member Welcome and Introductions

Chair Belanger welcomed Jackie Plater to the Committee. Introductions were made.

6. Business Arising from the Previous Meeting

None.

7. Deputations

None.

8. Correspondence Received

None.

9. Committee Business - New or Other

9.1 Museum Master Planning Session with Chantale Gagnon, Regional Development Advisor

Chair Belanger welcomed Regional Development Advisor, Chantale Gagnon to the meeting. Advisor Gagnon briefed the Committee on her role with the Ministry and explained how her role can assist with the Museum's planning process. Advisor Gagnon confirmed that she met with Staff prior to this meeting and outlined the 5 steps to the Strategic Planning process. Advisor Gagnon noted that although action items set out in the Museum's Master Plan (MMP) will focus on the next 5 years, the strategic focus of the plan in its entirety can have a 15 year outlook.

Advisor Gagnon answered questions from the Committee and Staff regarding the option to report on the process and development of the plan and the expectations surrounding Community Engagement. Supervisor Shaw confirmed that Museum Staff will seek input from the public during the Friday Night Christmas Markets via the Museum's booth downtown. The Committee discussed various ways input can be collected.

Advisor Gagnon reviewed the Guiding Principles as presented in the 2020-2024 Collingwood Museum Master Plan and noted the importance of conducting an environmental scan to determine actions and set goals which Staff can implement. Advisor Gagnon assigned Committee members into groups and had them answer questions pertaining to the Museum's values. The Committee then discussed common and overlapping values and shared their responses.

Member MacNair left the meeting at this time.

Staff and Committee members reviewed the following values statements:

1. The Collingwood Museum: shares Collingwood's stories with enthusiasm, innovative and interactive ways

2. The Collingwood Museum: creates and promotes welcoming and accessible spaces that engage the whole community
3. The Collingwood Museum: values and creates opportunities to include diverse and changing perspectives that are respectful and ethical.

Advisor Gagnon then asked Staff and Committee to review the Vision and Mission Statements as written in the 2020-2024 Collingwood Museum Master Plan. Advisor Gagnon noted that the current statements do not necessarily need to be updated. The mission is the Museum's purpose and should answer the following questions: What is our purpose? What do we do? Who do we serve? Where do we operate? And what is unique/distinct about us?

Staff and Committee discussed the importance of including 'Collingwood's heritage' in the Mission Statement and discussed the use of the term 'hub' as part of the Vision and if this is an overarching, future goal. Advisor Gagnon noted that the vision is a guide to create your goals and the importance of working on the mission to state who we are before we can find out where we want to be. Advisor Gagnon indicated that the Mission is relevant and timeless.

The Committee discussed the addition of 'collaborative' to the Mission, resulting in: 'To be a relevant, engaging, and collaborative resource of Collingwood's heritage and collective memory.'

In preparation for a review of the Vision Statement at the next meeting, Advisor Gagnon suggested that Staff and Committee think about the achievement award the Museum would want to receive in 20 or 30 years. What would the award presenters say about the Museum and its achievement.

9.2 2025 Museum Advisory Committee Schedule - For Information

There were no questions or concerns with the 2025 Museum Advisory Committee Schedule.

10. Upcoming Events, Programs, etc - Melissa Shaw

Supervisor Shaw provided an update on upcoming events and programming as follows:

- The Ghost Ship PA Day Program on October 25 is full
- The Haunted Walking Tours with Dean Hollin on October 26 and 30 are sold out
- The Gaslight Tour: Night at the Museum the week of October 28 is sold out

- The Harvest Time Program with True North Catholic Academy on October 31 will be converted from a PA Day program to a school program
- Staff were approached by the local Girl Guides to host the First World War Walking Tour on November 13
- The Museum will be open on Remembrance Day until 1:00 p.m., featuring the “From Vimy to Juno” traveling exhibit, Branch 63 Collingwood Legion exhibit, and Victory Bond poster installation
- A Community Collectors event will be held at the Collingwood Legion on November 21.
- The Collingwood Downtown Christmas Markets will begin on Friday, November 29 and the Museum will have a booth set up and will be engaging with the community

There were no questions or comments from the Committee regarding the upcoming events and programs.

11. Next Meeting

The next meeting of the Museum Advisory Committee meeting will take place on November 21, 2024 commencing at 5:30 p.m.

12. Adjournment

Moved by: Member Plater

THAT the meeting of the Museum Advisory Committee Meeting be hereby adjourned at 7:32 p.m. **CARRIED.**

Chair

**BY-LAW No. 2024-081
OF THE
CORPORATION OF THE TOWN OF COLLINGWOOD**



BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL
OF THE CORPORATION OF THE TOWN OF COLLINGWOOD

WHEREAS the Municipal Act 2001, S.O. 2001, c 25, Section 5(1), provides that the powers of a municipality shall be exercised by its council;

AND WHEREAS the Municipal Act 2001, S.O. 2001, c 25, Section 5(3), provides a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the actions of all meetings of Council of The Corporation of the Town of Collingwood be confirmed and adopted by by-law;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF COLLINGWOOD ENACTS AS FOLLOWS:

1. **THAT** the actions of the Council of The Corporation of the Town of Collingwood in respect of:
 - a) each recommendation in the reports of the Committees;
 - b) each motion, resolution or other action passed, taken or adopted at the meetings listed below are hereby adopted, ratified, and confirmed as if same were expressly included in this by-law, provided that such adoption and confirmation shall not be deemed to include the final passing of a by-law the requires the prior approval of a Minister, a Ministry, to the Ontario Municipal Board or any other governmental body:
 - Council – Committee of the Whole – November 18, 2024
2. **THAT** the Mayor and the proper officials of The Corporation of the Town of Collingwood are hereby authorized and directed to do all things necessary to give effect to the action of the Council referred to in Section 1.
3. **THAT** the Mayor, or in the absence of the Mayor, the Deputy Mayor, and the Clerk, or in the absence of the Clerk, the Chief Administrative Officer;
 - a) are authorized and directed to execute all documents to the action taken by Council as described in Section 1;
 - b) are authorized and directed to affix the seal of The Corporation of the Town of Collingwood to all such documents referred to in Section 1.
4. **THAT** this by-law shall come into effect upon the passing thereof.

ENACTED AND PASSED this 18th day of November, 2024.

MAYOR

CLERK